different interests, it encourage discussions of the role of employees, their rights and duties.

In thinking about the role of business in societies, both business leaders and legislators to rethink out of date legal and corporate structures, companies should be encouraged, to recognize duties and obligations not only to share holders but to employees, customers, suppliers at society at large.
Chapter 2
RESEARCH METHODOLOGY
“All progress is born in inquiry. Doubt is often better confidence for it leads to inquiry and inquiry leads to invention”, in context of which the significance of research can well be understood. Increased amount of research makes progress possible. Research includes scientific and inductive thinking and it promotes the development of logical habits of thinking and organization.

Research is scientific and systematic search for pertinent information on a specific topic. Research compromises defining and redefining problems, formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, making deductions and reaching conclusions and at last carefully testing the conclusions to determine whether they fit in formulating hypothesis.

Research methodology is a way of systematically solving the research problem. This research study has been undertaken for the doctoral thesis. While many studies have already been made on the dual role of working women, “the study of management values of corporate code of ethics with reference to women at work is relatively a more recent phenomenon. Hence not many studies have been undertaken on this topic. Educated women of today, living in urban areas are likely to develop marked tendency to become conscious of their individuality and individual status. Therefore, this study, it is hoped, would not only be relatively new and interesting, but would throw some light on whether and how women who have succeeded in their careers to reach executives positions and also lead successful lives as wives and mothers, what are the problems they face at home and work and how do they overcome these.

Women play a vital role in socioeconomic development of our country. The vigorously uttered slogan “women holds up more than half of sky” is proved by government studies, which reveal that the female workforce in India does, indeed, make a significant contribution to nations economy and family welfare. Yet, this economic contribution is often unrecognized or left qualitatively unprotected. Unless bold interventions are made to correct imbalances, we would be entering the twenty first century with our women left far behind”, said Margaret Alva, minister of HRD, quoted by Setalwad in her article, “The invisible workforce”, which appeared in business India of march 6-1989
Improvement in the status of women was a promise made by constitution makers and admitted by the government from the start as one of the major tasks facing the country.

Although granting equality of rights to men and women is the polity, Indian society like other patriarchal ideology is so engrained in all of us that we rarely question it. Is there any rational reason why women have been allocated household work, or why the entire family cannot share these tasks amongst themselves?

The realisation of true pointy between the sexes, granted by the constitution, will become possible only when the conceptions and attitudes of the people change.

Tradition and role evaluation – an old economy dictated that women’s contribution is centered in the home. In Indian society, which has been tradition directed for several centuries, the hold of tradition is still strong over a large part of society. The structure of our society still demands that, from early childhood, boys are brought up to expect to have to support themselves and their families. A girl is brought to expect, to hope, that in due course same men will support her and look after her. A boy’s education is aimed at equipping him to be competitive, to shoulder his responsibilities. A girl’s education still clings to the version that she may only be making time in a job and will only have herself to support and that too only for a while.

2.1 Earlier research work:

Many authors and academicians have attempted to pile up literature on crimes against women, but their studies are confined to a particular type of crime or in textbook form, which is useful for social sciences studies, but not aimed to complete research. No doubt; contribution of few great researchers have enlightened the topic in their research work, but still as working women’s status is a modern phenomenon and many new types of unjust incidences are day by day occurring against them owing to several factors within the organizations. Not many researchers have viewed the problems of working women from the ethical point of view on organizations management part. By making an attempt to highlight the importance of corporate code conduct for the management of the organizations, this field of study is fairly
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virgin and leaves ample scope for legal research on the problems of working class women. In the present changed scenario, when exploitation is increasing at an alarming rate against the fair sex, the present study assumes importance. It is an attempt to fill up an important gap in the province of research on unethical issues against the weaker sex and for the betterment of working women.

Following are few of the main topics on the similar kind of subject undertaken by various researchers which was studied by this researcher for the in depth study as a secondary data for reference.


   Profile of educated working women whose problems include discrimination, low professional commitment and role conflict.

2. **Aiyar** (Shahnaz Anklesaria) : Agenda of priorities for women. Indian Express, (Bombay), 7th Jan., 1990.

   Discusses the changes in female employment pattern and the importance of further research in this field to alter the perception, which views women as 'secondary' wage earners.


   Discusses effectiveness of Equal Remuneration Act, prevention of sex discrimination between airhostesses and flight stewards and differences in remuneration between male and female stenos. Refers to High Court ruling that distinction made only on grounds of sex is illegal.


   Analyses discrimination in wages based on sex in the rural labour market through a study conducted in the Madurai district of Tamil Nadu. Examines the experience of various countries and suggests a policy frame for the Indian context.


   Examines conditions in government offices and problems of working women- how they view their environment and what they feel could be done to improve efficiency. Some women, through an awareness of their own situation, were able to solve their problems and improve conditions in their offices.

Studies occupational distribution and time-use patterns of poor working women; the needs, priorities and problems of different subsets among them. Assesses the effectiveness of policies aimed at improving conditions and presents alternative strategies. Also looks at various non-governmental programmes.


Discusses how work is structured in relation to poverty and hierarchy, differences in quantity and quality of work participation, inequalities in work options, remuneration, access to opportunities for better work and incapacity for getting organised and acquire bargaining power.


Gives an idea about industries like airlines, pharmaceuticals and other public sector undertakings that blatantly discriminate against women by refusing to employ the married ones, while there is neither job security nor regularisation of services for them in industries like Posts and Telegraphs. Suggests that unionisation is the only hope for working women.


Refers to All India Coordination Committee of Working Women's memorandum to Labour Minister in June 1985. Demands included: no retrenchment of women workers due to mechanisation, implementation of legislation concerning women, provision of crèches and hostels, extension of maternity benefits and provision of transport facilities for working women.


Discusses employment situation of industrial workers and problems due to contract system like non-availability of welfare facilities to temporary workers, lack of job security and denial of maternity leave. Also evaluates government's initiatives on work and housing.


Reviews change and progress in employment, education and training, and technology, and developments in women's status, profession and other
activities.


Assesses contributions of Indian women to the production process from a socio-cultural perspective and identifies their problems in the area of work and employment.


Refers to employment opportunities, work conditions and difficulty in entry into a newspaper. Responsible positions involving decision making invariably go to men.


Discusses recommendations of National Commission on Labour, which states that women's right to employment should not be considered subordinate or secondary to that of men. Families need to supplement their requirements through additional earnings and a large number of women are forced to share limited employment opportunities.


States that most better-paying industries requiring skilled labour either do not employ women at all or employ them only as secretaries, telephone operators, clerks, assembly operators and packers.


Discusses inadequacies of data on economic profile of women. Obstacles to development are felt by women mainly because of modernisation, advancement of technology, poor access to credit facilities and ineffective implementation of government measures. Refers to various governmental strategies and recommendations and calls for the enforcement of women's legal rights in the area of employment.

17. **Kamalakar (M J)**: Apply rape law to work places. The Daily (Bombay), 14 May, 1989.

Refers to the growing harassment and sexual exploitation of women at work places. Examines the legal aspects and suggests corrective measures.


Cites evidence to show that women in Kerala are unequal partners in the
development process. Discrimination exists in employment opportunities as well as in wages received in agriculture and construction. Society's attitudes result in women being segregated into certain occupations, preventing their full participation in social production.


Examines two kinds of discrimination: 'access' discrimination in terms of availability of jobs, and 'treatment' discrimination, which arises after women have obtained jobs. Argues that development has so far not been an equalising process.


Argues that just as ideologies of domestication keep women confined to the house, notions of izzat and chastity restrict choice of occupations. Segregation of tasks at the workplace ensures that men and women can be differently paid without discrimination being blatantly obvious. Unless women question gender hierarchy neither training schemes nor acquisition of new skills and techniques will really improve their status.


Argues that though the role of women in economic development has undergone a marked change over the years, the concept of woman as 'earner' has been eclipsed by the concept of woman as 'nurturer.' Examines the impact of the rapidly changing patterns of female employment on the social status of women.


Suggests that reduction of the workday by an hour would allow working women, who have a dual role, more time for their needs without reducing their productivity at the workplace.

23. Mukhopadhyay (Sudhir K) and Ghosh (Bahnisikha) : Share of women in income, employment and work: A macro-micro economic inquiry. Samya Shakti V (4 & 5), 1989-90, pp. 121-142.

Reassesses relevant concepts of 'work' and 'income generation' in the context of gender discrimination and economic contribution of women and consequent policy on basis of primary micro data and secondary macro data. Survey was conducted in villages of Nadia and Birbhum districts in West Bengal.

Discusses working conditions of nurses and their struggles. Despite performing vital services the nurses are underpaid, overburdened and blamed for anything that goes wrong. By voicing their protests and grievances they have won some demands like increase in allowances, housing facilities, stipends for student nurses, extra off-days in lieu of overtime, and conveyance during night shifts and odd hours.


Highlights the issue of harassment of working women. It primarily reports the verdict given by Central Administrative Tribunal in favour of a woman commercial artist working with the Directorate-General of Employment and Training, Union Ministry of Labour.


States that like all social realities, the question of elimination of inequality between the sexes also has double reality-normative and factual. Examines the normative measures evolved at international and national levels (or elimination of discriminations against women).


An urban study which shows that women's earnings are low even when they are as qualified as men because of deliberate discrimination. Examines other factors which influence wage difference between the sexes.


States that for most women, who are handicapped by illiteracy and lack of training, access to productive assets and equality of opportunity does not exist. Further, the concept becomes dysfunctional in an unequal class, caste and gender matrix. It argues that strategies should go beyond special group approaches and castes, acknowledge women's multiple roles, and devise ways to share the social costs of family responsibilities, which perpetuate existing inequalities.

Attributes the concentration of women in poorly paid and unskilled jobs to their illiteracy, lack of technical knowledge, and to various physical, social, psychological, and cultural barriers.


States that working women are subject to more exploitative conditions both at home and workplace than non-working women. The best job opportunities elude women, primarily because of their sex, and constraints of marriage and child bearing reduce scope for entertaining and socialising which her career may entail.

2.2 The aim of the research and the significance of the topic:

The path traveled by Indian women to gain their rightful place in the male dominated world of work has neither been easy nor straight. Thousands of years of customs and traditions have molded their life and made them what they are today. The socio-economic changes in the country are the main factors that have affected the lives of Indian women. But life has never been smooth for a working woman as she has to be a prey to several unethical practices in their work areas. Since most women join the professional world out of economic compulsions their participation in said field is considered to be the secondary line of operation in the family. They are also looked upon as a secondary line of operation in the organizations where they are compelled to work for relatively low pay scale, without even the normal security measures. Thus this research aims to eliminate existing virus of crimes against working women in Mumbai city and to encourage the organizations to stick to the working women mass. In view of this aspect although the present women participation in workforce of the country is encouraging, still ethics followed in the organizations would still increase their participation bringing a radical change in economic progress. In the present day, society criminal victimization of working women is rampant in domestic sphere and in the outer world. While adjusting to her world to work, she is victimized in family either due to her failure as a good wife or an ideal mother, or victimized at her work place as an uncommitted worker. When she ventures to come out from the traditional family boundary without any protection to work in the outer world, she is threatened by variety of crimes. Thus while encouraging women participation which consists of about half a total population into
the workforce of Mumbai, their protection and responsibility of fairness at workplace is ultimately cost of the organization as a whole.

To conclude logically, eradication of unethical practices against working class women and their protection in all spheres can only encourage large number of women to join workforce. In the event of prevailing economic crisis, by utilizing the stock women power in the mainstream of workforce, our country can march forward towards progress.

Hence this study starts with the noble aim not only to suggest suitable measures to eradicate unethical practices against working class women, but also encourage management values in the organization for more utilization of the potentiality of women power for the economic progress of the country. As ethics in the organizations is a present global problem that has drawn the attention of authorities at the national and international levels to solve the issue with top priority and future participation of women power in workforce is directly linked with the economic progress of the country. Therefore the subject of study is a matter of tremendous significance.

2.3 The need for the present study:

Working women in most of the organizations are subjected to unethical practices such as all sorts of humiliation, ill-treatment, injustice, victimization, sexual harassment, gender discrimination and are not treated with at par with men in several matters like pay and allowances, working conditions, incentive wage payments, professional growth etc by their employers, in spite of all the talks we are having day in and day out about the women’s liberation moment and salvation of women from exploitation and perpetration of injustice on them by men. It is fact that women are always looked down upon as weaker sections even though they invests same energy and efforts in their work along with their men folk. The result is that they are very often paid lesser wages than men. The slogan of “equal pay for equal work” remains a slogan only and not practices still on a wider scale in several parts of the world. Apart from this injustice and humiliation etc women employees are very often looked down by their fellow men employees with suspicion and prejudiced. They have to live and
work under great stress and strain, tensions, conflicts and perpetual agony. They have to subdue their interests and future well being according to the wishes, whims and fancies and dictate from their parents, husbands, colleagues, bosses and sometimes even their own family members in the society.

Women employees are the worst victims of the traditional, social conflicts, taboos, beliefs and all sorts of conservative notions and thinking. This is particularly so in the case of women employee in the industrial and commercial establishments. Their conditions of living and working are unique in character. They deserve all the sympathy and concern of all social scientists, administrators and lawmakers. Necessary amendments have to be made in the legal framework but also in the socioeconomic and political structure of our country in order to enable to the women employees to enjoy the same status and privileges as their male colleagues. They have to be emancipated from the exploitation and perpetration of injustice without any further delay. It is this pathetic situation of the women employees that has motivated me to take this problem for my present research work.

2.4 Objectives of the study:

The present study is essentially exploratory, because although substantial research has been conducted on working women in all the three positions in the organizations of Mumbai, studies on working women in senior executive positions in the country has, by and large, remained unexplored.

The main objectives of this research study are as follows:

1. To examine the socioeconomic background of the working women.
2. To access women's position at work place pertaining to their work conditions, fair-unfair practices in the organizations related to them.
3. To assess the perceptions and attitudes of working women towards their own positions as well as their work.
4. To find out at first the conditions of work, service, professional growth, attitudes, inclinations and the treatment that is meted out to women employees and tensions under which the women workers have worked and lived.
5. To suggest feasible ways and means to improve their working conditions and inculcate a better sense of confidence and optimism in them and adjust to the new environment.

The main object of the research is that—“to develop a theory of managerial ethics and relate it directly to its practice in the area of women at work where they are always considered to be a secondary line of operation”.

To position a philosophy of ethics with direct practical ramifications for women to have their appreciable part in jobs with good working conditions.

The sub-objects of the research are as follows:

1. To assess the role conflict of working women.
2. To throw light on women’s participation in industrial activities and the extent to which it has influenced her social attitudes in personal and family life.
3. To know the awareness level of working women’s right at work.

2.5 Hypothesis of the research:

The position of working class women in present day society is found to be precarious. In the new role while adjusting to her world of works, she is failing in all her dimensions and proves to be fiasco. In the society, either in domestic sphere or in the outer world, she is encountering varieties of crimes due to her inferior social position and several steps taken by social workers, organizations and the government are proved to be fruitless.

Hence in spite of organizational ethics to be said to be valued and practiced in the organizations and in spite of many women-oriented enactments, programmes and policies in the organizations, it’s outlook is not been changed in favour of working class women.

Thus in view of the complexities involved, the researcher starts her work with the hypothesis that the management values of corporate code in the Indian industries are not followed ethically by top and middle management for which the women at work place are considered to be a secondary line of operation. The criminal
exploitation of working class women can neither be prevented only by new enactments nor by enlarging the law-enforcing agency, because the non-implementation of corporate code of work ethics within the organization is the prime factor responsible for the exploitation of women at work place.

The above hypothesis will be tested with reference to discussions of various chapters and in the conclusion of this thesis with its respective justification. Thus hypothesis emerged from the intensive library work and in depth study is that, “the management values of corporate code in the Indian industries are not followed ethically by the top and middle management for which women at work are always considered to be the secondary line of operation.

2.6 Methodology:

In the early stages it was proposed to conduct a pilot study of the working women’s role in the organizations. This research aims to focus on various exploiting criterias of working women within the organization through the management. It also focuses on how the non existence of business ethics and corporate code of conduct in the organization leads to injustice towards working class women thus subjecting them as the secondary elements of the organizational structure. The main object of this research is to frame a policy for management of the organization which not only encourages more and more women in the professional world but also create an organizational atmosphere which provides secured and just practices to all it’s employees based on ethics an corporate code of conduct.

Initially a questionnaire survey of large quota sample of women from different sectors like industry, hotels, airlines, travel agencies, market research agencies, advertising companies and education institutions had been thought of. But this was dropped in favour of in-depth interviews and face-to-face meetings and discussions, as it was felt that the nature of the study required such probing and direct contact in order to elicit more truthful responses. This would not have been possible if a questionnaire was sent.
A. The pilot study of a very small sample of 50 working women in different sectors was conducted to test the questionnaire and its viability. This study brought out interesting revelations. For instance:

1. The questionnaire was more of close-ended questions which didn’t extract the respondents clear views hence such questions were later on converted into the open ended ones.
2. The questionnaire needed a division and segregation of certain questions in different parts to ease the respondents.
3. There were certain sectors, which were important for the respondents to throw light on, and such questions were framed later on and added in the questionnaire.
4. There were certain questions in the questionnaire, which the respondents were reluctant to answer for their own personal reasons, and hence such questions were later given a different frame so as to get the results.

However since it was a pilot project and sample was small, it was interesting to know whether similar findings would emerge with a larger sample.

B. The study on basis of the pilot project, it was decided to proceed with the study.

We were particular, above all things, that we should have authentic reactions, and authenticity is possible only when people speak out of their own, and not out of borrowed experience. Unless they had worked at their professions for a minimum of two year, we did not feel that they would know their profession from the inside.

For choosing our sample, first we decided to interview 1000 women. We chose various categories of professions from which these women would be drawn. We were keen on giving proportionate representation to women from each of these professions. For this we needed actual figures of women employed in Mumbai industries in these professions. This was a time-consuming process: we seemed to knock at every door and not always profitably. All that we finally got was the number of women employed in the private sector and in the public sector in various
professions. This information we could get only about those institutions that employed a minimum of ten women employees in their organization. The Directorate of Employment in the Ministry of Labor and employment assisted us here.

We adopted the quota sampling method as follows

(i) We classified various professions in which young women were employed into three Industries:
   (a) Service industries
   (b) Manufacturing industries
   (c) Information technology

(ii) We then allotted the following quota of respondents respectively to each of these three groups:
   (a) 375
   (b) 375
   (c) 250

Within the quota allotted to these three industries women employees working in different professions in these industries on different hierarchical levels were randomly chosen. We gave proportionate representation to each job covered in that class. We did this first by assessing the proportion of each job to the total number of women employed in Mumbai, and then the proportion to the total sample was worked out accordingly. As the number of professions grouped in the service industry as well as in the manufacturing industries was larger than the Information technology industry, some adjustments had always to be made. While studying about the job market of Mumbai we found that service industry and the manufacturing industry was the largest which catered the largest professions to the working class of this city.

It was felt essential to adopt both qualitative and quantitative data collection approach to this study. The qualitative approach took the form of in depth interviews with working women occupying different levels in the organizational hierarchy. The quantitative data was then obtained by formulating a survey questionnaire based on the analysis of these interviews and previous research findings in the field.

The in depth interviews were carried between February 2000-2001 with 1000 working women as a sample. The interviewees were made up of stratified random
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sample of women occupying senior, middle and junior management position in the organization. The sample was taken from the wide cross section from private and public organization (both male and female dominated). The women’s position ranged from head of firm and company directors to office administrators, marketing executives and clerical staff etc.

Phase II of the investigation involved the development of quantitative measures in form of survey Questionnaire. The researchers ideal main sample was to consist of large proportion of working women in junior, superior, middle and senior position.

A stratified non-random sample of working women according to the respective designations and a cross section spread over various fields of work was decided upon for in-depth interviews. Hence respondents were selected from diverse sectors like industry, insurance companies, bank, solicitors'advocates offices, central government – all India services, educational institutions and the service sectors like hotels, airline, travel agencies and news papers periodicals agencies.

The main criteria for selection of the respondents in the sample:

1. That they were from the diverse fields of work working in different levels of the hierarchy of the organization.
2. That they covered almost all the sectors of the organization.
3. That their work profile covered all the categories of work in the organization.

In-depth interviews were conducted of each woman individually after prior appointment over telephone, mostly in their offices and sometimes in their homes. Each interview was of the duration @ 50-60 minutes with a few scheduling over an hour long. The interviews were conducted in English and the responses were recorded verbally.

2.7 Techniques of Data Collection

Different techniques of data collection have their own merits and demerits. Keeping in mind the nature of the present study it was decided to use the questionnaire/interview schedule. Three different schedules were prepared - one for
working women and one each for their role partners. For the widely scattered respondents and being a single researcher, a questionnaire was comparatively an easier device to collect the required data, but the interview schedule was used because of the special nature of the study which was an exploratory one and required qualitative and quantitative information. Besides the interview schedule, information was also supplemented by personal observation and discussions.

2.8 The interview schedule:

The interview schedule contained both structured and unstructured questions and was used more as guideline. The structured questions or the fixed alternative questions were those in which the responses of the subjects were limited to a few given alternative ways of answering it. These alternatives were simply 'Yes' or 'No', or they consisted of a series of replies of which the respondent picked the one closest to her position. The unstructured or the open-ended questions provided an opportunity to the respondents to answer in their own terms and their own frame of reference. To procure the advantages of both, therefore, structured as well as unstructured questions were asked. Many of the questions were open ended and the framing of these questions differed from time to time depending on the responses. The suggestions mentioned along with were used only if and when the respondents needed prompting for deeper probing to be possible.

The interview schedule was divided into three parts:

- Part one consisted of general questions, mostly on the respondent’s profile.
- Part two contained questions related to their overall working conditions in the organization.
- Part three contained the respondent’s suggestions pertaining to their work for the organization.

However, as stated, the interview schedule was flexible and discretion was used to whether more or less questions were needed to be asked on any issue, depending on the status of the employee.
The interview schedule was slightly modified after the pilot project. Some questions were included as it was felt that these questions might throw some more light on and reveal interesting information about these women to achieve the said results and hence more stress was given on such kind of questions.

The spell of fieldwork was not entirely smooth and the investigator had to face many difficulties in getting time from the respondents busy schedule. Moreover, the locale of the study being spread over a wide area also added to the difficulties in this work of investigation. The interviews were always held at times and places that suited the respondents. In this work the favourable point was that all the respondents were, well educated and highly placed in service. In most of the cases the interview was conducted in a very cordial atmosphere. It was easy to maintain rapport by introducing the purpose of the study, which was quite appealing to most of the respondents, may be because it was directly related to their life as careerists. Some of the respondents took special interest and gave information about their experiences by inviting the investigator to their residences. Some of them expressed their ideas quite frankly and fearlessly which helped the researcher to understand their viewpoint in depth; while some appeared to be hesitant in discussing sensitive problems like their relationship with the male colleagues or any sort of previous harassment.

The male bosses supplied detailed information and sometimes more than, what was asked for in the Interview Schedule. They appeared to be fully conscious of the growing number of women in higher positions and, therefore, came out freely with their own assessment regarding their work performance. As far as the male subordinates were concerned, many of them were a bit reluctant in expressing their views because of their peculiar positions, but some of them who were quite mature and bold, stated their opinions regarding the women bosses unhesitatingly.

It was found that almost all the women were willing and cooperative in replying to the questions although some questions were of the personal nature with the exception of some who did not wish to answer a few of the questions. In fact majority of the respondents were happy about the research topic and interested in such a study and expressed a keen desire to learn about the findings when the study was completed.
As far as the secondary data was concerned, it was collected through the newspaper articles, old historical texts from the related journals, magazines, and by referring the old research reports on the related topics. All this information was gathered by in-depth studies of the literature from various libraries like SNDT library, university library Mumbai, CWDS library New Delhi, British council library Mumbai etc.

2.9 Editing:

After finishing each interview the schedule was edited on the spot in order to find out omissions or inconsistencies regarding the information collected. This was of considerable help in getting complete and relevant information on the problems under study.

2.10 Report Writing

The whole investigation has been divided into two parts. The first part examines the women respondents’ Own perception and appraisal about their role performance at workplace. It includes their socio-economic background, motives for working, some aspects concerning their job conditions, their job difficulties, their job perception and their attitude towards working women. The second part records the opinions of the male bosses and the male subordinates as to how they evaluate and take these women officers in their new role.

2.11 Universe:

In order to study the problems related to working women in various organizations in Mumbai, it was first of all decided to prepare a list of women working in different jobs in all the sectors of the industries as no ready-made list was available with any organizations. It may be mentioned here that although women today have been working practically in all fields where they have been working for quite some time. Therefore their working categorization in a few fields differs more or less in ratio. These areas include hotel industry, service industry, telecommunications, airline industry, manufacturing industries, pharmaceutical
industries, electronic industry etc, including several government and private organizations. The female respondents working in the above organizations work on different levels. Thus by personally visiting each organization a list of 1000 working women working in these different areas were listed.

2.12 Sampling:

Since the study was concerned with the role perception of women themselves regarding their role partners, i.e., subordinates, colleagues and subordinates, it required two different samples: one for the women employees and the other for the management or the employers working in the same organisation.

It may be added here that the women selected for the study fulfilled two conditions:

1. They must be holding some position in the organization
2. They should have experience of working with male employees or colleagues.

A sample of 1000 working women has been taken in the study with a motive to explore various issues effecting women at workplace. The number of working women varied in the areas of survey. In the area of top-level management, the number of respondents were comparatively small. The number of working women working in the middle level management was appreciably large. The respondents were categorized depending upon their age, marital status, salary drawn, type of organization, occupation and number of children etc. These women were interviewed by adopting systematic random sampling procedure.

The copy of the questionnaire is attached in the annexure.

2.13 Limitations of the study:

The study of working women has very wide connotation and hence the scope of the study had to be limited.

Some of the limitations are mentioned below:

1. Research was restricted to women in mumbai city only and other metros were excluded. It was felt that mumbai had a sufficient large population of working
women for the purpose of this study. Apart from this, it was felt that Mumbai's cosmopolitan culture would also have a significant role to play in the findings of this research and it is likely that the cultural differences in other places like say Delhi, would perhaps influence or vary the findings in relation to our subject. Although this is a limitation, it is beyond the purview of this study and could be taken up as another study having a wider scope.

2. The study is restricted to a geographical population, which is on a higher economic plane as compared to the rest of the country, as it is well accepted as commercial and business capital of India.

3. The study lays no claim to being an exhaustive one. The sample is limited and the nature or scope of work in this area of research is extremely wide.

Within these limitations, a sincere attempt has been made to look deeper into the subject of problems related to working women with the management perspective. It is hoped that this study would lend some insight into these areas and would lead to further vistas of research in this field.

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