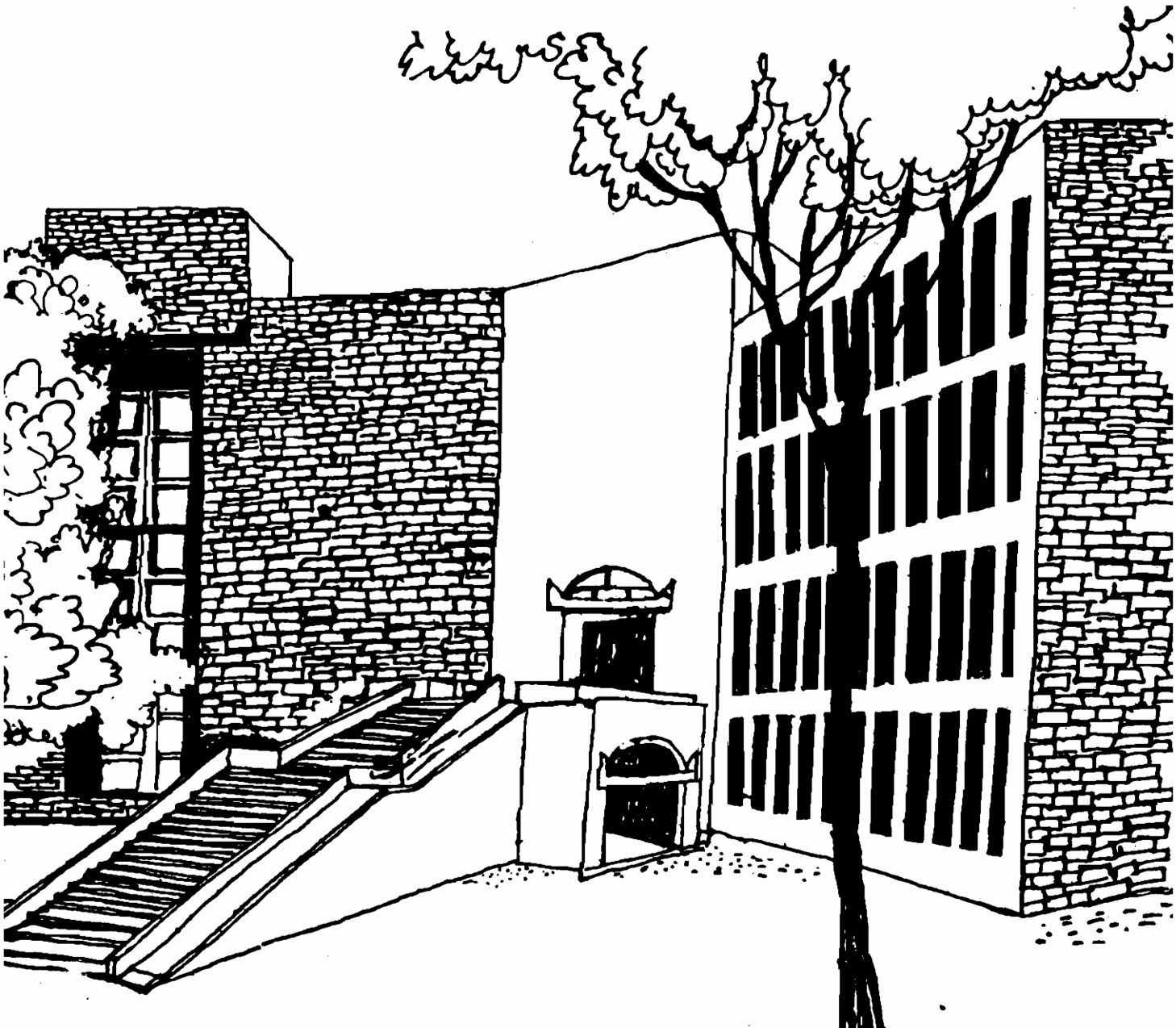




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Working Paper



WOMEN IN MANAGEMENT IN INDIA

By

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WOMEN IN MANAGEMENT IN INDIA

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1991

WOMEN IN MANAGEMENT IN INDIA

Abstract

This paper is in extension of the paper "Career Paths of Women in Management in India", W.P. No. 884 by the same author. In this paper, the origin and the gradual movement of women's role and identity patterns are discussed in the cultural context. The process of transformation from the agrarian model of living to the industrial mode is emphasized in the first part of the paper. Empirical data has suggested that sexual identity rather than women's work is more important in predicting the respondent's traditional and modern approach to life. Traditional values and approaches continue to define and determine the lines of women, whereas some indications of modernity are noted among them.

Women's role in management is then explored in the context of Indian culture, societal design and formal work organization.

Career paths of women in management in India are distinctly identified into three phases. The move from being job oriented to career oriented to profession oriented is discussed in detail. Issues of women in management in the organizational context are probed into and the future scenario in the cultural, organizational and role context is reflected upon.

WOMEN IN MANAGEMENT IN INDIA

Introduction

Indian women's role in management, corporate structure and the country have to be seen in the context of Indian culture, society, family and framework of formal work organizations. Insights into their changing role, status and position in the last five decades are deeply embedded in the context of simultaneous and contradictory images of women held by women, men and society.¹

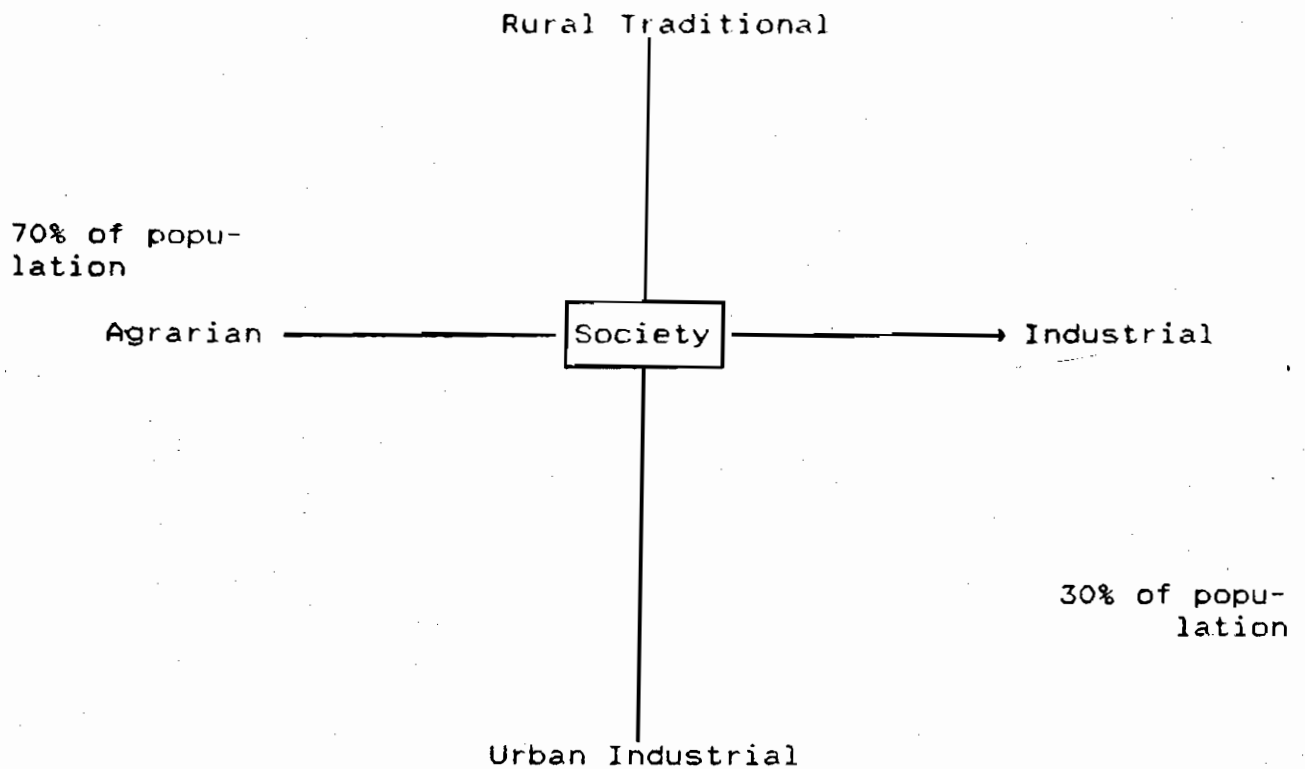
Indian women carry a rich heritage of role models from the cultural lore, myths, epics, history, society and family sagas. These role models pattern the identity of Indian women for social role taking and living in the society. Indian society for last three thousand years has been anchored in the agrarian model of living and social structures, processes and role taking. The industrialization in India at the turn of the century introduced new structures, processes and roles which were alien. Independence and concept of formal education further introduced as new modes of thinking, aspirations and ambitions for both men and women.

¹The author has coordinated at the Indian Institute of Management, Ahmedabad seven management development programmes exclusively for women "Women Managers : Issues of Role and Authority" (1980-1986). IIMA has also offered a workshop and a Training for Trainers Programme for Women Trainers of Asia jointly sponsored by CIDA, 1986. Similarly, Indian Society for Individual and Social Development [ISISD] since 1979 has offered exclusive programmes for women on issues of Role and Identity in organizations and Training for Trainers programme with men.

All these transformations created in India transition in the culture, society and role taking. The transition in India from an agrarian society to industrial society is an ongoing process. The slowness of the process of transformation is anchored in the diversity of country in religion, language, the caste and the rural urban fragmentation.

Figure 1

Transitional Model of Indian Society



The first level distribution is in the population. Seventy percent population are agrarian rural based while thirty percent are urban and industrial based. A second level distribution occurs across gender. Men migrate first from rural to urban and agrarian to industrial. Women follow their men if married and/or

when they got married to men in urban centers. At the attitudinal level the pattern is reinforced. Women are dominantly anchored in the agrarian traditional model of society, while men anchored in traditional models for role taking and relationship acquire some additional dimensions of formal organizations. A study conducted by Ramu [1989] highlights the responses of 245 dual earner wives (DEWs), dual earner husbands [DEHs], single earner wives [SEWs] and single earner husbands [SEHs].

Table 1.1
Sample by Tradition and Modernity Attributes

Values	DEW N(%)	DEH N(%)	SEW N(%)	SEH N(%)
<i>1. Religion/Community Scale</i>				
Traditional	132(53.9)	116(47.3)	127(51.8)	119(48.6)
Modern	113(46.1)	129(52.7)	118(48.2)	126(51.4)
	($\chi^2 = 2.6$, df 3, $p < 0.45$, lambda 0.03)			
<i>2. Gender Roles/Marriage Scale</i>				
Traditional	177(72.2)	84(34.3)	181(73.9)	38(15.5)
Modern	68(27.8)	161(65.7)	64(26.1)	207(84.5)
	($\chi^2 = 244.8$, df 3, $p < 0.00$, lambda 0.30)			
	N = 245 for each sample			

Adapted from G.N. Ramu, "Women, Work and Marriage in Urban India", Sage, New Delhi, 1989, pp. 49.

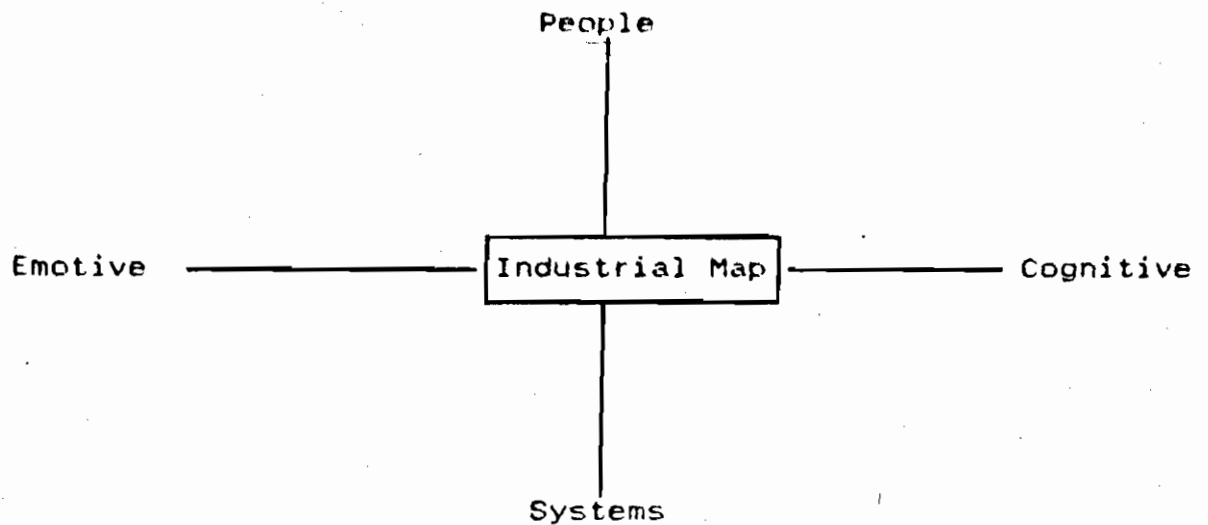
G.N. Ramu concludes, "In conclusion, then, the scores of the two aforementioned scales clearly suggest that sexual identity rather than women's work was more important in predicting the respondent's traditional and modern approach to life. The DEWs and SEWs tended to be more traditional than their husbands,

although the DEHs were more traditional than the SEHs on both scales. The most modern of the sample were the SEHs, as evident from the distribution of the sample by tradition and modernity attributes in Table 1.8. The wives were more traditional than their husbands on both the material/gender roles scale and on the religion/community scale, though less so on the latter. In contrast, husbands were more modern than wives on both scales (see Table 1.8). The result, then, is that traditional values and approaches continue to define and determine the lives of women, whereas some indications of modernity are noted among them.

The population distribution of 70% agrarian rural and 30% industrial urban determines to a large extent the attitudes men and women carry to the formal work organizations. In terms of role attitudes men and women of Indian society emotively carry the agrarian map of people, network of relationships and structures and systems. A small percentage who have for generations have exposure to the urbanized form of living and three to four generations of exposure to industrialization hold a cognitive map of formal work organizations, network of functional relationships, formal structures, and task systems [Parikh 1990]. However, the emotive map of the primary system is deeply embedded in the Indian psyche.

Figure 2

Coordinates of Emotive and Cognitive Maps



Adapted from Parikh Indira J. "Structures and Systems : The Cultural Interface in Organization, Design and Definitions: ISISD International Conference, Eds. Garg, Pulin K. and Parikh, Indira J., ISISD Publications, Ahmedabad.

It is in this context of Indian culture, societal design and formal work organization, that women's role in management have to be explored. The agrarian model of Indian society operated with some basic assumptions.

1. Men engaged with the external environment.
2. Men worked alone in their occupation.
3. The larger tasks where collectivity was required got interwoven with rituals, religion and changing seasons.
4. Age meant experience and cumulative wisdom.
5. Women engaged with the internal environment of home and family.
6. Women lived in groups.

7. Women were postulated the holders of continuity, consistency and permanence and as such the anchor of traditions and values of the society.

As such, the Indian women evolve their role in a context where simultaneous juxtaposition of the ancient and the new, the traditional and the modern, agrarian and industrial, the technologically primitive and sophisticated, the rural and the urban and the east and the west coexist. The coexistence of these polar opposites are evident in all spheres of life. People travel and transport goods by bullock and camel carts and trucks, two-wheel cycles, cars and air planes. Farms are ploughed by animals and elsewhere by mechanized tractors. Women live in purdah, their faces covered from the eyes of men and women work as managers in corporate offices.

The managerial role of women in formal work organization is at best five decades old. It has been an uphill path. In this struggle women have carried four thousand years of role baggage, and chains and shackles of society which bound women to limited space and narrow roles. The transformation has been from job orientation to career orientation to professional orientation.

Scope of the Paper

There have been no systematic statistics available on women in management or women managers. A large number of studies with statistical data is available on women in general and rural and/or working women. The definition of working includes all sectors and unskilled, skilled, semi-skilled, etc.

Table 1.2

Labour Force in India for Selected Years

Year	Popula- lation (millions)	Male(%)	Female(%)	No. of Women per 1000 men	Worker Ratio Women per 100 men
1901	238.4	61.1	31.7	972	504
1911	252.0	61.9	33.7	964	525
1921	251.3	60.5	32.6	955	516
1931	278.9	58.2	27.6	950	450
1951	361.0	54.0	23.3	946	408
1961	439.2	57.1	27.9	941	460
1971	548.2	52.7	14.2**	930	215
1981*	685.2	53.9	20.8*	926	367

* Excludes marginal/secondary workers

** Includes marginal/secondary workers

Sources: Derived from Census of India, 1971 and 1982.

This paper is based on seminars, workshops and management development programmes designed exclusively for women and some jointly with men. The author has collected data on Managerial Role Matrix questionnaire which provides individual and collective managerial role profiles [Parikh 1978, 1985, 1987, 1989, 1990]. The data consists of women from junior, 20 percent middle, 50 percent and senior management 30 percent. Total of six hundred women have participated in these programmes.

Women's career path is closely linked to the growth of organizations in India. As organizations in India have grown from small scale [Parikh and Garg (1986)] to global dimensions, they have created a need for professionalization in management [Parikh 1978] and trained personnel. Women's entry and

experience in management can be categorized in three distinct phases. Each phase spanning fifteen years reflects crystallization of women's movement in career paths and changes in role taking and attitudes by women, men and organizations.

The First Phase: The Decade of the Fifties

Although industrialization began at the turn of the century women entered management in early fifties. There were few women in management positions in the 1950s. They belonged to an elite socio-economic class and caste. They entered in family businesses, under unique circumstances. Some families had no male heir, while some others had lost a male in the family. Some had received formal education and were eager to experiment while others were educated on the job by the responsibilities they had acquired. It was presumed that their entry was temporary and once the initial experimentation or need was over the women would go back to their homes and families and men would return to the management and running of the organization. For a short time women could be indulged and the men ought to be tolerant. Women's persistence and continuing in the organization confronted men, women and organizations to reexamine their beliefs.

1. Women who entered the organizations were waiting for marriage.
2. Those married and not in need of money entered work to keep themselves occupied to make good use of their education and time until they had children.
3. Those in need of money once married will give up their jobs or at best when the children came.

4. Those in need of money after marriage will continue to work and be grateful for having a job and a steady income.

Entry of women into formal organizations and managerial roles created anxiety, doubts and apprehensions both in women, men and organizations. Men and women had little or no experience to relate and work with each other in formal settings. Often the relationships at work got translated into social codifications of relationships [Parikh 1979, Ramu 1989]. Depending upon age the relationship got translated into the role behaviour of daughter, sister or mother. Task expectations and evaluations of performance became a source of stress. Demands could not be made, systems could not be implemented, and the policies got vitiated through social code of conduct and expectations.

Initially most women had male superiors. Both related with social authority and maintained traditional social hierarchy [Parikh 1986]. Women did not rise very high in the hierarchy of the organizations. However, some women carried far greater responsibilities than their designation or status in the organization. The women in management had become reliable and dependable and as such indispensable in the organization. Women were grateful that they had a job which gave them meaning, a steady income and were making good use of the education they had received [Parikh 1981, Parikh and Garg 1982].

In the homes women's traditional role continued. They managed the home, children and husband. The members of the extended family expected all social roles to be fulfilled. Her work was a luxury and a privilege given by the husband

and could be taken away if there were lapses in her social roles. The women themselves experienced work as a privilege for themselves and an opportunity which many others did not have. Though their economic contribution added to a higher social status and quality of life, the belief persisted that a man's wages were good enough and sufficient for the family.

In the fifties, organizations in India remained anchored in joint family structural prototypes. There was little or no differentiation between social structures of the Indian family system and formal work structures of the organization. Emphasis was on loyalty, obedience and conformity. Management had inbuilt tolerance for invisible waste. Management was by control, anxiety, fear or crisis. Leadership was benign patronage, autocratic or hierarchical. Women's entry was limited to routinized jobs. They remained in marginal or socially visible roles and or catered to infrastructural service roles. They remained in junior management positions and like their social roles were expected to provide stability and dependability. Climbing the corporate ladder was an impossibility or an upward effort [Garg and Parikh 1986].

The Second Phase: The Mid Sixties and Seventies

This was the decade where women had come to stay in organizations. They had made their presence felt. The generation who grew up in fifties and early sixties as adolescents were filled with career ambition, aspirations and new hopes. The women grew up with education as a reality and dreams of a different life. They had done well in academic performance and fared well

in competitive exams. They were geared up to make a mark and give a meaning to their lives. These were the second generation women who pushed through the glass wall [O'Leavy and Ickovics 1990]. These walls were the barriers in movement from junior job oriented level to middle career oriented level of management. Their entry in large numbers provided momentum for career growth in the organization. This was quite unlike their mothers who had stayed home or the women in organizations before them who were satisfied with the responsibilities but did not actively seek career paths. The women in this phase had aspirations to perform and be rewarded, could walk alongside men and do as well or better, could deliver results without seeking privileges of social roles and were not complaining. They worked longer hours and proved their capabilities. They also demanded from the organization to review their policies of evaluation on women's contribution rather than just give responsibilities or keep them in infrastructural or marginal roles:

In this phase both the women, men and the organizations had to confront a changed reality of women in management.

1. Women regarded formal work as an integral part of their life space.
2. Both income generation and a career were equally significant.
3. Educated and qualified, they aspired for a different role and life vis-a-vis their mothers and grandmothers.
4. They wanted homes, marriage and children as well as a career.

5. The women accepted the social traditional role behaviour from the older generation but from their husbands, colleagues and children they expected understanding and support in their career paths.

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6. As managers the women were willing to carry their share of work responsibilities but also wanted participation in policy formulation and decision making. They wanted their voices to be heard as employees and managers of the tasks (Parikh 1990).

For these women careers gave significant meaning to their lives. Work was not just a job to manage their boredom or putting education to good use. It was significant in itself. It also had its significance in the social system. A job was an insurance against maltreatment or mistreatment by the in-laws. It brought respect and potentials of autonomy and self reliance. The income added to the social status and a quality of life otherwise not possible.

The women in the second phase made successful men as their role models. They became assertive and sometimes aggressive. They became ambitious and sometimes competitive. To some, work acquired a larger meaning in their lives. Some were willing to give up marriage and succeed in work. Work and organization acquired the role of a husband. Those married and with children encountered problems in their spouses and children

equal career paths. They value idealisms of equality, justice and fairness. However, they find it difficult to legitimize their role, their space in the organization and their own career aspirations. For example, organization structure, tasks and policies of promotion implies mobility. Mobility implies movement upward and or geographically. Sometimes both go together. Initially, women found it difficult to respond to this organizational process. Home and children were a significant determinant in making choices for career paths. In effect, in this phase with all the growth and understanding, women rarely made choices. Many made compromises.

The women who entered the second phase moved from a job orientation to career orientation. This implied new choices, setting priorities, proving their competence, performance in managerial roles, participating in policy formulation and making decisions. A significantly large number of women created new space, pushed the organization to design new policies, new structures and visibility for their contribution. They enhanced their effects by defining tasks and systems and carved a new role in management for themselves [Parikh 1990]. They also paved a way for the emergence of professional orientation.

The Third Phase: The Eighties

This was the decade of the eighties. Women, men and organizations had witnessed two generations of women in management. Many had their mothers or a relative as a wage earner or a career woman. This phase coincided in India with rapid and unprecedented organization growth and diversification.

it was inevitable that women and the organizations would strive to acquire a professional orientation. Women entered management schools, acquired conceptual understanding, skills, management tools and techniques. They acquired a corporate perspective with its policies and strategies for growth.

The women who entered in this phase had coped and survived the dilemmas of jobs and career paths. They realized that the role models and leadership qualities from men were insufficient to help them manage their specific realities. It helped in the organization and the career to some extent but it definitely was not sufficient or adequate at home. It did not add to women's own well-being. In accepting the male model they had to disown a whole lot of themselves which left them drained and stressed. In the choice of career path women believed that they had to surrender their femininity, sacrifice personal lives and relationships, ignore motherhood and confront dilemmas of choices between one or the other roles or systems. Women ended up becoming more like men managers. For many women, work and working in organization were necessary but for a large number of women in management marriage was equally important and so was motherhood and social relations.

Eventually, some Indian women in management who began with a job, worked toward a career orientation and eventually acquired a professional orientation. They had to do some soul searching. They struggled to integrate their intellectual qualities and capabilities with their femininity. They accepted the simultaneity of strength and vulnerability. Professional orientation meant the simultaneity of multiple systems and roles and the courage to define priorities, make choices, invest

in systems and people and continuously define and redefine their role in the system [Parikh 1990].

Women confronted in society as well as in organizations coexisting barriers and opportunities. Some women transformed barriers into opportunities. Women chose key areas to create space and differentiated between the essentials and the non-essentials. They identified a network of support systems to deal with stress. Essentially, women accepted their role in the organization as legitimate and created a context so that others could enter. They responded with a philosophy of living, core values and action choices.

Many women in management in India often do not have the opportunity to move from one orientation to another viz. a job to a career to a profession orientation. The rigid social and familial structures hold them rooted in the social traditional roles with focus on economic resource generation. The socio-cultural context creates dilemma of either or choices for women. Social roles are postulated with idealism and a behaviour pattern which is in contradiction to that of formal work roles in organizations. In the transition phase to many women career meant sacrifice of their social roles, systems and relationships and or sacrificing their career for social roles and acceptance. There are some women who break through the captivity of the social familial structures. However, the stress of the pulls and pushes of multiple interfaces, people and systems leave much of their creative potentials untapped and under utilized.

In the context of cultural and societal transition there is an ongoing movement of individuals from rural to urban and agrarian to industrial. This means that at any given time in an organization there will be women who are squarely rooted in job and/or moving towards career orientation. This is also reinforced by policy in Indian organizations to promote certain percentage of employees internally and directly recruiting others.

Professional orientation is a process of social, educational and occupational maturity. It means coming to terms with one's identity as well as multiple roles and membership in systems. Women who have acquired professional orientation breakthrough the barriers of hierarchy and authority in both formal work and social family systems. They reach leadership positions and command respect. They have empowered themselves by contributing and investing in systems. They have acquired knowledge tools, techniques and skills as well as a vision for their life. Professional orientation means looking beyond the horizon, identifying new destinations and bringing the self to systems.

In several studies on managerial role profile of women managers and administrators [Parikh and Garg 1987, Parikh 1989, 1990] and several assignments in organizations with women managers reflect that the organizations and the women are confronted with issues of task allocation, concept of authority and hierarchy, performance evaluation and promotion, relationship with superiors, colleagues and subordinates and the issues of women's legitimacy in the organization.

Task Allocation for Women in Management

For a long time women were given desk jobs. Organizations and men were uncomfortable to assign women autonomy of decision making and roles related to dealing with blue collar workers and/or areas around industrial relations. Today's Indian organizations have women in diverse functions. Increasingly the barriers are pushed aside by women to occupy significant roles across all levels [Parikh and Shah 1990].

Women with job orientation find it difficult to accept link and corporate responsibility as legitimate part of their role. They attribute this to the organization structure or to the superior. These women experience organizations having centralized structure, decision making and experience demands of loyalty, obedience and conformity. They do the required and assigned jobs with rules, regulations, procedures and by following the laid down norms. They cannot use their discretions, or exercise legitimate task authority. Their security lies in doing the routine tasks [Parikh 1989; Parikh and Shah 1990].

Career oriented women in middle and senior positions of management carry exclusive task responsibility to prove themselves capable and competent. Cognitively they are aware of policies and strategies. Men with similar orientation reflect roles of Atlas and Hercules while women reflect patterns of victimhood and martyrdom. Career oriented women grapple with issues of organization and inter-functional linkages. Women work late hours to prove their commitment to work. However, attitudinally both organization and men have a nostalgia for women's social role modalities. They cognitively accept the

necessity of changing roles but emotively hold on to the embedded traditional maps of women's role. At such times there are discriminations and women are deprived of tasks which they can perform.

Professionally oriented women in senior management positions have conceptual clarity about job, link and corporate responsibility. They also have an understanding of policies and its linkage with the market conditions. Men, women and organizations include and give corporate responsibility to some women. They actively participate in matters of policy, strategy, structures and tasks. Once the credibility of women in management and their professional orientation is established, their strengths, leadership capability and corporate perspective are accepted by organizations. In fact they are considered as significant resources as they are postulated with intuitive qualities. As women's own growth occurs and they give themselves the legitimacy in formal work settings, the organizations also tend to slowly but certainly respond. Task allocation becomes fair and merit becomes the determining factor.

Authority and Women in Management

The concept of authority as held by women has direct implications to women's role in management. In studies Singh, Iyer and Gupta (1984), Das (1983) and Parikh (1990) suggest that women in management find it difficult to exercise legitimate functional authority downward with male subordinates, rarely

upward with superiors and colleagues.. Often they are uncomfortable, cosy, touchy, rigid, persuasive, or nurturant, pleading and cajoling [Parikh and Garg 1982; Parikh 1989].

Women with job orientation respond with social hierarchical authority. In organizations they work through the referred authority of the boss. They often grumble about men not listening to them but conform to the demands from male authority or who are senior in age and experience. Very often the women identify with a significant and visible authority at the top reflecting a god father, patron or a male support. They experience authority as controlling and demanding conformity and surrender of their autonomy. These processes are deeply reflective of familial structures which are brought to the organizations and management [Parikh and Garg 1989]. These women in transition are unable to work with their competence and processes of role taking in formal functional organizations. Both organization and women reinforce their victimhood and martyr identity [Parikh 1986].

Women with career and professional orientation are also caught with dilemmas of relating with authority. The Indian culture and society does not permit women to defy, rebel or become exiles from systems as is the case with men [Garg and Parikh (1976)]. As women in management experience achievement and success they begin to accept their functional authority as legitimate and can effectively take the roles of superiors. Women break through the internal barriers and give themselves the legitimacy of senior managerial positions. These women have contributed to the creation of new cultures, traditions and role models. These women have confronted both social and work

systems for a realistic appraisal of what women can and cannot do. This confrontation shatters existing stereotyped myths about women in management and contributes to realistic and new images of women in management [Parikh 1990].

Evaluation and Promotion in Women in Management

Indian organizations largely reflect policies of promotion based on seniority. Industrialization and professional management training has created young men and women managers better informed, technologically more equipped and with increased aspirations and ambitions. Women confronted with the above promotional policies find that merit and hard work do not necessarily result in congruent rewards. Managers believe that social skills rather than performance brings promotion. Promotion for women in management often gets related to the nature of tasks for which women are seen fit. In Indian public sector organizations promotions are linked to transfers. Promoting women through transfers meant either women leaving their jobs, letting go their promotion or breaking up their homes or establishing two households. In terms of evaluation women in management are under severe scrutiny. Women experience being bypassed even if they display equal talents, performance and potentials similar to the male colleagues. For women themselves any step forward confronts them with a critical choice in terms of distribution of time and priorities.

Women who are job oriented in their performance seek affirmation and approval as before they act. They ensure their value is conformity. They do not wish to be accused of doing

wrong and also do what is right. They tend to reflect low self worth and inadequacy. Women managers in this stance attempt to always be right, appropriate and perfect. They take less risks. The focus is on systemic bestowal resulting in promotion. They cannot make demands and often live with denials [Parikh 1990].

Career oriented women take charge of task responsibilities and seek fair evaluation. Despite organisation processes of evaluation and promotion reflecting subjectivity, discrimination and deprivation, they can make demands through performance and merit for realistic appraisal from the superiors. These women managers through a logical rational approach focus on task performance in organization situations. They keep time boundaries, meet deadlines and update their knowledge base. They make sure that organizations acknowledge their contribution and performance.

Women with professional orientation tend to have high self respect and value their own competence, capabilities and intelligence. They, by their excellence in performance, command merit based evaluation and achieve promotions. Organizations cannot but accept their performance and systemic contributions.

Relationship with Superiors, Colleagues and Subordinates in Women in Management

One of the most critical and central issues confronting women in general and management in specific is their relationships in the organization with superiors, colleagues and subordinates. Women's location in the social structure gives them the social role authority to relate as well as exercise authority with elders and younger members of the family. In

organizations women's relationships with men be they superiors, colleagues and subordinates is always under scrutiny. The response of male subordinates with women superiors tends to be varied. Younger men who anchored in social processes find it easier to accept authority from women who are older in age. Older men accept task authority from younger women who maintain the social code of conduct. The stress and conflicts are largest at the collegiate level where men-women dimensions acquire visibility.

For women in management the issue revolves around redefining and redesigning roles around task and functions. In the Indian agrarian - industrial collage, age and social belonging and status and competence together creates a mixed context for relating and relationships between women and men. The social structures inhibits women to design new ways of relating with male superiors, colleagues and subordinates. Interdependence of task with colleagues, joint decision making with superiors and a systemic role demands a new response from women. The need of the hour in organizations is that women and men may learn to share new dimensions of role linkages.

It is the career oriented women through rational logical approach who have broken through the social stereotype. They in being task and result oriented have related with all levels of management, interlinked with functions and roles and as such with superiors, colleagues and subordinates. They differentiated between personal and functional relationships and as such experienced freedom to relate without defying the social code of conduct.

The professionally oriented women have acquired the ability to relate across management levels through their commitment to the organizational tasks. They have taken an added step by creating a shared space of work and a work ethos. They have evolved a shared understanding of formal and functional roles and actively designed personal and functional relationships. The clarity of their role-taking and freedom to relate has generated healthy work and personal relationships with superiors, colleagues and subordinates [Parikh 1990].

Women and Membership

The membership issue linked to belonging haunts Indian women. In the family of the parents Indian female child is but a guest. In the in-laws family she is the daughter of the other house. In organizations she has to prove herself over and over again. The Indian female identity is in search for that space which she can call hers and accept that she is a legitimate member and representative of the system. The Indian women physical (from parental home to in-laws and husbands home) socially and psychologically has to uproot and reroot herself. It is only in the successful process of rerooting that she accepts her own membership in the system. It is only when the women have rerooted that she also accepts her legitimacy in the organization, her membership and the representativeness of her role [Parikh and Garg 1987]. In the absence of the above women, men and organization only create map of organization structures and roles. A concept of membership then does not emerge. Large number of women in

management see themselves as an employee. Women attribute the organization space as belonging to others viz. to some postulated significant others more often men. As such they experience a sense of non-belonging. Their role is to prove their worth by constant performance. When women do not experience their membership or the space it inhibits their creativity and deployment of their resources. They then tend to search for fail safe and non-exploitative supportive relationships [Parikh 1989, 1990].

Women in junior and middle management find it difficult to accept that either the organization or family space is legitimately theirs. They find it difficult to initiate action for the system but are quite capable to do the assigned tasks and duty. Women with career and professional orientation who accept their representative membership status demand support, seek infrastructures for themselves and accept equality and partnership in the organization.

In the decade of the nineties, some organizations have recognized that performance between men and women is not based on gender [Parikh 1989, 1990]. Professionally oriented organizations, women and men managers are defining and designing inter-dependences and partnership to build a relevant and realistic work ethos. There is an ongoing realignment and recalibration to evolve a professional context.

Another significant dimension which influence women's participation in management is the organization culture created by its leadership. The organization culture reflects the philosophy, values, life styles, concept of management and

attitudes to relationships as held by leadership. If the organization culture through its leadership has promoted the social cultural values then attitudes to women entering the management positions are influenced by social structures and culture. If the organization leadership promotes a vision anchored in new values and realistic appraisal of women's capabilities then the organization facilitates women's entry role and membership in management. It creates for fair and just induction, promotion, performance appraisal and reward systems.

A series of discussions and interviews with managers reflected that the organization anchored in professional management recruit people be they women or men, based on their aptitude and skill for the job and their capability in management. The organizations also have discovered that there are some sectors which women perform better than men even though the jobs are unconventional for women. Organizations which are caught in the stereotype images of women and men then reinforce fragmentation, distantiation, and differentiation between women and men which leads to decline in partnerships in tasks.

Women in India experience diverse spectrum of relationships with people in formal work settings and what it means to be a manager and women in management in India. To say this is 'The' pattern of women in management in India would only reflect a partial reality from a segment of population. It would portray only a limited perspective. The current scenario of women in management reflects constant changes. Each new step taken by women confronts them one or more of the myriad faces of the old and the new, the past and the present and

the traditional and the professional. India's social and organizational structures and role changes like a kaleidoscope while the elements remain the same. The largeness of the country and its diversity and the process of flux and transition make the organization context and issues of women in management a dynamic setting to which new responses can be made. The larger the number of women and better their performance, the more the acceptability of women in management. Many industries like banking, Vaz [1988], reflects the changing role of women in management with more responsibility and accountability contribute to the changing perceptions of organization, men and society.

The Future Scenario

As industrialization takes firm roots and formal work organizations establish themselves with a professional orientation women's role in management will be as integral as that of men. Women's role in policy, strategy, partnership in corporate structure and processes and leadership roles are not only a reality but will acquire a momentum. This has already contributed to shattering some of the existing myths about women in management. It has also led to the new reality appraisal of women's role in management. Some of the stereotypes and myths which have been shattered reflect the following:

1. Women are not mobile.
2. Women cannot travel in all places and do real field level operations or work.
3. Women can only do routine jobs.
4. Women need to constantly check and recheck with

supervisors. They do not accept accountability or responsibility.

5. Women cannot leave home and children. Women are caught in the home-work interface.
6. Women are capable of traditional social roles and must remain at home. They cannot manage the external complex environment.
7. Women entering management to provide jam for the bread and butter provided by the man.
8. That women cannot take policy decisions and make strategic choices for organizations.
9. Complex technology and women do not go together.
10. Women cannot manage the politics of the organizations.

Over time the myths have been shattered. Given the reality that a large number of women continue to experience suppression and oppression there is a ray of hope. Women are forging ahead and a new and distinct profile of Indian women in management is appearing.

1. Women are acquiring into key positions. They competantly respond to the policy, strategy and corporate requirements of the organizations.
2. Women in key positions are influencing corporate vision, mission and institutional structures.
3. Women are mobile and travel extensively for organizational requirements.

4. Their professionalism lies in managing their time, space, multiple roles and multiple systems.
5. Professionalism has made women managers accept weekend and long distance marriages as well as their motherhood.
6. The women accept leadership and power roles with convictions and values.
7. Their roles, relations and investment in both social and work systems have brought them respect and dignity.

The impact of the emerging roles is influencing the families, society, culture and organizations. The decade of the nineties will be a new threshold for women in management. It is their spirit to set a new pace and shape a new role which will take them forward.

Cultural Context: The educated, career and professionally oriented women by adding new dimensions to their role would defreeze the rigidified social prescriptive roles of women. This will contribute to the modification of the social fabric and the culture will be woven with new patterns of roles for both men and women. A vibrant cultural space would emerge.

Organization Context: Increase of women in corporate management with effective performance and achievement would lead to new paths, challenges and opportunities. Women would occupy positions of leadership and power, responsibilities and decision making and designing strategies and implementing them. They would add to generation of a work ethos and a work culture. Women would

effectively integrate home and work roles in a wholesome manner. The twentieth century organizations have had largely the male model of work structures. These models of organizations have fragmented the life space of an individual to that of work and home. Both compete for individual and the individual gets pulled and pushed and gets torn assunder. Women's contribution would be to confront organizations for designing integrative processes which will give significance to both and other wider aspects of life.

Today, Indian organizations reflect several generations of women and men working under one structure. Women and their new membership in organizations would lead to a community concept of organizations. The concept of community implies processes of shared space, distribution of tasks, power and authority and shared belonging and relatedness in multiple systems. At the organizational level it means excellence in tasks, wholesome structures and increased productivity.

Role Context: The rich cultural heritage has facilitated women to discover new role processes. History is evidence that women have crossed new thresholds and created new paths and new directions. It is important that the experiences of these women in management be shared so that many other women can experience the transition from job and career to a professional orientation. As more and more women and men work together it will become apparent that both compliment and supplement each other. Both women and men require courage to take charge of their destiny and bring their best to the systems. Women and men in management will discover, identify and accept that it is legitimate for both to be working together and contribute to the growth and well being of the systems they are a part of.

The future scenario of the twenty first century for women in management in India is to walk an uphill path, to transcend the monolithic social structures, to create new processes in culture, organizations and their families. It is also to accept their psychological legitimacy of being in formal work organizations and owning up their representative roles of the system. Organizations would be settings where women and men will occupy positions and roles congruent with their competence and capabilities and not based on gender differentiation. It is the women in management who will influence social structures, culture and organizations, by presenting a new role of being a professional, a new kind of a daughter, mother and wife. The vision for tomorrow's women is to take charge and give shape to an organization where they as women and men hold each other in respect and dignity to create a culture of work.

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