CHAPTER ONE
INTRODUCTION
### CHAPTER ONE

#### INTRODUCTION

<table>
<thead>
<tr>
<th>SYNOPSIS</th>
<th>Pg No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women at Work</td>
<td>2</td>
</tr>
<tr>
<td>Women in Management</td>
<td>4</td>
</tr>
<tr>
<td>Studies on Managers</td>
<td>7</td>
</tr>
<tr>
<td>Traits of Managers</td>
<td>8</td>
</tr>
<tr>
<td>Tasks of Managers</td>
<td>10</td>
</tr>
<tr>
<td>Interpersonal Relations of Managers</td>
<td>12</td>
</tr>
<tr>
<td>Women Managers: Review of Literature</td>
<td>14</td>
</tr>
<tr>
<td>Objectives of the Study</td>
<td>30</td>
</tr>
<tr>
<td>Hypotheses</td>
<td>34</td>
</tr>
<tr>
<td>Definition of &quot;Woman Manager&quot;</td>
<td>36</td>
</tr>
<tr>
<td>Methodology</td>
<td>37</td>
</tr>
<tr>
<td>(1) Questionnaire</td>
<td>37</td>
</tr>
<tr>
<td>(2) Sample</td>
<td>37</td>
</tr>
<tr>
<td>(3) Profile of women managers</td>
<td>38</td>
</tr>
<tr>
<td>(4) Tools of Analysis</td>
<td>45</td>
</tr>
<tr>
<td>(5) Limitations of Research Study</td>
<td>46</td>
</tr>
</tbody>
</table>
### LIST OF TABLES

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Pg.No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Age Profile of Women Managers</td>
<td>39</td>
</tr>
<tr>
<td>1.2</td>
<td>Religious profile of Respondents</td>
<td>40</td>
</tr>
<tr>
<td>1.3</td>
<td>Marital Status of Respondents</td>
<td>40</td>
</tr>
<tr>
<td>1.4</td>
<td>&quot;Type of family&quot; Profile of Respondents</td>
<td>41</td>
</tr>
<tr>
<td>1.5</td>
<td>&quot;Husband’s Occupation&quot; Profile of Respondents</td>
<td>41</td>
</tr>
<tr>
<td>1.6</td>
<td>&quot;Educational&quot; Profile of Respondents</td>
<td>42</td>
</tr>
<tr>
<td>1.7</td>
<td>&quot;Designation&quot; Profile of Respondents</td>
<td>43</td>
</tr>
<tr>
<td>1.8</td>
<td>&quot;Category of Employment&quot; Profile of Respondents</td>
<td>44</td>
</tr>
<tr>
<td>1.9</td>
<td>&quot;Number of Years in Service&quot; Profile of Respondents</td>
<td>44</td>
</tr>
</tbody>
</table>
INTRODUCTION

Women's studies in India represent a comparatively new domain of knowledge. The academicians and the activists concerned with women's issues have succeeded in bringing to light the critical but often clouded aspects of women's existence during the last two decades. It is now recognised that these research studies have profound implications not only for women but also for the economy and the society as a whole.

Much of the debate and research on women's work relies on information obtained from standard secondary sources such as population census and the National Sample Surveys (NSS) but an added stock has also been the growing corpus of quantitative and qualitative data from micro studies. This research work on "WOMEN MANAGERS IN GUJARAT" is a modest attempt in this direction.
WOMEN AT WORK:

Women have been working — working everywhere — at home, in offices, in fields, factories and many other work places from time immemorial. But still, a great majority of them are not either in the past or in the present recognised as workers in the economic sense of the term. History has handed down terms like “Das” and “Dasi” , clearly indicating the existence of slave workers. Manual labourers in the past were slaves. They consisted of both male and female workers. The word “Dasi” implies the presence of female manual labour who generally worked in the houses of socio-economically and politically powerful classes.

Discrimination against women was widely prevalent in almost all societies in the past and Indian society was no exception. Many discriminatory practices, attitudes and opinions against women were socially, culturally and traditionally accepts norms. Many such practices were also legitimised in the past. Attempts have been made, therefore to bring about equality in society, political spheres, educational institutions and in work places between men and women.
"What is needed is, at one level, to raise awareness of the issues of concern to women in the world of work, and at another level to provide those responsible with the practical tools for incorporating this concern in policy, programme or project formulation, implementation, monitoring and evaluation so as to ensure that women participate fully in and benefit equally from the development process. What is also needed is to inform women themselves of their rights and responsibilities under the Law. An important reason why inequalities persist is because although a number of rights for women have been enshrined in both international standards and national laws, they remain largely unknown. Very limited effective and systematic efforts have so far been made at the relevant levels to inform women. Dissemination of information about these rights is therefore crucial for empowering women to exercise these rights.”*1

The Manual of ILO, here is specifically addressed to women labour. Women labour constitutes a significant segment of the workforce in India. “Out of 314 million workforce, 90 million are women labourers which account for 22.73 per cent of the total. Majority of them, i.e. 87 per cent are employed in agriculture as labourers and cultivators”.* 2 Most of the women work in

2*. Ibid.
unorganised sectors like household industries, petty trades and services, building construction, etc.

Above profile of distribution of women workforce clearly demonstrate that they are generally employed in areas of economic activities where remuneration, career prospects and chances of skill development are marginal or non-existent. In this context, information dissemination about various facilities which are offered by the government and other agencies is a prerequisite to women's upliftment, particularly that of women labourers because information, knowledge and skill are prerequisites to empowerment.

- WOMEN IN MANAGEMENT:

The position of the manager generally comes under the domain of the male category because it is covered with prestige, power position and authority. The managers are required to show leadership qualities and men are considered as most suitable for such positions. Even in the western societies for a considerable long time, men were considered as the natural and proper candidates for such managerial positions.

It is perhaps for this reason that certain occupations are labelled as "masculine" or "feminine". It is in this respect that
Hughes stated “Society by its nature, consists in part of both allowing and expecting some people to do things which other people are not allowed or expected to do and if those who man such occupations have any sense of identity and solidarity, they will also claim a mandate to define (not merely for themselves but for others as well) proper conduct with respect to the matters, concerning their work”. *

Due to techno-social changes, the nature of work in “male occupations” has undergone drastic changes, removing the boundaries, created by the cultural definitions. The separation of work from home, the introduction of push-button technology, the economic needs, the opportunity to learn formal and technical education, the changes in the nature and structure of work, the changes in the orientation to work, the constitutional provisions and various other factors have helped women to accept gainful employment in professions, previously monopolized by men. The entry of women into male professions has attracted the attention of social scientists. A number of studies have been conducted to analyse the problems faced by women in such professions. (Mattfeld and Carol, 1965, kosa and Coker, 1965; Bock. 1967; Epstein. 1970; Theodore 1971; Loring and well 1972, Quadagno 1976, Singh 1977, Mahajan 1982). The women professionals studied were academicians, social scientists, physicians, lawyers, etc.

There is hardly any study on women managers in Gujarat which deals with the following:

(1) How do women managers withstand both emotional and professional stress?
(2) How do women managers cope up when they experience discrimination in promotion and overall growth opportunities?
(3) Whether the women managers get moral and emotional support from family members or not? If yes, to what extent?
(4) How do they manage home responsibilities when on tour?
(5) How do they manage job responsibilities during domestic crises?
(6) What type of role conflict do they face while achieving balance among work, home and social life?
(7) Does our developing community accept women in key managerial positions? If yes, up to what extent?
(8) Does our developing society accept with a smiling face that women are no longer related with only three P’s namely, Pickle, Powder, and Papad and they are equally competent on all social fronts?
(9) How do women play their roles as managers with reference to their interactions with subordinates, colleagues and superiors?
(10) To what extent have women managers been effective in their new managerial positions?
An attempt has been made by the researcher to give honest and sincere answers of the above questions in this research work.

© STUDIES ON MANAGERS:

The worker is at the bottom and the director, chairman or the entrepreneur is at the top in the formal organisational hierarchy. The manager is that person who gets the decisions of the Board of the Directors, to execute. He is an expert who keeps in mind the interests of the owner as well as the workers. How effectively he gets the work done depends upon his capability and training. Yoder (1960) while tracing out the history of the managers, concludes that "Managers" are distinguished from the "Administrators". Administrators are required to determine the policy whereas the managers are those who execute the orders of the administrators. Administrators in this sense of the term enjoy the highest authority and form the most powerful group. The manager is the expert in getting the work done. The term "Manager" has been given a broader meaning to include top manager, middle manager and even supervisor (Reigel 1952, Haimann 1966, Newman 1973).
Most of the studies about managers define the term with respect to the expected qualities or characteristics of the person, holding such a position. The manager should be innovative, alert, risk minded, progressive, tactful and impressive. He must possess leadership qualities (Argyris 1951, Reigal 1952, Terry 1960, Cilms 1964, Cariberg 1967, Usha kumar 1970, Schull 1975, Hendy 1976).

Dooher and Marquis (1952) undertook a study of the managers for the American Management Association. They concluded that six qualities were required for a successful manager. They were as follows:

1. A complete understanding of the basic principles, governing his industry.
3. A sense of social as well as economic responsibility which is a talent for developing both the business and its employees.
4. Courage to carry out his plans.
5. Continuing insistence on research, and
6. Ability to judge his own values by comparison with past, present and future objectives.
The managers possess selective and unique characteristics which are the products of the responsibilities, they hold. These special characteristics of managers are a compound of personality traits and the role expectations of the organizational offices they fill. Managers do possess self confidence, aggressiveness, assurance and equanimity. These are the personality characteristics of successful managers. Self confidence is important in supporting the exercise of authority by a manager. Aggressiveness is sometimes necessary in solving the problems on the spot. Assurance is necessary in making decisions about an imperfectly understood future. Equanimity is required for taking those decisions which anticipate very high payoffs but do not overlook potential failure (Wald and Daty 1954, Murray and Henry 1957, Schultz 1978).

Successful managers are not “born” or “made” in the colleges, but they are the products of their social environment. They have much more ability, initiative personality, human understanding and motivation, compared to low-level supervisors. Low-level men simply lack the “inner determination” to climb further up the managerial ladder. Most managers consider themselves as possessing several dynamic personal attributes, revealed in Henry’s (1949) well-known study of 100 managers in the Chicago business community. Some of these were: strong achievement desire, high mobility drive,
sympathetic conception of authority, considerable ability to organize, firm decisiveness, strong self-structure, much aggressive activity and direct orientation toward reality. Among the distinctions, most frequently made by managers between themselves and supervisors were: more energy, alertness, initiative, aggressiveness, more understanding of people, greater ability to manipulate people, greater willingness to assume responsibilities and to make decisions, greater ability to impress superiors, better judgement and foresight, more magnetic, projective personality, better problem-solving ability, more adaptability to changing situations, more determination and strength of personal character, greater ability to sell their ideas & to get things done through group efforts, more education and training, better occupational and social contacts and opportunities and different job interests (Barnard 1938, Hewart 1948, Shartle 1956, Likert 1961, Wachs 1967, Louden 1977, Elgood 1981).

• TASKS OF MANAGERS:

It is implied in the above research studies that only those managers who possess the required traits or qualities, would be able to perform their roles effectively.

A few scholars, however, are of the opinion that instead of depending upon the traits, we should look at the type of tasks, they are expected to perform and how effectively they perform them.
The role of the manager is to make the proper use of all the resources at his disposal, i.e. talent, people, time, money, machinery, etc for achieving the goals of the organization. Bordie (1967) argued that for an enterprise to be soundly constituted, there are five commanding factors which a manager must bear in mind. They are: Planning, Organizing, Commanding, Coordinating and Controlling. Shartle(1956) and Gilmes(1959) outlined other activities which a manager must perform to attain the desired goals. The activities are: investigation, procedures and methods, evaluation, interpretation, supervision of the technical operations, public relations, negotiations, scheduling and professional consultation.

Donaldson and Cowler(1975) were of the view that one of the most critical functions of a manager was his supervision of the other people's work. Handy(1976) felt that the importance of the executive lay in his ability to form strategies for improving the health of the organization. Collis states that the manager is no more required to work inside the organization. He is required to do a lot of liaison work. The manager today, according to many business experts, is spending as much as 40 per cent of his time in external activities as compared to only 10 per cent of his time, ten years ago. The manager has become, nowadays a diplomat, a communicator and a decision maker ( Collis 1980).
The manager is not required to be an expert in one narrow field of specialization but he is required to act as a generalist. Clarkson comments that there is a need for the manager to deal with finance, personnel, marketing, production and technical know-how. These areas are interrelated aspects of the single management task (Clarkson 1980)

- INTERPERSONAL RELATIONS OF MANAGERS

Manager’s role performance is evaluated not only in terms of attainment of the organisational goals but he is supposed to be concerned equally with the well-being of subordinates, peers and superiors (Mant 11977). Behavioural scientists have suggested that good relationships between the members of a work group are the central factors in the organisational health (Cooper 1981). Very little research work, however, has been done in this area. French and Caplan (1973) define poor relations as those “Which include low trust, low supportiveness and low interest in listening to and trying to deal with the problems that confront the members of the organisation”. The most notable studies in this area are by Kahn (1964), Buck (1972) and French and Caplan (1973). These studies reflected the same conclusions. They concluded that mistrust of persons was highly related with role ambiguity. It resulted into
inadequate communication between people and psychological strain in the form of low job satisfaction.

Buck (1972) concentrated on the attitudes and relationships of workers and managers to their immediate boss. He used Fleishman's leadership questionnaire about friendship, mutual trust, respect and warmth between the boss and the subordinates. He found that managers experienced more job pressure whose boss was low on "consideration". Their boss used to criticise negatively, not neutrally. Politics played by the boss used to increase job pressure of the subordinates, Buck, therefore, concluded that considerate behaviour of the superiors appears to have contributed significantly inversely to the feelings of job pressure.

Relationship with the subordinates-officially one of the most critical functions of a manager – is his supervision of the other people’s work. It was believed that “inability to delegate” might be a problem. But now, a new potential source of stress is being introduced in the manager’s interpersonal skill- he must learn to “manage by participation" (Donaldson and Cowler 1975). In modern industrial management, the manager is required to see the problem from different angles. This involves some knowledge and understanding of the economic, political cultural and psychological forces which are shaping the conditions of work. The manager must
consider all these forces in order to operate business unit successfully. (Mant 1977).

The above studies emphasize the importance of interpersonal relations of the manager with the subordinates, peers and the superiors. It is implied in these studies that there should be cordial relationships. Lack of coordination generally leads to stressed and strains which ultimately adversely affect the performance of the manager and the organisational health.

- These studies, however, are silent on the question.
- "What should be the quality of relationships when women as managers interact with their subordinates, colleagues and superiors?"

Let us have a glance over the literature survey, concerning "WOMEN MANAGERS" in order to get some answer of the above question.

**WOMEN MANAGERS: (REVIEW OF LITERATURE)**

- BOWMAN (1965)

  In a survey of male and female managers, conducted by the Harvard Business Review, majority of the male
respondents believed women to be unsuited for management because of their “unstable temperament”.

- **McCLELLAND (1967)**
  
  He gave his opinion that women were more interdependent, more interested in people than things, less analytical and less manipulative of things than men. He advocated that they were unsuited for the position of power and authority.

- **VIMLA PATIL : (1972)**
  
  She advances a theory in her outstanding essay that a successful women manager destroys her husband. An extraordinary career success for a woman is said to be dangerous for married life. The husband of such a woman may be holding extremely well paid job. But, he is always an object of universal sympathy. Such a husband loses his ego.

- **DIPBOYA (1973)**
  
  The study revealed that the stereotype of notion regarding women that they lack in the abilities and personality traits, required of managers, is widely true.

- **SCHEIN : (1973)**
  
  The study conducted by Virginia Schein of the Metropolitan Life Insurance Company, asked 300 middle level
managers to describe "women in general", "men in general" and "the successful manager". The successful manager according to her findings, was perceived to possess the traits of aggressiveness, emotional stability, Vigour and self-reliance. Men, in general, were believed to possess almost the same traits, necessary to become the successful manager. The women however, were rated as deficient to most of these traits.

BROWN, FRETZ AND HAYMAN : (1973)

They concluded that all managers, men and women, perform the same sort of work. They supervise staff, decide what work to delegate, how and when the work should be completed. They decide whom to promote and how to train them. They calculate which new products to introduce, where to sell, whether to expand or contract. Some of it is everyday administration, some of it is rather a long term planning, involving considerable judgement on the part of the manager, irrespective of man or woman.

LYLE AND ROSS : (1974)

Jerolyn Lyle and Jane L. Ross compared the leadership styles of 70 male and 70 female managers. They matched on occupation level, Job tenure and other relevant characteristics.
They found that most of the women adopted more active, effective leadership styles than the men.

REIF: (1975)

Are women managers different from their male counterparts? Are there any substantial reasons for excluding women from managerial positions to the extent they are excluded? Reif worked on this area and concluded that many organizations have arranged special training and development programmes to prepare women for management positions.

MARION M. WOOD (1975)

Wood interviewed nearly 100 women, holding positions ranging from management trainees to president of a company in Los Angeles (USA). The research study reflected that ten traits were necessary if women wanted to succeed in management. These ten traits were: competence, education, realism, aggressiveness, self-confidence, career mindedness, femininity, strategy, support of an influential male and uniqueness.

HIGGINSON AND QUICK (1975)

Management is a science. It does not recognize sex. A female child, in fact, is trained from birth to be an efficient manager. She is the builder of the family. She has to be
effective in handling finance, personnel management and public relations in the form of entertainment. Being a man or women does not really matter because one deals with situations according to one’s intelligence. Women managers in administrative services today are holding responsible positions.

In today’s society, in fact, women have an added advantage, management conscience, the need for a competent manager in a fast moving and competitive world, pressure from Government have all provided a special edge for the women with the will and intelligence to succeed. The Woman manager must show her ability to cope with the four R’s – roles, risks, relationships and results. Women should put their natural organizing ability to work in management because the rewards are substantial in hard cash and in job satisfaction.

- KALA RANI (1976)

Kala Rani does not agree with Vimla Patil’s (1972) findings that a woman with extraordinary career success is dangerous for married life. According to the research findings of Kala Rani, there are several effective women managers who are enjoying an immensely interesting and happy married life.
TERBORG (1977)

Terborg's review of literature, published during 1974-77, deals with many issues ranging from choice of a career by a woman to her role conflict. His discussion on entry of women in management is related to self-concept, carer choice, blocked career pathways and women's choice of work organizations. The other section concentrates on socialization of women once they gain entry in managerial positions. That section deals with anticipatory socialization, encounter, accommodation and role management.

STEAD (1978)

His survey of the managers revealed that females were perceived to be unfit as managers because of their purported lack of dependability. The findings of his studies confirm Douglas McGregor's observation that the model of the successful manager in our culture is a masculine one. The good manager is aggressive, competitive, firm and just.

HALL AND HALL (1980)

Both of them concluded that most women do not understand what on earth management is. This is the reason why most of the women are kept out of the position of the manager.
Most women wonder what does a manager do and what qualifications does he possess. They fail to understand that management is a branch of science with rules and regulations to be learned and heavy burdens called responsibility and stress to be borne.

- **STEVENS AND DINISI (1980)**

  Women had more positive attitudes towards women as managers. Clear descriptions about female success or failure had no significant relationship with generalized attitude towards women managers.

- **ELEANOR MACDONALD AND TERRY NYE (1981)**

  If the day ever dawns when half of the top jobs in management and unions are held by women? Both the researchers perceived positive results. (1) There would be a greater realisation of the practicalities of situations. (2) There would be more understanding of the needs of subordinates.

- **NANCY PAUL (1981)**

  She noticed another important difference” Women who get to the top in Britain are not from upper class, those women
do not need to work. But, the men at the top often are from upper class”.

- BRENDA (1981)

What sort of person is this new woman manager? She found that there were three generations of women managers. “The first generations were the real dragons who had to fight for every step forward. The second generation did not have such a struggle because of the battle, fought by the first generations and the new and third generation take it all for granted and are much more relaxed.”

Brenda also perceived that female managers had a more constructive approach to human relationships as compared to male managers.

- DAVIDSON AND COOPER (1981)

They found that the majority of the women in management appear to cope very well with the pressures of their work.

- HELLER (1982)

Heller is of the view that as leadership comes properly to be seen as a process of leaders, engaging and mobilizing the human needs of the followers, women will be more readily
recognized as leaders and men will have to change their own leadership styles.

- STEWART AND GUDYKUNST (1982)
  Number of promotions and hierarchial levels were positively correlated for male managers but not for female managers.

- BRUNING AND SNYDER (1983)
  They concluded that "Neither sex or position is a critical determinant of organizational commitment."

- EUGENIA (1984)
  The new women in management are plainly demonstrating that it is possible to get the top as a woman with the help of feminine talents and attitudes. Being a woman is actually an asset.

- NEWSWEEK (May 21, 1984)
  Survey reports that top women managers are found mainly in the media, fashion and cosmetics industries. It seems that the newly acquired position tallies with their faminity. Era odehnal, manager of United Women Entrepreneurs, a professional association, said, "If a woman reaches at the top,
she is expected to look like a young woman, act like a lady, think like a man and work like a horse."

**MEYER (1984)**

Meyer's research studies reflected that women managers in Europe have not reached the upper echelons of the business world, but they are gradually getting there. Women in the United States now hold more than a third of all managerial, professional and administrative jobs. One reason for the lag in Europe is that the feminist movement began much later than it started in America. West European countries have enacted laws, protecting women from sexual discrimination but few have enacted the positive programmes, found in the United States. European companies are not legally obligated to promote women to managerial positions or even hire women. Hence dearth of women managers is in many ways self-perpetuating. As a result women have been relatively invisible at the top.

**POWELL AND POSNER (1984)**

Contrary to sex role stereotypes, female managers placed greater emphasis on their career in comparison to family lives than did male managers.
• DAS (1984)
  Findings: younger managers and those in lower salary groups had more negative reactions towards women at work. Employees were uncomfortable under a woman boss.

• DUBNO (1985)
  Findings: Men had more negative attitudes towards women managers than women. No major trend either positive or negative direction emerged over a period of eight years.

• BHATNAGER (1987)
  Findings: Women had much more favourable attitudes towards women as managers.

• BHUSHAN B. (1987)
  Findings: Females had more favourable attitudes towards women managers than males.

• MEHTA, CHANDWANI AND MEHTA (1988)
  Findings: Women were prejudiced against each other. Men were also not so ready to accept women in management positions. Women were perceived to have a tendency to remain in groups for reasons of security and belongingness.

• NAPASRI KRAISONSWASDI (1989)
  Findings:
(1) The women managers were successful in the performance of their job related tasks.

(2) In spite of the differences in their work structure, no difference was found in their role effectiveness.

(3) With regard to their relations with the role partners, the women managers of the public and private sectors were very successful with their colleagues and partially successful with their superiors. Partial success with superiors was due to lack of clear cut definitions regulating personal relations between women managers and superiors.

• VENKUTAI PATIL AND VIJAYA MANERIKAR (1994)

   Findings:

(1) Majority of women managers aspire to do well in their careers. The degree of aspiration was found to be related to the level they occupy in the organization- the higher the level, the greater the aspiration.

(2) In key areas like financial planning, career issues and work-related matters, most women managers still play a passive role. In areas like domestic duties, children’s education and leisure activities which are often considered as
unimportant, the percentage of women who played an active role was very high. This clearly reflects that women managers are still considered incompetent in decision-making in key areas.

(3) Duality of role is a major stress to women managers and has to be tackled effectively.

(4) Most successful women managers highlighted the need for women to work diligently, confidently and with responsibility. They felt that these traits were vital for performance. According to them, the issue of men or women was not at all relevant. They urged that women managers at supervisory levels should maintain their individuality and should not perform stereotype roles.

• PURNIMA KUMAR (April 1998)

Purnima kumar, a researcher at the London School of economics, found out in a recent survey of UK male and female managers that 82 per cent of women managers faced greater pressure than men as managers. The most common major pressure was associated with the conflicting demands of home and office work. In respect to organizational attitude, the married male manager is viewed as an asset whereas the married female manager is viewed as a liability. This problem is more acute for high power, high opportunity jobs for women where the usual job
pressure is unbearable. Flex time is considered as one solution. Purnima kumar concluded her survey report by stating that flexible timings and some similar other factors provide women managers with the opportunity to compete in this most competitive business world.

• BRIGADIER (Retd.) N.B. GRANT (June 1998)

Findings:

(1) Whether or not women managers in the armed forces increase the effectiveness of the armed forces, the experiment has become counterproductive for women because of certain sexual harassment scandals in the US. On the other hand, studies have shown that women managers have proven to be even better than the male managers in certain key indicators of their managerial acumen. Women managers however, were behind men in their ability to cope with frustration.

(2) A recent management study indicates that contrary to popular belief, women do even better than men in management tasks. Today, 60 per cent of the students at the Harvard Business School are women. Women do a better job than men in 28 out of the 31 key management categories, including keeping productivity high and
generating ideas. Women managers excelled in these key managerial areas by a wide margin of 25 per cent.

(3) There are, as of date, 1200 cases of sexual harassment pending investigation and the US Government is reconsidering the whole question of women in the armed forces.

Brigadier N.B. Grant concludes that the issue of having women managers in the armed forces needs a fresh review and greater attention.

• DR. CHANDNANI (September 1998)

Dr. Lajpat Ray Chandnani, Jaipur-based officer with the Oriental Insurance Co.Ltd, takes several real-life experiences of women managers in the service sector in India to explain how women managers face strong gender bias at their workplaces,

Findings:

(1) Due to many constraints, the greatest number of women in the service sector still operate at sub-professional level. Most women are stenographers, typists, clerks, receptionists, telephone operators and the like. With changing time however women are becoming more and more career-oriented and conscious and many of them
have started, joining the service sector at junior and middle-level management.

(2) To develop her own personality and individuality and make a successful career outside her office, a woman manager has to devote much of her attention and energies for gaining additional knowledge which she needs for doing well on the job.

(3) Despite efforts on the part of officers and employees, it is clear that the full contribution that women are capable of making in service sector has not yet been fully exploited. Family and social responsibilities still restrict free movement of women. They cannot sit beyond office hours or mix freely with men, working in their offices.

• DR. TAMBE (February, 2000)

Dr. M.R. Tambe, Principal, M.D. Palesha Commerce College, Dhule, profiles the Indian women managers including doctors, engineers, lawyers, tax consultants and architects. He remarks that Indian society at large is prejudiced against women professionals. Indian women also try to downgrade the intellectual and professional achievements of other women managers.
OBJECTIVES OF THE STUDY

The broad objectives of the study are as follows.

(1) To study issues of concern for women managers on “Home Front”

Family is the area in which the role of women is traditionally the most prominent. The family and the home still hold the central position though the woman manager spends much of her time outside the home. Any changes or disturbance at the work place will be sooner or later reflected in her activities within the family. It will also affect other members of the family. Increasingly large number of women are joining the managerial ranks. Little is known on this aspect in the Indian context. It is high time to investigate the issues of concern for women managers on “Home front”. Do women managers get moral and emotional support from family members or not? Do they neglect home responsibilities when on tour? Do they experience role conflict in achieving balance between work and home? Is it correct to say that “Woman manager has a choice to be a good mother or to be successful and effective at work, she cannot do both”? Getting rational answers of these questions is one of the prime objectives of this research work.
Office is a place of work where the woman manager plays beyond her traditional role. By working in white collar job, the woman assumes the male role and activities. Greater mutual adjustment by both men and women is necessary in the offices. Contrary to their traditional attitude towards women, men have to admit their equality, being their work colleagues and sometimes have to admit women’s superiority. Serving at par with women managers or serving under the direction and guidance of women managers is not so easy for male counterparts. At best, men may be prepared to accept a woman as an equal but they may not relish working under a woman boss or taking orders from her.

Accordingly, the researcher seeks to enquire into the performance of women managers in offices. How well do they appear to perform their roles in equality with males? How comfortable do women managers feel in the offices? Do they experience discrimination in promotion and overall growth opportunities? Do women have to sacrifice some of their femininity to be successful managers? Can women managers be aggressive in situations that demand it? Are
women managers effective at public relation jobs and not at hardcore jobs? Can women managers withstand the professional stress and politics of the office environment? The researcher also aims to get qualitative answers of the above questions.

(3) To study issues of concern for women managers on “Social Front”

Our Indian society, by and large is characterized by male-dominated culture. Conditioned from childhood, a female child can seldom question the path, chartered for her by her parents and the society, at large. Social taboos and psychological conditioning prevent women managers from making the best use of their talents and abilities. Accordingly, it is the third important objective of the researcher to assess the following questions.

Does our developing society accept women in key managerial positions? Does our society regard work done by female managers as valuable as work done by male managers? Is it correct to say that a successful and effective woman manager has a limited social life at her disposal? Does our society pass baseless comments about the character of women
managers? Is it correct to say that the children of our society would suffer greatly if women work more at the job-places?

(4) To assess the degree of "Role effectiveness" of women managers:

Role evaluation is the fourth and final objective of this research work. The researcher understands "Role Effectiveness" as the quality of role performance which comes up to the expectations of the role-definers." To explain this further only those women managers would be designated as effective managers whose role performance is congruent with the expectations of the role definers.

This part of the research work is to be studied from two perspectives. First is a role-definers' perspective i.e. What type of interactions "should" women managers have with their subordinates, colleagues and superiors? Second is the perspective of women managers i.e., what type of interactions do women managers have with their subordinates, colleagues and superiors? If the expected interactions coincide with the actual interactions, the woman manager will be rated as an "Effective" woman manager.
HYPOTHESES:

(a) The hypothesis to be tested for “Issues of concern on HOME front” of women managers is as follows:
There is no association between “Issues of concern on HOME front” and “Background variables namely age, education, marital status, type of family, designation, category of employment and experience.”

(b) The hypothesis to be tested for “Issues of concern on OFFICE front” of women managers is as follows:
“Issues of concern on OFFICE front” and “Background variables namely age, education, marital status, type of family, designation, category of employment and experience of women managers” are independent.

(c) The hypotheses to be tested for “Role effectiveness of women managers” are as follows:

(1) There is no association between interactions of women managers with their subordinates and background variables of women managers namely age, education, marital status, type of family, designation, category of employment and experience.
(2) The interactions of women managers with colleagues and their background variables namely age, education, marital status, type of family, designation, category of employment and experience are independent to each other.

(3) The interactions of women managers with superiors are independent with reference to the background variables of women managers namely age, education, marital status, type of family, designation, category of employment and experience.

(4) There is no association between interactions of women managers with their subordinates (as reported by superiors of women managers) and background variables of women managers namely age, education, marital status, type of family, designation, category of employment and experience.

(5) The interactions of women managers with colleagues (as reported by superiors of women managers) and the background variables of women managers namely age, education, marital status, type of family, designation, category of employment and experience are independent to each other.

(6) The interactions of women managers with superiors (as reported by superiors themselves) are independent with
reference to the background variables of women managers namely age, education, marital status, type of family, designation, category of employment and experience.

(7) Background variables of women managers (as perceived by respondents themselves and as reported by superiors of respondents) have no association with the interactions of women managers with their subordinates, colleagues and superiors.

- Definition of "Woman Manager"

For the purpose of selection of the sample, the following definition of a "Woman Manager" is uniformly adopted.

The term "Management" need not necessarily mean total overall manager. In companies where a woman is looking after any one aspect of management, namely, production, marketing, quality control, research & development, etc., it is deemed that she is contributing actively to managing the enterprise.

The term "Woman Manager" has been given a broader meaning by the researcher to include top-level managers and even bottom-level managers (i.e. supervisors).

For the purpose of convenience, the researcher has termed "top-level manager" as "Corporate Woman Manager", "middle-level manager" as "Executive Woman Manager" and "bottom-level manager" as "Assistant Woman Manager".

36
**METHODOLOGY**

Woman managers serving in different organizations, located in four metropolitan cities of Gujarat were selected for the purposes of the research study.

(1) Questionnaire:

For achieving the above objectives, a detailed questionnaire bringing out the various aspects of the study was first prepared and tested. Thereafter, the modified questionnaire was administered to women managers as per the definition decided upon. The quantitative and qualitative data were collected, tabulated and analyzed.

(2) Sample:

A total of 65 women managers were covered in the study. Questionnaires were in fact mailed to 125 women managers but only 65 of them responded fully to the questionnaire. Thus, the response rate was 52 per cent.
Enough care was taken to select women managers from various fields e.g. Woman manager in the capacity of engineer, doctor, architect, professor, chartered accountant, marketing manager, quality control officer, administrative officer, sales tax inspector, computer professional, research and development officer, insurance officer, bank officer, medical officer and the like. The sample was selected from four big cities of Gujarat, namely Ahmedabad, Vadodara, Surat and Rajkot.

(3) Profile of women managers:

Profile of women managers has been divided into two parts. The part one deals with “Social profile” whereas the part two deals with “Occupational profile” of women managers in Gujarat. The part one consists of tables relating to age-group, religion, marital status, type of family and husband’s occupation while the part two includes tables on education,
designation, category of employment and experience of women managers.

PART ONE: “SOCIAL PROFILE OF WOMEN MANAGERS”

TABLE NO.1.1 “AGE PROFILE OF WOMEN MANAGERS”

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Number and Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upto 34 years</td>
<td>20 (30.80%)</td>
</tr>
<tr>
<td>35-44 year</td>
<td>29 (44.60%)</td>
</tr>
<tr>
<td>45 years &amp; above</td>
<td>16 (24.60%)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>65 (100.00%)</td>
</tr>
</tbody>
</table>

To be brief, 20 respondents (30.80%) were found in the age-group of “upto 34 years”, 29 respondents (44.60%) were found in the age-group of “35-44 years” and only 16 respondents (24.60%) were reported in the age group of “45 years and above.”
TABLE 1.2 “RELIGIOUS PROFILE OF RESPONDENTS”

<table>
<thead>
<tr>
<th>Religion</th>
<th>Number and Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hindu</td>
<td>63 (96.90 %)</td>
</tr>
<tr>
<td>Non-Hindu</td>
<td>02 (03.10 %)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>65 (100.00 %)</td>
</tr>
</tbody>
</table>

Above Table no 1.2 reveals that 63 respondents (96.90 %) were following Hindu religion and only 02 respondents (3.10 %) were found to be Non-Hindus among women managers in Gujarat.

TABLE NO. 1.3 : “MARITAL STATUS PROFILE OF RESPONDENTS”

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Number and Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>54 (83.10 %)</td>
</tr>
<tr>
<td>Unmarried</td>
<td>11 (16.90 %)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>65 (100.00 %)</td>
</tr>
</tbody>
</table>
In all, 54 respondents (83.10 %) were married and 11 of them (16.90 %) were reported unmarried as shown in table no.1.3

**TABLE 1.4 :“TYPE OF FAMILY ”PROFILE OF RESPONDENTS**

<table>
<thead>
<tr>
<th>Type of Family</th>
<th>Number and Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint</td>
<td>24 (36.90 %)</td>
</tr>
<tr>
<td>Nuclear</td>
<td>41 (63.10 %)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>65 (100.00 %)</td>
</tr>
</tbody>
</table>

The study revealed the fact that 41 families (63.10 %) were nuclear ones and 24 of them (36.90 %) were joint families.

**TABLE NO.1.5 “HUSBAND’S OCCUPATION ” PROFILE OF RESPONDENTS**

<table>
<thead>
<tr>
<th>Husband’s Occupation</th>
<th>Number and Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>26 (40 %)</td>
</tr>
<tr>
<td>Service</td>
<td>39 (60 %)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>65 (100.00 %)</td>
</tr>
</tbody>
</table>
Above Table 1.5 reveals that 26 respondents (40%) were involved in business and 39 respondents (60%) were employed in service.

**TABLE 1.6 “EDUCATION PROFILE OF RESPONDENTS”**

<table>
<thead>
<tr>
<th>Educational Qualification</th>
<th>Number and Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under Graduate</td>
<td>08 (12.30%)</td>
</tr>
<tr>
<td>Graduate</td>
<td>31 (47.70%)</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>26 (40.00%)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>65 (100.00%)</strong></td>
</tr>
</tbody>
</table>

The highest number of respondents (i.e. 31 with 47.70%) were found as “Graduates”. They were followed with “Post Graduates” as 26 (40.00%) and only 08 respondents (12.30%) were “under Graduates”.

42
TABLE 1.7 “DESIGNATION PROFILE OF RESPONDENTS“

<table>
<thead>
<tr>
<th>Designation</th>
<th>Number and Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Executive</td>
<td>07 (10.70 %)</td>
</tr>
<tr>
<td>Executive</td>
<td>41 (63.10 %)</td>
</tr>
<tr>
<td>Corporate</td>
<td>17 (26.20 %)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>65 (100.00 %)</td>
</tr>
</tbody>
</table>

The highest number of respondents were serving in "Executive cadre (i.e. 41 with 63.10 %), 17 respondents (26.20%) were appointed in "Corporate" cadre and only 7 respondents (10.70 %) were serving in "Below Executive" cadre.
### TABLE 1.8 “CATEGORY OF EMPLOYMENT PROFILE
OF RESPONDENTS”

<table>
<thead>
<tr>
<th>Category</th>
<th>Number and Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gazetted</td>
<td>27 (41.60%)</td>
</tr>
<tr>
<td>Non-Gazetted</td>
<td>38 (58.40%)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>65 (100.00%)</td>
</tr>
</tbody>
</table>

Above Table 1.8 reflects that 27 respondents (41.60%) were serving in “Gazetted” position and 38 respondents (58.40%) were serving in “Non-Gazetted” position in the State of Gujarat.

### TABLE 1.9 “NUMBER OF YEARS IN SERVICE
“PROFILE OF RESPONDENTS”

<table>
<thead>
<tr>
<th>Number of Years in Service</th>
<th>Number and Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upto 9 years</td>
<td>21 (32.30%)</td>
</tr>
<tr>
<td>10 to 19 years</td>
<td>25 (38.50%)</td>
</tr>
<tr>
<td>20 years and above</td>
<td>19 (29.20%)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>65 (100.00%)</td>
</tr>
</tbody>
</table>
In all, 25 respondents (38.50 %) were having experience “from 10 to 19 years”. 21 respondents (32.30 %) were reported to have experience “upto 9 years” and 19 respondents (29.20 %) were found having experience of “20 years and above”.

(4) Tools of Analysis:

Data was analysed on the basis of simple frequency distribution about the issues of concern on HOME front, OFFICE front, SOCIAL front and ROLE EFFECTIVENESS of women managers.

The Chi square test has also been used to establish association between the variables namely age, education, marital status, type of family, designation, category of employment and experience of women managers. The level of significance for acceptance of relationship was 5 per cent. Where Chi square test could not be
applied or where the tables are self-explanatory, the data was presented as such and no statistical test was applied.

(5) Limitations of the Research Study:

This study involves collection of data through informal discussion and use of structured questionnaire based on an empirical field study. All efforts were made to check, reduce and minimize ambiguous responses as provided by the selected respondents that may lead to distorted and incorrect data, information analysis and findings.

The empirical field study was mainly based on collection of primary data and information from four big cities of Gujarat, namely Ahmedabad, Vadodara, Surat and Rajkot. Hence, the results arrived at do not reflect the views of total population of successful women managers in Gujarat. However, the results are
indicative of the general trend in the issues of concern on
HOME front, OFFICE front, SOCIAL front and ROLE
EFFECTIVENESS of women managers in Gujarat.