SUMMARY AND CONCLUSION

Not long ago it was a socially accepted Indian tradition that Indian woman's place was in her home and she was to perform the duties of a wife and a mother. But many changes occurring in the Indian society, since the beginning of the 20th century in general and after independence in particular, have forced women into new social roles. As a result the age-old customs and prejudices discouraging the employment of women belonging to middle and upper middle class families have been fast disappearing. Now they have entered not only into several gainful jobs of different kinds but have also come out to take up jobs and positions in those fields which were traditionally the exclusive preserve of men. Minority status combined with the prejudices against women pose limitations on them in performing their new role effectively. Thus women are likely to face many problems and difficulties while working on higher jobs as administrators.

The present study is an endeavour to pinpoint and analyse the problems and difficulties arising out of their working in their new job role in the capacity of decision making and decision implementation in the male dominated environment. An attempt has also been made to bring to light perceptions and attitudes of these women officers towards
their jobs. Another objective of the study was to examine as to how the male colleagues, both superordinates and subordinates of these women assess them in their new role.

The location of the present study was confined to the States of Punjab, Haryana and Union Territory of Chandigarh from where two different samples were drawn, one from the women working in Class I and Class II positions and the other from their male colleagues, both their senior officers and their subordinates. The women constituting the sample for this study were selected from three different services, medicine, education and administration. Accordingly, the male seniors and the male subordinates were also selected from these three areas and from three territories (Punjab, Haryana and Chandigarh). A representative sample of two hundred women occupying key positions involved in decision-making roles with, at least, five years experience at the job, were selected as one unit for analysis and fifty male officers and another fifty male subordinates for the second unit.

The data was collected by an interview schedule. For this purpose two separate schedules, one for women officers and the other for the males, i.e., the senior officers and the subordinates, with structured and unstructured questions, were administered to the respondents in the sample.
From the analysis of the socio-economic background of these respondents, it was found that majority of the women officers were of middle age, their average age being 40 years. Majority of them were married and their husbands' educational qualifications, occupational prestige and status were found to be consistent with their wife's occupational prestige and status. Most of the respondents were placed in higher income range and their average family income at the time of interview was about Rs.3,200. Thus, higher education, occupation and income seemed to be closely associated in the case of these women on higher jobs.

Further, it was noted that as many as 75 per cent of the respondents hailed from the upper castes, i.e., Brahmans and khatris and most of them had urban background. Almost all of them were either Hindus or Sikhs because the area under study has barely any non-Hindu and non-Sikh population.

So far as their family background is concerned, the fathers of large majority of these women were found to be well educated, employed in fairly high prestige occupations and belonged to the higher income range at the time when these respondents, although the of those who were highly educated was small, interestingly none of them was found to be illiterate.

Coming to the analysis regarding motives for seeking these jobs, it was observed that majority of these respondents
(62 per cent) opted for these higher jobs with the predominant motive of leading a purposeful life. For some respondents (20 per cent) economic independence was also an important reason, but the percentage of the respondents who were attracted towards these jobs for achieving status was quite small (8 per cent). This means that the sense of fulfilment was the major factor which prompted these women to adopt a professional career and, that is why a majority of them joined service soon after the completion of their studies and before getting married.

Further analysis of the data brought out the fact that the percentage of the respondents who opted these jobs with the motive of leading a purposeful life was found much higher in the field of medicine, where, in their perception this field of activity offered them greater opportunity for leading a significant and purposeful life through service of suffering humanity. Among those who had adopted this career in order to become economically independent, a comparatively higher percentage of the respondents was found in the field of education, as, in their perception, this would not come into conflict in any significant way with their family life. The motive of achieving a status found comparatively more adherants in the field of administration where perhaps the purpose was primarily to wield power and authority. A statistically significant relationship was observed between the motives for seeking jobs and nature of job. Similarly, a statistically significant
relationship was found to exist between the age of the respondents and the motives for taking up various kinds of jobs. The motive of leading a purposeful life was found to be more prominent in the younger age group. A significant relationship also emerged between the income of the fathers and the motives of the respondents for taking up jobs. The respondents who opted for careers in order to lead a purposeful life mostly came from comparatively economically better families.

As far as nature of the work of the respondents was concerned, it was found that on an average they had to work for 7/8 hours daily for the performance of their job duties.

Majority of these women officers had no touring duties. Only 39 per cent of them had to undertake tours as part of their job duties and among these most of them belonged either to the field of administration or education. Almost one sixth of these respondents came back home the same day. Among the remaining, majority preferred to stay with their relatives/friends and avoided staying in the rest houses where they felt somewhat insecure.

Since higher jobs are very demanding, a vast majority of the respondents (76 per cent) reported that they had to put in extra time to do justice to their duties. A significant relationship was found to exist between the area of work and extra time required to meet the demands of the job. This percentage was comparatively much higher in the field of medicine.
However, it was noted that an overwhelming majority (90 per cent) of them who were supposed to devote extra time did so quite willingly because of their commitment and duty consciousness.

Most of the respondents (75.0 per cent) were found to be conscientious enough to finish the work during the schedule time. Others managed to finish it either by taking the pending work home or by sitting after the officer hours.

Regarding promotions, a little more than half of the women officers were satisfied with the avenues available to them. Still a significant percentage (46.5 per cent) seemed to be dissatisfied because the avenues of advancement opened to them were limited, or, because of discrimination due to their sex, i.e., being women they were not thought competent enough to handle certain kinds of jobs. When the feeling of satisfaction with the avenues of promotion was related to the nature of employment, it was noted that comparatively, respondents belonging to administration experienced satisfaction. In the field of administration, time-bound promotion and larger number of departments with more senior positions gave them more chances for further promotion and the resultant satisfaction. The relationship between nature of job and satisfaction with the pace of promotion was found to be statistically significant.

Majority of these officers (72.5 per cent) did not evince any interest in improving their qualifications, academic or professional. Out of those who had improved their qualifications,
a higher percentage was found in the area of medicine where, perhaps, the nature of the job required continuous improvement in professional knowledge as part of job duties.

As to the provision of some basic facilities at the job place, majority of the respondents (66 per cent) were found to be satisfied with them. Still it was in the field of administration where larger number of respondents seemed to be satisfied, as the facilities were commensurate with their status. But the feeling of dissatisfaction with the facilities was more pronounced among doctors because they felt that proper equipment and other related facilities according to the nature of their job were not being provided to them. A statistically significant relationship was found between nature of job and the satisfaction with the facilities at the job place.

As far as the overall job satisfaction was concerned a vast majority of the respondents (81.5 per cent) were found to be satisfied with their jobs and they felt that these jobs had given them status, position and sense of achievement. Those (18.5 per cent) who were dissatisfied attributed their dissatisfaction to the uncongenial working conditions and the jobs not being in accordance to their taste, training and talent.

On observing the perception of these women officers regarding their job performance, it was noted that majority of them felt that they performed their job duties efficiently and were capable of managing their job problems independently.
This shows that majority of these women respondents in their new role as administrators considered themselves to be quite efficient and responsible in performing their duties. This finding coincides with the conclusion arrived at by Fogarty and others (1971). In their study both men and women thought that women were more loyal, reliable and more dedicated than men.

Although majority of the respondents (61.5 per cent) in their own perception never felt tense being women in their new role, still a significant proportion of them (38.5 per cent) did feel sometime strained and maladjusted at their job places and thought that it would have been better if they had been men. The respondents when further asked whether they felt handicapped due to their sex, 70.0 per cent reported that sex did not come in the way of their job performance. This clearly shows that more women felt tense in their new job role because of varying work situations, but lesser number of them felt handicapped due to their being females. And this means that the two are not necessarily related in the sense that those who feel tense are also the ones who feel handicapped because of their sex. It was observed that different job situations and sometimes unusual situations created at work in the male dominated environments made them tense or uncomfortable. On the other hand, specific duties which were still considered as males' domain had given them the feeling of being handicapped.

Majority of the respondents (71.5 per cent) felt that they were not discriminated by their male colleagues in various situations which means that they get their due as a
matter of routine. Still some of the respondents (28.5 per cent) thought that they were discriminated and a comparatively higher percentage of them was found in the field of administration where the respondents in question felt that key posts were not given to them. Almost a similar pattern emerged from a recent study edited by Libra, Paulson and Everett (1984) where it was stated that while some women in the elite professions asserted that there was no discrimination at the top, others, for example, women in the media stated that a woman had to work twice as hard and be twice as good as a man to get ahead. Some areas in the profession exclude women almost entirely, for example, the speciality of surgery in medicine, or the field of law, where women are only one per cent of the practicing lawyers.

Further, the data reveals that a vast majority of the women officers (87.0 per cent) held the opinion that while participating in discussions at the meetings with the males they were neither decided nor were treated with indifference. Thus it is clear that these respondents believed that they did make significant contribution in discussions related to particular decisions pertaining to their jobs. No doubt a few of them (13.0 per cent) felt that they were accorded scant respect by the males because the latter claimed better knowledge about each matter. Fogarty and others (1971) have confirmed the above feeling of women in their study by pointing out that some women felt that men can be very rude and unpleasant to
them in a way that they would never be to another man and most of the women interviewed held some story to tell of having been snubbed or slighted.

Another significant finding that has emerged from the present study, is that the respondents in their dealings with their colleagues and subordinates never made any distinction between a male and female colleague or subordinate. Even if some of them (15.0 per cent) did occasionally made a distinction on the basis of sex, it was done in view of the situation and specific demands of the job. It goes to the credit of these women respondents that they were able to transcend invariable age old distinction on the basis of sex perpetuated by the dominant male in his own interest. Development of an objective attitude in the performance of one's job is, indeed, a high intellectual attainment.

As women on higher jobs are under much closer scrutiny of their work performance, so they had to prove themselves better than men to show their worth. The analysis of the data show that a little more than half (54.0 per cent) of them thought that women definitely needed some additional qualities in order to be successful while working on status jobs. They perceived that women had to cultivate and exhibit some of the masculine traits to be good administrators, but, at the same time, without allowing their femininity to be impaired. It was also found that comparatively larger number of them in
younger age group felt that they did need additional qualities to get success on these jobs.

Since recognition of commendable work has so far been the prerogative of man, these respondents' opinion was sought, as to whether they could get recognition for their performance. Here majority of these women officers (72.0 per cent) felt that they did not require to put in any special efforts to get recognition for their work performance. Some of these respondents (28.0 per cent) did feel that they had to exert more and devote more time to get their work recognised. In their opinion they had to make special efforts to overcome prejudicial attitude towards women's work, and, perhaps, their own inability to publicize their achievements like men.

Treatment given at the job place to the women officers by their colleagues, both male and female also plays a significant role in determining their perception of their work performance. In our sample it was found that not only a vast majority of female colleagues (91.5 per cent) but also a preponderant majority of the male colleagues (88.0 per cent) accorded to them good treatment. This demonstrates that women officers were treated in conformity with their positions and status at their job places.

Since existing social ethos restrict free interaction between the two sexes, that explains why most of these respondents stated that they only maintained formal relations with
their male bosses, male colleagues and male subordinates at their work places. But many of the respondents seemed to have developed informal relationships with their female colleagues and female subordinates. However, their relations with their female bosses were formal due to prevalent norms in a hierarchical administrative system.

Coming to the problems of these women while working in the male dominated world of work, (63.0 per cent) reported that they did not face any serious problem. However, a significant percentage (37.0 per cent) had to confront some difficulties in their careers. The major problem mentioned by many of them (41.9 per cent) was related to the male prejudicial attitude towards them. Only one third of the respondents faced problems emerging out of their dual role. About 11 per cent of the respondents experienced difficulties arising out of sex and social constraints. In this context the main problem that confronted them was due to a communication gap that existed between them and their male colleagues because of which free interaction did not take place between them and affected their work performance. Such problems were experienced mainly by respondents working in the administrative services, where the women observed that the men, whether senior, equal or subordinate, did not relish the invasion of their exclusive enclave by women. A statistical relationship was observed between the nature of job and difficulties faced by the women.
Regarding the problems in decision-making, majority of them (70.0 per cent) faced no difficulty in taking decisions independently. However, those who had faced difficulties in taking decisions felt that these were due to males' lack of faith in the capacity of women and his unwillingness to share power with them. The percentage of such respondents was found to be more in the area of administration where prejudice against women still persists.

Interestingly, it was noted that although majority of the respondents had not come across any difficulties in taking decisions yet they faced difficulties in getting their decisions implemented. This was in their view due to powerful trade union activities, non-co-operation on the part of male subordinates and biased attitude of the male superiors towards them. The percentage of such respondents was found to be comparatively higher in the field of administration where, perhaps the jobs were of a complicated nature and women had less experience as administrators. It was further noted that as these respondents acquired more experience they faced less difficulties in getting their decisions implemented by their male subordinates.

The findings of this study reveal that none of the respondents had ever sought any favour or undue promotion through questionable means. No doubt, some of them (28.0 per cent) made request in matters of transfer and that also for
an important and human consideration, mainly, in order to be with their families which would otherwise have their family life disrupted.

Generally the working women find it difficult to strike a balance between two types of commitments in terms of time. Theoretically, it seems more difficult for women on responsible jobs to have to devote more time for their job duties. But the findings of this study revealed that majority of the respondents (68.5 per cent) had succeeded in making a viable adjustment between work role and family life. Whenever their job required devotion of more time to the job duties they did not grumble or felt disturbed. But majority of them (60.0 per cent) also pointed out that their office work suffered whenever they were called upon to devote more time towards family obligations.

It was further observed that 58.0 per cent respondents did not go to the job place burdened with home problems. The rest of them felt disturbed at the duty place only when they had to meet with some unusual domestic situations. Here it was noted that almost half of them (49.1 per cent) came back home strained by job problems which arose from confrontation with the males or by being overburdened with work. Thus it was noted that the unusual situations either at home or at work place affected their job performance. However, it was found that ' period of service had helped them to take job problems in their stride or as a matter of routine.
The family members of a vast majority of the respondents (78.6 per cent) were found to give equal importance to their job duties vis-a-vis their family responsibilities. The respondents reported that they got co-operation and moral support from their husbands as well as from other family members.

It has also emerged from the present study that the higher qualifications of the respondents and their high status in the hierarchical set-up had brought about a definite change in their attitude. They seemed quite confident about women's abilities to do justice to the responsibilities that go with high posts. Consequently they all subscribe to the view that women should not be denied the opportunities to rise to the highest positions in the administrative set-up. They had adopted these careers to establish the fact that women had capabilities and they were as good as men in various walks of life. In order to secure justice for themselves in society, they, too went in for higher educational attainments to demonstrate that, given equal opportunities, they too could do as well, if not better, in every post of responsibility. Women are more honest than men, therefore, they must come into these jobs was another reason listed by some of the respondents. Women's broader view of planning and their wider human attitude than men were also the reasons put forth by some of them to support women's entry into higher jobs. Thus it seems women are becoming increasingly conscious of their rights to enter
these jobs on the basis of their qualities and competence by which they can provide efficient administration and contribute to the welfare of the society.

In spite of the prevalence of the conventional attitude of male superiority, a little more than half of the respondents (56.0 per cent) perceived that women working on higher posts had come to be accepted by men. But quite a good number of them (44.0 per cent) had developed a feeling from their personal experience that women were not willingly and gracefully accepted on higher posts mainly due to the hang over of traditional male attitude that still is quite strong in the Indian Society.

Another fact which has emerged from the present study is that the teaching profession had come to be considered as the most suitable and, therefore, preferred profession by majority of the respondents working not only in the field of education but also in the other two areas. Preference for this profession seemed to be due to the fact that in teaching profession demands made on the time are comparatively less and there are periods of vacations which permit women to meet their familiar obligations.

A majority of the respondents considered medical profession as the second best for women adopting a career. Historically, women had been working in this profession the longest, but long duty hours and other demands of the profession come in conflict with their family obligations.
No doubt, posts in the field of administration have a high social prestige and power, but in the suitability of jobs for women these posts got third preference. It may be due to the fact that these posts require certain masculine traits which in the opinion of these respondents women generally lack. Some of the respondents (21.0 per cent) genuinely, felt that all jobs except those which involve a great deal of physical exertion are suitable for women, i.e. these respondents were conscious of their physical limitations. That appeared to be the principal reason for majority of the respondents' preference for teaching profession as the most suitable one for women. Further the analysis revealed that a larger number of women in the field of administration as compared to the women in the other two areas, felt that all jobs are suitable for women. This may be due to the reason that women who had worked as administrators in a cumbersome bureaucratic machinery had gained competency in management and had developed confidence, and therefore, believed that women could cope with all kinds of jobs.

Another significant fact that has emerged from this study is that a vast majority (97.5 per cent) of these respondents had come to believe that their jobs had given them respect and prestige in the society, which was mainly due to their being good at the various administrative jobs entrusted to them. These jobs provided them opportunities to display their natural talents and thus assert their independent identity. No wonder, they took legitimate pride in their achievements which has consequently given them a place of distinction among other women.

Regarding the perception of the male senior officer about the performance of these respondents the analysis of the
data brings out the fact that most of the male officers (86.0 per cent) feel that higher echelons of all professions should be thrown open to women. They believed that women were as qualified and capable as men and could perform well in all professions. In spite of this broad minded and somewhat chivalrous acceptance of women as colleagues, as seniors, it was an unusual experience for the male respondents to have worked with or shared power with or worked as subordinates of women. Consequently their present attitude can be considered as acceptance of a fait accompli.

When children are small they require the attention of their mothers. Then should woman officer stop working in order to devote full attention to rearing her children? A little more than half of the male respondents (56.0 per cent) suggested that women should discontinue attending office when their children are quite small and needed their personal care. But a significant number of them (44.0 per cent) felt that a break in their service would adversely affect their career.

Another fact that emerged from the analysis of the data of the male respondents was the fact that a large majority of them believed that women officers were less career conscious than their male counterparts. This assessment of the male officers was due to the reason that women's commitment to the welfare of their families deeper than that of men. To these respondents, these women officers were content with the
present status as whole hearted persuit of their careers would definitely affect the welfare of their families. However, a significant proportion of (24.0 per cent) them did feel that women were as career conscious as men. Jobwise analysis of the data has led them to the conclusion that women in medical profession were more career conscious than women in the other two professions studied.

Acceptance of these women as subordinates was another aspect of their role evaluation by their male superiors. The study revealed that as many as 80.0 per cent of male superiors had readily accepted women as their subordinates. This acceptance was mainly due to the fact that women subordinates were found to be well behaved, co-operative and submissive and not because they were more intelligent, or more efficient and hardworking. Thus, their acceptance in the male professional milieu was mainly due to qualities considered as typically feminine and not the ones which are traditionally associated with a successful male officer. The study also reveals that comparatively a higher percentage of the superiors from younger (40-45 years) and older (56 and above) age groups were ready to accept women as their subordinates. The former perhaps because they had been influenced by the egalitarian spirit that democracy fosters and the latter as a matter of fact. However, some of the respondents (28.6 per cent) in the age group of 46-50 and 18.2 per cent in the age group of 51-55, were hesitant in accepting women perhaps because women, according to them had not been able to develop attitudes and habits necessary for a successful administrator.
When persons, whether belonging to one sex exclusively or belonging to both, perforce interact with each other and when men have to deal with women and vice-versa, there might be some chances of confrontation. But this study has shown that majority of the male officers (78.0 per cent) stated that they seldom come in direct conflict with their women subordinates. The obvious conclusion that women officers generally maintain amicable relations with their male superiors.

As regards the male subordinates' attitude towards their female bosses, our study shows that a majority of the male subordinates (68.0 per cent) perceived that women were competent and fit to occupy job in the bureaucratic hierarchy. They felt that women were as good administrators as men, and above all, they were more honest in the discharge of their duties and possessed qualities and competence to guide and direct their subordinates. However, some of them (32.0 per cent) still doubted women's fitness for higher jobs as they believed that they lacked varied experiences so essential for these jobs. They also felt that women were more concerned with their rights and privileges than their corresponding duties and obligations.

It has been noted that in the area of administration comparatively more number of the male subordinates found it difficult to reconcile themselves with working under female bosses largely due to the traditional belief that men are superior to women in every respect. Perhaps their male ego was hurt by working under women.
So far women's work performance is concerned as many as 70 per cent of them felt that women were resourceful and tactful enough to get work done. But women officers' success in their job was largely attributed to their being considerate in their behaviour, fair in their dealings and males' respect for them and not necessarily because of women's personal competence, initiative, drive and sociability. However, the male subordinates felt that women had not as yet become able to imbibe fully that culture that enabled male officers to make a success of their jobs.

The nature of these executive job is such that the role performers remain in a position of constant authority. In such situation, women are likely to develop some negative qualities like their male counterparts. Our study has shown that this had not happened in the case of our respondents because a vast majority of the male subordinates (70.0 per cent) held the opinion that women in authority did not develop negative qualities. In their judgement women officers were more honest, impartial and possessed women like virtues and the exercise of power had not spoiled them. However, some of them (30 per cent) were of the view that women officers were more vindictive, loved to exercise power and very soon lost their balance of mind.

The study also undertook to find out whether power and position had brought about a change in the behaviour pattern of these women and had made them less feminine while performing their role as executives. The study has revealed that majority of the male subordinates (60.0 per cent) perceived that women
in power did become less feminine and discarded some of their feminine characteristics. They felt that women in higher posts cast off the qualities of grace and modesty traditionally ascribed to women and instead become harsh, unsympathetic and self-centred. No doubt, a significant number of them (40.0 per cent) stated that though outwardly women in power had to be strict disciplinarian and had to maintain an attitude commensurate with their executive positions, but at least they remained the eternal feminine, tender, modest, considerate and sympathetic.

Regarding the extent to which the women executives have been able to win acceptance from their subordinates, the study reveals that a majority of the subordinates (72.0 per cent) had shown their willingness to accept women as their bosses. This, they expressed was due to the fact that women officers invariably treated them kindly and displayed a positive attitude in dealing with them and worked in a democratic way. However, 28.0 per cent of the subordinates stated that women were more authoritarian, harsh and remained usually tense while in office. Evidently these male subordinates valued feminine qualities like kindness, grace and gentleness in these women officers, and their acceptance of these women as their superiors largely depended on these women officers conforming to the ideal type feminine.

No doubt, this attitude of the male subordinates is not only irrational but also demonstrate their inability to understand the fundamental fact that an officer has to be an officer
in the discharge of his/her duties and responsibilities and in doing so femininity and masculinity is irrelevant. Of course, there is no masculine or feminine way of exercising power.

CONCLUSION

On the basis of the above, it can be stated that during the last three decades there has been a significant increase in the avenues of employment provided to women. This in turn, has been made possible for opening the gates of educational institutions, both traditional, technical and professional. As a consequence of all these social changes a significant proportion of women are occupying positions of responsibilities in various spheres of life. They have been able to penetrate the various departments of administration and professions which have always been the exclusive and unquestioned preserve of man. But it must be emphasized that they have done so not as a favour bestowed on them, but by dint of their educational achievements. By their performance in the field of education, medicine and administration women have demonstrated that intellectually, morally and in various other respects they are in no way inferior to men.

The study has brought out the fact that most of the women who attained quite important positions in various spheres of life belong to higher castes and they come from urban milieu with sound socio-economic background. The fathers of most of them were well educated, employed in fairly status jobs and were placed in higher income range. This indicates that women from rural areas have scant representation in these jobs even though they
constitute a large proportion of women population in the country. The implication is that rural areas continue to be deficient in the basic infrastructure wherein women could have opportunities of education through which they could also go ahead.

Another important finding is that majority of these women sought entry into various professions not primarily due to economic motives (incidently majority of women working on status jobs come from economically well of sections of society) but due to a strong urge to win recognition as individuals possessing as good mental capacities as any man, and thus realize their natural potentialities. In other words, they deliberately choose to pursue professional careers as it would enable them to demonstrate that women as women have the same right to lead a useful and purposeful life outside the four walls of their homes. It was natural and expected that they would have to face certain problems and difficulties in these totally unfamiliar spheres of activities, but it goes to their credit that they have not been deterred by them. On the contrary they have accepted the challenges thrown up by the new situations in which they find themselves and have met these challenges more or less successfully.

The study has revealed that most of the women officers have shown by their performance that they are as competent and efficient as their male counterparts in administrative role and they do not perceive sex as much of hinderance in doing justice to the demands of their jobs. They by their intellectual acumen and devotion to duty have integrated themselves to the administrative and professional set up and have not the feeling that they belong to an
isolated world. Their entry into higher jobs has definitely added new dimensions to their personalities and in their general attitude and outlook in life. Not only have they demonstrated their own individual fitness for various jobs entrusted to them but they have also expressed a favourable opinion about the equality of women on these jobs along with men.

Still significant proportion of women confessed candidly that they have to face problems and encounter difficulties as women in the discharge of their duties. Their problems mostly emanate from the prejudiced attitude and jealousy on the part of the males. These problems are more pronounced in the area of administration where women occupy position of power and prestige and specially in departments where male domination still predominates. In some fields of work which have always been male oriented in work role the presence of a woman officer is less likely to be accepted by them. Thus women officers have to work in situations where the males are reluctant to obey and co-operate with them. Their difficulties are sometimes multiplied when personnel of allied departments are disinclined in offering co-operation only for the reason that they are women.

Even though India to-day has become an open society and women in theory, at least enjoy all the fundamental rights under the constitution, still some deeprooted age old constraints stand in their way of establishing rapprochement with their male counterparts in work situations. No wonder, some of the women interviewed stated that they faced various kinds of problems of communication
and free interaction. Thus they were hesitant and could not discuss official matters with their male colleagues in details. Some of the women respondents explained that the behaviour of the male members towards them lacked in decorum.

Some of the women respondents particularly in the area of administration stated that there was discrimination in appointment of women to key and prestigious posts. A few of them had a strong feeling that the male members of their departments, specially that of the police which has been considered the domain of the males, looked with disfavour their entry in these departments. They gave expression to their hostile attitude in various subtle and crude ways. Consequently, the women experienced many kind of difficulties in the discharge of their duties to their entire satisfaction which gave rise to the feeling of frustration and helplessness. Some of them specially in the areas of administration and education on some occasions became the centre of ridicule being women. This factor added to their personal misery and caused difficulties in fulfilling their official obligations. That is why on some occasion they felt tense, strained, maladjusted, and somewhat handicapped while working in the male dominated environments.

Another problem which majority of the respondents had to encounter from their male subordinates, again more in the area of administration was in getting their decisions implemented. As the male is not habituated to obey the commands of the female, even if she occupies superior position, he still seems unwilling to discard his deep rooted prejudice against women and consequently does not offer his willing co-operation to them.
Majority of the women officers in all the three areas have preferred teaching jobs as most suitable for women not because they feel that they are not competent for other jobs, but mainly because of the difficulties and problems involved in the administrative positions as well as the over exerting nature of responsibilities and consequently inconvenience experienced by them. However, another problem which has emerged is the conflict between the demands of the higher job and the demands linked with their roles as mothers and housewives. They often find it difficult to strike a balance between their official duties and their family responsibilities.

As far as the role definers and role evaluators are concerned they seem ready to accept women on these jobs not because they are intelligent, hard working or more efficient, but for their being graceful and kind in conduct and behaviour. This shows that their acceptance by the males on these jobs is mainly due to the qualities regarded as typically feminine.

In developed countries where women have been emancipated since long, a large majority of the women occupying high administrative and professional positions, according to a large number of studies, have been experiencing various types of problems and difficulties. It was quite understandable to expect that in developing countries like India where the social constraints on women were quite stringent till recently, women in prestigious jobs would come face to face with quite serious problems in functioning on various jobs. But the present study has brought out the fact that comparatively lesser proportion of them in these job areas experience as many and as serious difficulties as their counterparts in advanced western countries; or at least they were not as vocal in giving expression
to the problems they had to come across. Perhaps, being more reserved than women in western countries they minimised their difficulties and understated their problems, or they were apprehensive that their dissatisfaction and complaints against the behaviour of their male colleagues might not be construed as a reflection on their personal competence.

Actually women in more developed countries having established the ceredentials of their competence by working over a long period of time are in a position to express freely the handicaps faced by them while working in a male dominated environment. Women in India are in an enviable position where on the one hand they still have to work under social constraints and the other they have to establish their competence in the work field. It could also be as Okaley (1972) has pointed out that females appear to be more afraid of the failures than males and thus they try to adjust to the situations. Whatever the case may be, the present study has demonstrated clearly that the respondents seem to be more or less contented and happy with their positions. They also appear to be extra careful in asserting that on the whole they are comfortable in their present positions. They being intelligent and self conscious individuals have realized that as they cannot change the existing social set up, they, consequently, must manage as best as possible to face the problems and difficulties that are inevitable in pursuing a career in the still male dominated world. Their attitude cannot be considered apathetic, rather they are more realistic as well as stoical in facing the problems and difficulties without much grumbling.
In view of the government policy to raise the status of women by opening to them a wide range of opportunities, it becomes incumbent on her in particular and the society in general, to take steps and adopt measures to eliminate as far as possible the problems and hardships that women occupying high positions experience. As more and more women join administrative and professional careers, there is need to assure them that they will not be discriminated in matters of appointments to the highest posts for which they are qualified. The people must be educated to realize that women are as good, intelligent and capable as men, and as much, male prejudices against them are not only irrational but also unbecoming.