CHAPTER VI

JOB ROLE PERCEPTION

The main purpose of this chapter is to find out about woman’s perception regarding her new role in the context of her performance in the field which has been shifted from hearth and home to the male world of work. Now a woman in a position of authority feels that she is not to attend exclusively to the traditional household duties, but is also required to direct economic activities, take crucial decisions in different fields, and as such, to issue instructions to those who work under her. She, thus, perceives and presents herself as a different individual altogether.

This has given rise to a discussion about women entering into the world of men and the type of work patterns they should adopt, so that they may be able to show their worth in various kinds of jobs especially on higher jobs. Fogarty and others (1971) hold the view that new thinking about the nature of management, and the qualities which it requires in the technically advanced and swiftly changing conditions of a modern economy, have underlined the value of qualities needed in top managerial posts, in which women tend to overlap with men but also of qualities traditionally distinctive to women. But, on the other hand, Ross (1976) points out that although some people speak of the contribution women
could make in business due to their traditional female personality characteristics, there is no sure indication that these would be functional in a world that is rapidly becoming economically unified. Thus, without a more fundamental sex convergence than that has yet occurred, there will still be cleavage between the type of work done by men and women.

Actually, women have so far been conceiving their role to be that of a man's helper. This characteristic attitude developed over a long period of time and has, consciously or unconsciously, moulded their minds in a way that they perhaps like to be dictated in their activities and still ask for specific guidance. Moreover, in the absence of any past history of women's job career, they seem to be handicapped in directing and regulating their job activities independently.

Another factor about which these women feel strongly is that their independent identity in the work sphere has not been fully recognised as yet. That is why they have to exert continuously and sedulously in order to show their worth and to compete with men in these walks of life. Maule (1961) has rightly stated that as a woman she will be under the necessity of putting in greater efforts to hold her place than would be required of any man. Day by day she will be obliged to prove her superior performance on the
job that she is as good as or even better than any man available for the same job. She will never be able to rest on her oars but make continuous effort so that every performance of hers will be an improvement on her previous record.

In the present chapter an attempt has been made to examine the self-perceptions of these women officers regarding their job performance; as to how these women think about their job role; what according to them are the constraints they have to come against being women and whether they feel that they are being discriminated by their male colleagues. An attempt has also been made to find out whether they themselves perceive any difference between male and female colleagues.)

Job performance in higher administrative positions involve various factors such as, doing job duties well, independent thinking, taking decisions and their implementation. Women's perception about their job roles may be revealed when they state in order of importance certain possible factors relating to their work performance. Thus the respondents were asked to make a personal assessment of their job performance. In order to help them in this task they were offered a number of alternatives to choose from. Table 6.1 gives the distribution of respondents
**TABLE 6.1**

**Self-perceptions of the respondents regarding their job performance**

<table>
<thead>
<tr>
<th>Perception of job performance</th>
<th>Number of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Perform job duties well</td>
<td>90</td>
<td>45.0</td>
</tr>
<tr>
<td>b. Think about the job problems independently</td>
<td>24</td>
<td>12.0</td>
</tr>
<tr>
<td>c. Stick to their views</td>
<td>10</td>
<td>5.0</td>
</tr>
<tr>
<td>d. Implement the decisions</td>
<td>16</td>
<td>8.0</td>
</tr>
<tr>
<td><strong>All the four</strong></td>
<td><strong>60</strong></td>
<td><strong>30.0</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

It is clear from the above table that 70 per cent of the respondents marked only one statement while indicating their self perception regarding the performance of their duties, whereas, the remaining 30 per cent had marked more than one statement. Forty five per cent of the respondents opined that in their own estimation they performed their duties quite efficiently. Along with this 12 per cent also stated that they thought about their job problems independently and did not get swayed by what others said. Not only that, another 8 per cent of them asserted that they saw to it that their decisions were implemented properly. Of the remaining 30 per cent of the respondents, all of them
emphasised that they not only performed their duties well but also took independent decisions and stuck to them. Regarding job performance by women in unusual professions, Mehta (1982) has pointed out that in actual practice girls have proved efficient and thorough in their work. Similar findings have been made by Subbaiah (1975) who has come to the conclusion that the highest percentage among both married and unmarried career women performed their professional role satisfactorily.

Several studies (Bass Krusell and Alexander 1971; Day and Staghill 1972; Lirtzman and Wahbe 1972; and Mathews 1972) have established that males and females are identical with respect to many of the characteristics required for effective performance of responsible managerial jobs, such as, potential capability, co-operation and understanding, competitive drive and leadership ability. Despite these studies women have experienced many problems while working with men in decision making positions. Moreover, a woman executive is often one in a big crowd of men. In this situation she may feel somewhat out of place. Therefore, the respondents were asked to react to the statement: "while performing your duties do you ever feel tense and feel that it would have been better if you had been a man?"

From the reply they gave, it came out that majority of the respondents (61.5 per cent) never felt tense and out
of place; but the remaining 38.5 per cent respondents did feel tense and strained sometimes due to various unavoidable circumstances.

The higher percentage of the respondents who never felt tense or disturbed indicated that these women administrators were confident about their role performance. Moreover, the power and status helped these women to overcome their hesitation to work in the company of men.

In the sample, 38.5 per cent respondents stated that they sometimes felt tense and perturbed at their job places. The main assumption underlying this feeling of being disturbed and out of place could be that it was perhaps due to specific job situations under which these respondents had been working. Table 6.2 gives the division of the respondents who felt tense due to the nature of the job.

**TABLE 6.2**

Respondents who feel tense and disturbed by the nature of the job

<table>
<thead>
<tr>
<th>Nature of the job</th>
<th>Respondents who feel tense</th>
<th>Respondents who never feel tense</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine</td>
<td>20 (40.0)</td>
<td>30 (60.0)</td>
<td>50 (100.0)</td>
</tr>
<tr>
<td>Education</td>
<td>32 (42.7)</td>
<td>43 (57.3)</td>
<td>75 (100.0)</td>
</tr>
<tr>
<td>Administration</td>
<td>25 (33.3)</td>
<td>50 (66.7)</td>
<td>75 (100.0)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>77 (38.5)</strong></td>
<td><strong>123 (61.5)</strong></td>
<td><strong>200 (100.0)</strong></td>
</tr>
</tbody>
</table>

(Percentages are given within the parentheses)

\[ x^2 = 1.443, \text{ d.f.} = 2, \quad p > .05 \]
The table does not reveal any significant association between the nature of job and the number of respondents who felt tense and strained while meeting the time-oriented demands emanating from the responsibilities of their job roles. Statistically also it was not found to be significant. \((x^2 = 1.443, \text{ d.f } = 2, p > .05)\).

Another factor related to the feeling of tension among the respondents could be their age. It was again assumed that the respondents older in age would be less tense than those who were younger in age. In other words, there might be some correlation between the age and the feeling of being disturbed at the work place. Table 6.3 shows the distribution of the respondents who felt tense and disturbed according to their age.

**TABLE 6.3**

<table>
<thead>
<tr>
<th>Age categories (Years)</th>
<th>No. &amp; percentage of respondents who feel tense</th>
<th>No. &amp; percentage of respondents who never feel tense</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 - 34</td>
<td>29 (45.3)</td>
<td>35 (54.7)</td>
<td>64</td>
</tr>
<tr>
<td>35 - 44</td>
<td>26 (40.6)</td>
<td>38 (59.4)</td>
<td>64</td>
</tr>
<tr>
<td>45 - 54</td>
<td>17 (32.7)</td>
<td>35 (67.3)</td>
<td>52</td>
</tr>
<tr>
<td>55 and above</td>
<td>5 (25.0)</td>
<td>15 (75.0)</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>77 (38.5)</strong></td>
<td><strong>123 (61.5)</strong></td>
<td><strong>200</strong></td>
</tr>
</tbody>
</table>

(Percentages are given within parentheses)

\(x^2 = 3.285, \text{ d.f } = 3, p > .05\)
The table indicates that the number of respondents who felt tense and disturbed at their job place was comparatively higher for the younger age groups and it decreases with an increase in the age of respondents. This might perhaps be due to the fact that with advancing age, the respondents became somewhat mature and developed more confidence in themselves. The conclusion is that there was a correlation between feeling of tension in the respondents and their age. As they matured and became more experienced the tension almost vanished. However, the relationship between respondents who feel tense and their age was not found to be statistically significant \( (x^2 = 3.285, \text{d.f} = 3, p > 0.05) \).

As married working women generally remain overburdened due to their greater family responsibilities than their unmarried counterparts, so it was presumed that more married officer might be feeling tense. But when the two variables were correlated they did not show any significant relationship.

Since working women have been living and operating in a particular socio-cultural environment, they become conscious of the differences between men's and women's capacities in certain work situations. On some occasions they may experience that they are at a disadvantage because of their sex. Ross (1976) has noted that 'sex' is the variable which differentiates women from the traditional male worker, but it is possible that, as sex divisions are so clearly and
definitely laid down in all societies, it will take women longer to penetrate the 'inner sanctum' of top job privileges than it has been for any other distinctive group of people who have attempted to do so. Therefore, these respondents if their judgement they felt handicapped because of their sex.

A significant number, i.e., 76 per cent of the respondents, reported that they never felt handicapped because of their sex. Out of the remaining 24 per cent, 14 per cent of them felt handicapped occasionally and the others generally. The obvious conclusion is that the majority of the respondents did not feel handicapped at their work places because of their sex. Thus, this findings contradict the views of Ross. "Many of them still believe that men and women's biological differences are so great that they affect their social behaviour and personalities in a marked way......they have no confidence that women will ever be able to handle positions of great responsibility, and along with this seems to go acceptance and even pleasure in playing more lowly role than men (1972)."

It is true that number of the respondents who felt handicapped because of their sex was comparatively smaller than those who felt tense being women. To find out whether the women who felt tense were also the ones who handicapped,
because of their sex, an attempt was made to find out if any relationship existed between these two, i.e., the feeling of tension and the feeling of being handicapped as women.

**TABLE 6.4**

**Distribution of respondents who feel tense by those who feel handicapped as women**

<table>
<thead>
<tr>
<th>Response categories</th>
<th>No. &amp; percentage of respondents who feel handicapped</th>
<th>No. &amp; percentage of respondents who do not feel handicapped</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel tense</td>
<td>36 (46.8)</td>
<td>41 (53.2)</td>
<td>77 (100.0)</td>
</tr>
<tr>
<td>Do not feel tense</td>
<td>12 (9.7)</td>
<td>111 (90.3)</td>
<td>123 (100.0)</td>
</tr>
</tbody>
</table>

(Percentages are given within parentheses)

\[ x^2 = 36.289, \text{ d.f} = 1, \ p < .01 \]

Table 6.4 reveals that a large majority of the respondents who did not feel tense also did not feel handicapped. But in the case of respondents who felt tense being women, though majority among them did not feel handicapped as women, still the percentage of women who felt handicapped being women was greater in the case of women who felt tense than those who did not. This shows that feeling of tension being women was related to their feeling of being handicapped. This result is also reinforced by the significant chi-square \( x^2 = 36.289, \text{ d.f} = 1, \ p < .01 \).
However, it may be noted that the women who felt tense were not always necessarily those women who felt handicapped and vice-versa. In this respect their experiences, as they reported, differed from job to job. In one situation they might have felt tense and disturbed being women and in another they felt handicapped. Whenever they had to perform certain unusual kinds of job duties they sometimes felt handicapped. One respondent occupying the post of an assistant director described her experience in the following manner:

"I need a security officer while carrying cash with me. At that time I feel handicapped because I have to get the help of a man."

In certain other situations women feel tense and they think in terms of being men but they do not actually feel handicapped being women as one officer on special duty remarked:

"I feel tense when I am let down sometimes by my male colleagues. Being a woman I find it difficult to place my views frankly, fearlessly and forcefully like a man."

Thus, on the whole, it was found that majority of the women officers in their own estimation had no sex consciousness while doing their jobs. Those who felt tense or felt handicapped being women might have been due to the extraordinary nature of duties assigned to women and which were considered the prerogatives of males only.
Another important aspect relating to the perception of these women was the subtle and indirect discrimination experienced by them on certain occasions. Regarding discrimination, the I.L.O. Report on Women Workers (1963) deals with the emergence of two factors: one is that while formal discrimination in employment based on sex is tending to disappear, informal policies and practices are tending to persist; the other is that the residual forms of discrimination tend to operate, formally and informally, at higher levels in the occupational pyramid, often blocking the advancement of women on the grounds of their individual merit and irrespective of sex. Some other studies like those of Chakravarti (1963), Johnstone (1968), Karnik (1973) and Kapur (1974) have also pointed out how indirect and underhand discrimination against women working in unusual occupations, affects their performance.

In order to find out whether these women had a feeling that they were being discriminated by their male counterparts, the respondents were requested to respond to the question: Had they ever perceived that they were discriminated against by their male colleagues in the job situation?

It was interesting to note that as many as, 71.5 per cent respondents reported that they had never perceived any discrimination against them. Out of the remaining, 20.5 per cent
of them had the feeling that they were discriminated once in a while, while the other 8 per cent of these respondents reported that they were victims of discrimination.

Thus, from the self perception of the majority of these respondents it could be inferred that majority of these women had no feeling of being discriminated against by their male counterparts. The reason for it might be that these women might have shown their worth in their respective areas of work and as a result of which they could not be denied their due.

In an attempt to find out whether discrimination exists in any particular area or in all the areas of work, the data presented in table 6.5 shows that, no doubt, the women who experienced discrimination were found in all the three areas of job. However, the respondents in the administrative area rated themselves comparatively on the higher side in terms of

<table>
<thead>
<tr>
<th>Nature of the Job</th>
<th>Number of respondents who felt discriminated</th>
<th>Number of respondents who did not feel discriminated</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine</td>
<td>12 (24.0)</td>
<td>38 (76.0)</td>
<td>50 (100.0)</td>
</tr>
<tr>
<td>Education</td>
<td>18 (24.0)</td>
<td>57 (76.0)</td>
<td>75 (100.0)</td>
</tr>
<tr>
<td>Administration</td>
<td>27 (36.0)</td>
<td>48 (64.0)</td>
<td>75 (100.0)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>57 (28.5)</strong></td>
<td><strong>143 (71.5)</strong></td>
<td><strong>200 (100.0)</strong></td>
</tr>
</tbody>
</table>

(Percentages are given within the parentheses)

\[ x^2 = 4.827, \text{ d.f.} = 2, \text{ p} > .05 \]
their own evaluation regarding discrimination, yet the association between these two variables is not statistically significant \( (x^2 = 4.827, d.f = 2, p > .05) \). Here the high percentage of discrimination in the area of administration might be due to the fact that apex positions were still denied to women because they were not thought fit to manage these jobs. According to one managing director:

"Some important positions in key departments and field jobs are not given to us. Male bosses prefer to send a junior male on these jobs instead of senior females due to lack of faith in the capacities of women."

Some sort of discrimination in work allotment was also noted by these women. One assistant director reported:

"I had to lead a nomadic existence as a result of frequent change of duties and seats. For many years I was not allowed to stick to a particular job because the male subordinates were not ready to accept a woman officer."

Departmental meetings are occasions where the discriminatory attitude of the male officers towards their female colleagues comes out forcefully. They do not attach much importance to the opinions expressed by their women colleagues on the presumption that they know better and possess greater understandings of the subject under discussion. Therefore, the respondents were asked to state if they ever
perceived that their male colleagues treated them in an unbecoming manner on such occasions.

It was surprising to find that only 13 per cent of the respondents had the feeling that they were treated impolite on these occasions by their male counterparts. As against this an overwhelming majority, i.e. 87 per cent, reported that they were treated with due respect.

From the opinions expressed by a large number of respondents it appeared that they felt that their contribution at meetings was valued. This fact demonstrated that women as administrators proved themselves competent in analysing the issues under discussion. However, for the small percentage of women who felt that they were devalued on these occasions, the reason could be the male attitudes of superiority and their belief that women could not come up to the expected standards in their job performance.

Since some studies have indicated that discrimination against women persist in their male colleagues, it was thought proper to find out whether women, too, made distinction between a male and a female colleague. Consequently, they were asked to state if they differentiated between a male and a female colleague while performing their job duties and if so on what basis.
It was gratifying to note that a vast majority of these women, i.e., 85 per cent of them, reported that they did not make any distinction between male and female colleagues or subordinates, while the remaining 15 per cent respondents did distinguish, generally or occasionally, between them. The medical officer stated:-

"I am considerate and sympathetic towards the females. I try not to allot them duties at odd hours. I avoid sending them to distant places for official work because of traditional attitude of the society."

Some women who did not value the capacities of their own sex highly were inclined to have liking for the males. According to one deputy Secretary:-

"I have preference for male workers because women shirk work and create problems. They generally ask for leave and are less conscientious in the performance of their duties."

Thus, the analysis shows that women on their part invariably did not make distinction between the two sexes at their work places. However, a few of them did make distinction between a male and a female colleague or subordinate on the basis of certain considerations.

Further, by comparing the number of respondents who felt that they were discriminated by the males and those who made distinctions between the males and the females, it
became clear that comparatively more males were inclined to believe in sex differences, that is, they considered women workers as less efficient workers.

It was presumed that those women who felt that they were discriminated by the males might also in turn, make distinction between a male and a female working with them. Therefore, an attempt was made to examine if any relationship existed between these two variables. Table 6.6 shows the distribution of respondents who feel discriminated and also make discrimination between male and female employees.

TABLE 6.6
Distribution of respondents who feel discriminated and also make discrimination between male & female employees

<table>
<thead>
<tr>
<th>Response categories</th>
<th>No. &amp; percentage of respondents who make distinction</th>
<th>No. &amp; percentage of respondents who do not make distinction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel discriminated</td>
<td>8 (17.0)</td>
<td>49 (83.0)</td>
<td>57 (100.0)</td>
</tr>
<tr>
<td>Do not feel discriminated</td>
<td>22 (15.4)</td>
<td>121 (84.6)</td>
<td>143 (100.0)</td>
</tr>
<tr>
<td>Total</td>
<td>30 (15.0)</td>
<td>170 (85.0)</td>
<td>200 (100.0)</td>
</tr>
</tbody>
</table>

(Percentages are given within parentheses)

\[ x^2 = 0.0582, \quad \text{d.f} = 1, \quad p > .05 \]

The table clearly reveals that women in both the cases, whether they felt that they were discriminated or those who felt that they were not discriminated, a vast majority of them did not make distinction between a male and a female worker working under them.
Recognition of work which gives mental satisfaction and, in turn inspires one to work with greater dedication in the discharge of one's duties is also an important point related to the perception of job performance of women. Since recognition has so far been generally accorded to man only, who may not be willing to recognize abilities and capacities of women in various fields of work, and that is very likely the reason that women feel that they have to exert much to show their worth. Usha Rai (1972) in her study has recorded the following opinion expressed by an income tax officer:

"There is no pointed or deliberate discrimination, but man finds it difficult to recognise talent in a woman. Woman has to be above average to receive average acceptance and treatment. Men refuse to believe that a woman is as serious about her career as a man."

Thus it was considered quite relevant to find out from these women officers if they got due recognition for their performance in and contribution to their respective jobs as a matter of routine or they had to make special efforts for the same.

The self evaluation of the respondents reveals that as many as 72 per cent of them thought that they had not to
make any special efforts to get their work recognized, whereas, the remaining 28 per cent had the feeling that they had to take more pains to win recognition for their contribution in their respective work fields. These respondents were further enquired to specify the kind of efforts which according to them they had to make to get due recognition.

From the explanations given by the respondents it was found that these women had to devote extra time to their job duties in order to get their work acknowledged. One deputy director stated:

"I generally have to work for longer hours at my job place in order to satisfy my male boss. It is only due to his prejudiced attitude and highly inflated ego that he does not accept my capacity for work readily."

While pointing out about the male's advantageous position of advertising his work performance one director stated:

"Man believes in publicizing his small achievements while woman only depends on her sustained and continuous work for which she generally has to devote extra time."

From the views expressed by some of these respondents who had the perception that their work was not recognized, it appeared that biased and self-exalting attitude of some of the males was perhaps the main reason for the slow, recognition accorded to the worth of women's work.
An analysis of the opinions expressed by those respondents who felt that they had to make a special effort to win recognition for their work, it came out (Table 6.7) that the number of respondents in the field of administration was comparatively higher than the other two areas of work.

Table 6.7
Job area-wise distribution of the respondents who have to make special efforts to get their work recognised

<table>
<thead>
<tr>
<th>Nature of the job</th>
<th>No. &amp; percentage of the respondents who have to make special efforts</th>
<th>No. &amp; percentage of the respondents who have not to make special efforts</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine</td>
<td>11 (22.0)</td>
<td>39 (78.0)</td>
<td>50 (100.0)</td>
</tr>
<tr>
<td>Education</td>
<td>18 (24.0)</td>
<td>57 (76.0)</td>
<td>75 (100.0)</td>
</tr>
<tr>
<td>Administration</td>
<td>27 (36.0)</td>
<td>48 (64.0)</td>
<td>75 (100.0)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>56 (28.0)</strong></td>
<td><strong>144 (72.0)</strong></td>
<td><strong>200 (100.0)</strong></td>
</tr>
</tbody>
</table>

(Percentages are given within parentheses)

\[ x^2 = 3.87, \text{ d.f. } = 2, p > .05 \]

namely education and medicine. The table indicates that the male officers in administration seemed less inclined to accord due recognition to the performance of these respondents, particularly, the new entrants, because of their lack of faith in their capacities. No wonder the respondents working in administration had to exert themselves harder to get recognition for their work.

Treatment accorded to these women officers by their male colleagues also played a significant role in determining their perception of their performance.
Dubin (1970) defines this particular kind of behaviour as the product of functional logic of a given institution. But these norms of treatment have been so far applicable to man in the world of men. Since women as a class are new in the administrative hierarchy, this way of behaviour may not be considered suitable for them. Actually, man himself is not certain about the behaviour patterns he should adopt towards these women. Kapur (1974) has also observed that men who have female colleagues at work are found to be confused as to the mode of behaviour they should adopt towards women working with them or under them. They maintain a respectable distance from their female co-workers. To find out about the behaviour of their male colleagues, the following question was put to the respondents in our sample:

What kind of treatment good/not so good/undecided, was generally accorded to them by their male colleagues? Here good treatment means that the behaviour of their colleagues towards them was in conformity with their prestige and position; not so good treatment implies that the behaviour of their colleagues was not appropriate as per norms and undecided denotes the feeling of uncertainty experienced by the these women officers which might have been due to/inconsistent behaviour often accorded to them by their male colleagues.

The answer to the above questions given by these respondents shows clearly that 88.5 per cent of them stated
that they got good treatment from their male colleagues.
Out of the remaining 5.5 per cent reported that the treatment
treatment of males towards them was not so good, whereas, the remaining
6 per cent of them were undecided about the they got from their male colleagues. Thus, the findings yielded
by this study were not in accordance with the conclusions
contained in the studies of Kapur (1974) and Rai (1972).

The kind of treatment the women respondents get at
their work places not only pertains to their male colleagues
but also involves the female colleagues. Since women have
so far been used to receive orders only from the men, they
may not like to approve of women occupying positions of power.
Phadke (1967) in his study noted that the element of authority
in the exercise of her function evoked deep resentment and
antagonism from men who occupied subordinates' positions in
the administrative hierarchy. Men used to accept woman as
subordinate to him and whose role has been confined to the
household, find it difficult to accept women in positions of
importance and even resent it. Paradoxical as it may seem to
be, even women co-workers feel resentment against women
officers who exercise authority over them.

In addition to this, women, perhaps, do not like
to see male-like qualities being displayed by the female
officers. They, consciously or unconsciously, do not respect
a career woman. Kapur (1974) has also noted that women in unusual professions and occupations felt jealous of successful women and pity them if they are spinsters or are maritally maladjusted and completely devoted to their professions. Even women in professions criticise and speak negatively of the more career-minded, ambitious, assertive and aggressive women, and consider them to be lacking in feminine characteristics and regard them as ego istic and unfit to be loving and lovable wife, mother and house wife.

In the light of the above observations, the respondents in our sample were asked, to state the attitudes of their female colleagues and subordinates towards them. The data revealed that these women seemed quite satisfied by the treatment they got from their female counterparts. The data shows that an overwhelming majority, i.e., 91.5 per cent of the respondents, stated that they got good treatment from their female colleagues. From the remaining only 3.5 per cent of the respondents expressed dissatisfaction with the treatment they received from their female colleagues and the remaining 5 per cent appeared to be undecided.

Thus, the analysis contradicts the observations drawn by some of the studies quoted above. According to
the perception of these women officers they commanded respect and were accorded good treatment by their colleagues, both males and females.

Last but an equally important factor is the relationship of the respondents with their colleagues at their work places, because sociability of the working women can be judged by the relationship which they like to cultivate and maintain with their co-workers. It reflects the intermingling of the two sexes. In the Indian context, it may not be desirable, but it is also true that women on these jobs have to establish some relations with their colleagues because relationship with fellow colleagues provides one of the main channels through which a person can give his best and find the best in others. Interaction in professions, especially, in the top echelons, is characterised by a high degree of informality, much of it within an exclusive, club like context....(Rose, Boston & Houghton1956).

Relationship with the colleagues may vary according to the status because it is difficult to maintain familiar relationship with the juniors, and the superiors. As Barnard (1970) has pointed out that in this kind of status system the primary relationships are customarily conceived as being along vertical lines, of above and below, of superiors and subordinates. Thus, assuming that the type of rank affects
the intermingling between the sexes, the respondents' opinions recorded in this regard have been indicated in the following table:

**TABLE 6.8**

**Distribution of the respondents by the kind of relationship they maintain with their male/female counterparts**

<table>
<thead>
<tr>
<th>Kind of relationship</th>
<th>Senior Officers</th>
<th></th>
<th>Colleagues</th>
<th></th>
<th>Subordinates</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Formal</td>
<td>152</td>
<td>94</td>
<td>127</td>
<td>88</td>
<td>103</td>
<td>76</td>
</tr>
<tr>
<td></td>
<td>(77.5)</td>
<td>(62.7)</td>
<td>(64.2)</td>
<td>(44.9)</td>
<td>(52.5)</td>
<td>(40.0)</td>
</tr>
<tr>
<td>Informal</td>
<td>38</td>
<td>49</td>
<td>66</td>
<td>102</td>
<td>88</td>
<td>107</td>
</tr>
<tr>
<td></td>
<td>(19.4)</td>
<td>(32.7)</td>
<td>(33.3)</td>
<td>(52.0)</td>
<td>(44.9)</td>
<td>(56.3)</td>
</tr>
<tr>
<td>Undecided</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>(1.0)</td>
<td>(1.3)</td>
<td></td>
<td></td>
<td></td>
<td>(1.1)</td>
</tr>
<tr>
<td>Any other</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>(2.1)</td>
<td>(3.3)</td>
<td>(3.1)</td>
<td>(2.6)</td>
<td>(2.6)</td>
<td>(2.6)</td>
</tr>
<tr>
<td>Total</td>
<td>196</td>
<td>150</td>
<td>198</td>
<td>196</td>
<td>196</td>
<td>190</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Applicable</td>
<td>4</td>
<td>50</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
</tbody>
</table>

* N. varies because some of the respondents were not working with male/female staff at the time of interview.

The above table shows that majority of the women administrators maintained formal relations with the males—whether they are senior officer or bosses, colleagues or subordinates, though comparatively the number was small in the case of male colleagues and subordinates. The reason for formal relationship with their male superiors might have been
the customary hierarchical pattern of relationship. But they also maintained formal relations with their male equals and male juniors, and this may be due to social norms prevalent in our society which restrict these women to be free and friendly with the males.

As far as their relationship with the female senior officers was concerned they appeared to be somewhat more informal with them, even then the majority of them did maintain formal relationship with the female bosses also. Apparently, the consideration of status seemed to predominate in maintaining such relations. Further, larger number of respondents had informal relationship with their female colleagues and female subordinates as compared to their male colleagues and male subordinates which might be due to the reason that women felt it easy to be familiar with the members of their own sex.

Thus the association of rank and kind of relationship was obvious. The higher the rank the greater was the tendency to maintain formal relationship. However, the considerations of sex played a part in maintaining relations with their colleagues at their work places as far as these women were concerned.

It may thus be concluded that a large majority of these women revealed that they felt satisfied with the performance of their job roles. They thought about their
jobs independently and implemented their decisions whenever it was needed. The analysis has shown that majority of these women did not have any sex consciousness while at work and they generally did not feel tense or handicapped being women. Some of them who felt otherwise were only those who had to perform some unusual duties.

Moreover, a large number of them in this sample held the opinion that they were not discriminated against by their male colleagues and they were never made to feel inferior and were not decided by the males on account of their claiming to have better knowledge. Most of the women themselves, as they stated, did not generally make any distinction between a male and a female colleague at their work places.

These women officers felt that they received invariably good treatment from their colleagues, both male and female. But even then majority of these officers liked to maintain formal relationship with the males.
REFERENCES


Ross, Boston and Houghton (1951) : 'Human Relations in Administration'.


