

# **Socio-economic status of working women's and Gender Sexualities in India**

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## **The Prologue**

It is generally believed that socio-cultural changes play a very important role in creating a situation in which women would like to seek employment. While one would not deny the importance of socio-cultural changes, there are several other factors which lead one to take individual decision to work or not to work. It might be that in a particular cultural context, one was in a position to get employment but her desire might not be translated into action, if she was not in a position to go out of home. It is possible that one may have one's own reasons. It is, therefore, appropriate to know those factors which pull and push women to enter the working force. The analysis of individual's decision to work gives insight about the processes inducing women to take to employment. Such an analysis also helps in making prediction about the future impact of the employment of women. This is why the study of the factors inducing women to join the working force deserves serious consideration.

The Ministry of labor, Government of India has pointed out that whatsoever the stage of economic or social development of a country, four factors prevail which lead women to join working force. They are:

- a) The inadequate income of the principal earner which forces women to work and supplement the income.

- b) Mishaps, such as incapacity of the bread earner.
- c) Death of the bread- earner.
- d) A women's desire for economic independence or for securing higher standard of living.

### **Women Employment Scenario**

Women formed 6.9 percent of the job seekers in 1986. Retrenchment in turn had affected the rapid growth of the unorganized sector, of which women constitute a major portion. A larger number of women were employed in part time jobs in the manufacturing, supervising and traditional industries like coir, cashew and tobacco where they were paid low wages and had to put up with long hours of work.

### **Women at different places**

We now know that even when working women do not have the total freedom to do what they want with their earnings. Yet they believe that they have economic independence. Nothing wrong in that as long as they feel a certain economic responsibility is also vested in them the minute they begin to earn. Do working men have the economic freedom to buy whatever they want to? No. But their decisions to spend are vested in themselves. They do not necessarily misuse this power because they have a great deal of economic responsibility. So far as good. But what happens if the husband controlling both incomes suddenly dies with all savings invested in his name? Or, the husband stops looking after his wife when she retires because she has stopped earning, after he has invested all her earnings in his or in the children's name. There are instances of what has actually happened.

Woman's Centre activist Nirmala Sen mentions of a case in which the husband took all his wife's income to invest in a flat. She willingly

parted with her earnings. But after he purchased the flat in his own name he told her that he was in love with another woman and threw her out of the house! How does he leave this girl? There is no proof that she had given the money to her husband. There is no proof that her husband had purchased the flat with his wife's earnings. No deeds had been drawn, no contracts signed; no agreements were put down in black and white in a husband-wife relationship.

### **Feminist Approaches**

Radical feminists such as Siren / Black Rose, Farrow, Kornegger and Ehrlich go further than this in urging attention to the ideological underpinnings of modern organizations, which they claim are dominated by men. Women's increasing awareness of male supremacy has evoked a variety of responses. Some women have "entered" management and leadership and have demonstrated an ability to perform equally with men in their organizational roles. Far from bringing a "softer" approach based on supposedly inherent female characteristics of submissiveness passivity and carrying to leadership positions, they have demonstrated that women as well as men can be competitive and assertive. This would seem to confirm Kanter's view that organizational position is a more powerful determinant of behaviour supposedly inherent sex differences.

## **The Prologue**

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In one of the International Labour Organisation (ILO) studies dealing with women's employment, it was presumed that motives differed with marital status both objectively and subjectively. Not only the economic needs but the motivational reasons also vary with marital status. They broadly mentioned two reasons: a) Women's economic need, b) national necessity for increased production. Some other studies have brought to light the fact that loneliness is a powerful motive for women to seek employment outside their homes. The Ministry of labor, Government of India has pointed out that whatsoever the stage of economic or social development of a country, four factors prevail which lead women to join working force. They are:

- e) The inadequate income of the principal earner which forces women to work and supplement the income.
- f) Mishaps, such as incapacity of the bread earner.
- g) Death of the bread- earner.
- h) A women's desire for economic independence or for securing higher standard of living.

There is also the desire on the part of the women to give expression to their own talents and skills. As assessment of the trends in the magnitude and structure of employment and unemployment of women is beset with conceptual and measurement problems. Women are mostly engaged in household activities which are not considered 'economic' and therefore, do not get counted as workers under conventional measures of employment. Market- oriented concepts of income and employment do not capture a large part of women's economic activities as these activities consist of production of goods and services for the use of their own households. Even women's work in the production of goods and services for the market often gets ignored because of its being intermittent and subsidiary to their non- market and ' non-economic' household work. Sample surveys of the National Sample Survey Organization(NSSO) and Population Censuses have tried to devise ways to reduce underestimation of women's work and such attempts have to continue. Data on trends in the organized sectors of the economy are available from the Employment Market Information(EMI) programme of the Ministry Of Labor.

The Labor Force Participation Rate (LFPR), namely, the percentage of labor force to population, is a measure of the extent of participation in economic activity. These rates for women show that a majority of women, even in the working age groups, are outside force. LFPR for

women in the age group (15-59) is only 26.5% compared to 87.6% for men according to the NSSO 43rd round survey on employment and unemployment.

According to NSSO, overall women employment has grown at the average annual rate. The rate of growth has been more or less the same (1.97%) as that of employment of men. Women employment has grown much faster in urban areas (3.62%) than in rural areas(1.66%). Differential rates of growth of employment of women in different sectors have brought about some changes in the structure of women employment.

### **The World of Working Women**

The right to equality and equal protection of the law encapsulated in Article 14 of the constitution has not really changed the lot of the modern Indian women as the following instances would reveal, notwithstanding the fact that we have had a women Prime Minister for eleven unbroken years and then for another four years, and that women have been Cabinet Ministers, MPs, MLAs, Governors Chief Ministers and judges of High Courts.

A number of laws enacted in this country against the continuance of many customs and practices which are morally untenable and socially harmful, are observed more in their branch than observance. There has been lack of direction and policy decisions in the implementation of the law.

In the field of employment, women continue to be discriminated against. The Equal Wages Act of 1961 and the Equal remuneration Act of 1975 made equal pay for equal work, a legally enforceable right could not be implemented as the employers defeated the entire purpose of the

legislation by either stopping female recruitment or by employing women in the less skilled lower wages category or by replacing female labour by unskilled male labour. Large scale mechanization in the industrial and agricultural sectors has made traditional female labour redundant. Thus the right to work and equal wages remain by the large paper rights. Computerization and introduction of modern technology is by passing women because they were have not been able to acquire the requisite qualifications.

After nearly a decade of active participation in the trade union movement, women continue to be denied the rights to equal pay maternity benefits, training in specialized areas and job security. This was revealed in a report titled. “Problems of working women and their participation in trade unions” submitted at the recently conducted sixth conference of the center of India Trade Union (CITU) in Bombay. All India Coordination Committee of working women (AICCCWW) secretary, Vimal Ranadive, who presented the report, pointed out that though the problems facing working women had been discussed at the national and international forums, the issue continued to be neglected by several trade unions in the country. The report noted that employment had emerged as the most serious problem confronting women today as there was no equality in employment opportunities and they were denied promotion and equal wages.

### **Women Employment Scenario**

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traditional industries like coir, cashew and tobacco where they were paid low wages and had to put up with long hours of work.

As far back as 1977, a Labour Minister study on the employment of women in selected industries pointed out the falling rate of employment of women in traditional industries where a large number of women were hitherto employed, like cotton, textiles, jute and so on. While the rate of employment of female labour declined steadily through the Seventies, it snowballed in the Eighties. In the Bombay textile industry during the year long strike in 1982-83, the number of women employed was a mere 5,000 compared with 40,000 in the 1950s. When the strike was settled, some 2,500 women employed to a mere one per cent of the workforce in textiles.

The Union Labour Ministry has charged the Minerals and Metals Trading Corporation (MMTC) one of the country's largest public sector undertakings with serious violation of statutes protecting these interest of women contract labourers thousands of whom load iron ore into wagons at numerous railways sidings. Not only the MMTC has been accused of economic exploitation of these women loaders but also of not doing anything to improve their living conditions and preventing harassment by labour contractors.

The most serious charge leveled by the Ministry against the MMTC is that despite being the principal employer of the contract labour the corporation is yet to register itself as one according to Section 7 of the Contract Labour (Regulation and Abolition) Act. Neither crèches for children nor drinking water and toilet facilities are provided at the loading site. The working women leave their children in dusty sunscorched field nearby under the shade of railway wagons. About 53

percent of mothers of children under three worked outside home. What emerged, clearly was the need to launch a major offensive for reforms in the workplace, such as day-care.

The contractors do not maintain employment registers nor do they give employment cards to each worker. Medical facilities are non-existent. Gratuity and provident fund are not paid and workers are made to work even on national holidays. The report of one of the directors of the Union Labour Ministry who had inquired into complaints also mentioned that it was possibly true that some contractors harass young working women engaged in loading iron ore, but absence of any compliant had made it impossible to take any penal action. It was suggested in the report that the state government concerned should immediately notify the minimum wage for these workers as they were getting much less than the prevailing market rates and enforce the relevant laws protecting the interest of contract labourers.

Another serious problem facing women is the lack of job security. It is learnt that in one Tobacco Company located in Hyderabad, women employees had been forced to seek voluntary retirement with the promise that they would be replaced by a male member of their family. Casual short duty telephone operators in the posts and telegraphs department and extra departmental personnel (EDP) are badly affected. Trained midwives, who number about 5,00,000 in the country are treated as casual labourers and are not even paid a paltry Rs. 50 as honorarium as directed. Maternity benefits that entitle to three months paid leave are non existent in the unorganized sector.

Though bidi making is flourishing as a cottage industry in Madhya Pradesh and Orissa, thousands of women and children engaged in it are

being exploited. A major factor for the growth of this industry is the availability of cheap labour. Besides the forests are rich in Kendu leaves, the main raw material for bidi. In most cases, particularly in tribal concentrated areas, the entire family is engaged in it in far rural areas and workers remain unorganized and after become victims of exploitation by the employers. The employers are openly flouting the Supreme Court's ruling of January 31, 1974 which said a bidi labour is the direct servant of a bidi industrialist and is entitled to get all benefits according to labour laws. Unfortunately, however the industrialists do not implement the labour laws by refusing to treat those engaged in bidi-rolling as their employees. To escape the provisions of labour laws the industrialists do not keep the workers on their rolls permanently, though the entire family including women and children are engaged in bidi-rolling the name of only one member is listed in the rolls.

Worse, labour laws are being evaded by increasingly resorting to the put out system of giving piece rate work to women home-based workers. Labour intensive tasks such as packing, labeling making safety pins and hair pins, embroidery, stitching buttons on finished garments, lack work, brewing of liquor, flower pickers etc are carried on in this unorganized sector and piece rate payment on a daily, weekly or monthly basis is made and it is difficult to protect these workers from exploitation.

In the tribal concentrated areas, forest contractors prefer to employ women in large numbers for collection of forest products because not only they can be satisfied with nominal wages but at the same time, in case of any violation of forest laws, women can be utilized to gain over the forest officials by immoral advances.

In the nationalized sector, the employment of women in the total work force went down to a paltry 2.51 percent in 1980 and there has been no upward swing since then. The situation is no better in the agricultural sector and in rural areas. According to a report of the expert committee on unemployment, women constitute the largest section of the unemployed in not just urban areas but rural areas as well. Moreover the committee stated that there existed considerable invisible unemployment.

The legislation provided the setting up of state boards charged with the duty of recommending ways and means of increasing representation of women in employment. After the law was enacted, it was virtually forgotten. In most cases, boards were never set up, much less they made any significant recommendations.

The legislation empowers government to expert establishment from its operation, an absurd provision in a law passed to give effect to the constitutional guarantee of sexual equality. And yet, the government at least in known and reported case, had actually used this power. A notification was issued exemption to pay equal pay for equal work. The result was disastrous for no less than 900 air hostesses of air India, as it enabled air-India to successfully claim in the Supreme Court that air hostesses and pursers need not be given equal pay for equal work.

Did we know that pregnancy was made a bar to employment? Motherhood is a natural phenomenon in the life of every woman it is normal and it is desirable socially and biologically. It would indeed be a mockery of the protective and equality provisions if pregnancy were to be used as a lever to deny women opportunities for jobs and other benefits. There have been cases where pregnancy and maternity became issues for administrative and judicial pronouncements. For example, the

department of Tele-communications had issued instructions to all its offices not to grant maternity benefits to all unmarried women employees. An unmarried pregnant women employee took up the issue at high political levels and a serious view was taken about the denial of maternity benefits to unmarried women employees. In 1986 the Ministry of Labour issued instructions that maternity protection should be given to all employed women-married or unmarried. In the famous, Air-India vs. Nargesh Meerza case, a provision which provided for retirement of an air hostess upon pregnancy was struck down by the Supreme Court.

### **Overview of Working Women in India**

Women in India have come a long way! From just a skilled homemaker women today have acquired skills and capabilities of not just being a homemaker but being at par with their male counterparts. This is the new generation of women, who wants to pursue their dream career. But this life is not a bed of roses for all.

“The most glaring dilemma for me is the time factor. I am a media professional and at times I come home by midnight. My parents are not happy with the fact that I have chosen this field and I do not have a fixed office hour. And then your biological clock is ticking away, so there is another pressure of finding the right match and settling down”, says a journalist.

More conflict arises with the working mother. One has to fulfil the demand at work followed by various demands at home. In today’s scenario the husband and wife both work towards creating a balance with their work life as well as at home with their children. But it is still difficult for women as she has to play multiple roles of a cook, a family maid, a tutor, a nurse as well as cater to the demands of office work.

This can leave a working woman stressed and anxious; more so if the family is not supportive. “My office is quite far from my home. By the time I get home my husband takes care of my children’s studies and sometimes also prepares food. He gets time as his office is nearby and he reaches home early. If it was not for his support I would have left my job long time back”, says a working professional.

“With equal pay comes equal responsibilities”, says a training professional and a counsellor. “There are a lot of dilemmas that a working woman has to go through. Glass ceiling effect- asking personal questions during an interview about family and marriage, biases for promotions, sexual harassment, lack of flexible working hours, lack of women mentors and bosses in organizations are just to name a few. And even at home a woman has to look after the child no matter how supportive her family or husband is. It is the woman who is blamed if the child does not perform well in school. A working mother is also always eager to get back home as soon as possible- so there are problems of late sittings in office. There is always a guilt factor as it is tough for women to pursue their career dreams. Sometimes women do take the advantage of being the fairer sex and want equal pay; don’t want late sittings because of family problems but then they should also not crib about not getting promoted fast enough. You need to compromise somewhere”, she advises.

Amongst all this it is also extremely important for the woman to take care of her health as she is more susceptible to illness due to stress and age factors. It is not a rosy picture but it is not that bad a scenario. Despite all the dilemmas and challenges women still find a way to pursue their dreams and dual working couples enjoy their chosen lifestyle.

**Table No: - 1.1**

**Women in Public and Private Sectors by Industrial Activity in India  
(As on Dec` 2010)**

S.No.	Industrial Activity	Women's Employment (in thousands '000)	
		Public Sector	Private Sector
1.	Agricultural Forestry, Fishing and Hunting	47.7	411.0
2.	Mining and quarrying	66.0	7.3
3.	Manufacturing	81.5	867.9
4.	Electricity, gas and water	49.7	2.4
5.	Construction	62.6	3.4
6.	Wholesale and Retail Trade, hotels and restaurants	14.0	32.0
7.	Transport, storage and communication	179.0	10.4
8.	Financing, Insurance, Real Estate and Business services	206.0	81.2
9.	Community, social and personal services	2183.6	628.8
	All Sectors (Total)	2890.0	2044.4

**Source:** India, Ministry of Statistics and Programme Implementation, Central Statistical Organisation. (2007). Women and Men in India 2011. New Delhi. p. 46.

It is evident from the table above that the highest number of industry activity where women are employed are Community, social and personal services with 2183.6 number of women are working in public sector and 628.8 number of women are working in private sector, the next industrial activity where more women participation is there is Financing, Insurance, Real Estate and Business services with 206.0 number of women are working in public sector and 81.2 number of women are working in private sector, the employment of women in Wholesale and Retail Trade, hotels and restaurants is very low with 14.0 number of women are working in public sector and 32.0 number of women are working in private sector, overall it can be seen that more women are engaged in public sector jobs i.e 2890.0 as compared to private sector 2044.4 in India.

**Table No:- 1.2**

**Work Participation Rate, Main and Marginal Workers by Sex in  
India (Percentage). 1991 and 2001**

S.	India States	Main Workers	Marginal Workers	Non-Workers
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No.	Union Territories												
		2011		1991		2011		2001		2011		2001	
F	M	F	M	F	M	F	M	F	M	F	M	F	M
	<b>India</b>	<b>15.9</b>	<b>50.9</b>	<b>14.68</b>	<b>45.5</b>	<b>6.3</b>	<b>0.6</b>	<b>10.99</b>	<b>6.59</b>	<b>77.7</b>	<b>48.4</b>	<b>74.32</b>	<b>48.07</b>
1.	Andhra Pradesh	30.0	55	2521	50.71	0.4	0.3	912	5.74	65.7	445	65 07	43.56
2.	Arunachal Pradesh,	356	53.5	28.33	46.9	1.9	0.2	8.13	4.60	62.5	46.2	6355	49.31
3.	Assam	12.6	48.4	9.68	42.35	0.9	1.1	11.12	7.58	78.4	50.6	792	50.07
4.	Bihar	10.0	47.6	8.76	40.72	4.9	0.3	10.07	7.01	85.1	52.1	81.1	52.27
5.	Chhattisgarh	-	-	22.28	45.44	•	-	17.15	7.54	-	-	59.0	47.03
6.	Delhi	7.2	51.6	8 19	50.06	0.2	0.1	0.96	2.15	92.6	48.3	908	47.79
7.	Goa	16.8	48.3	14.79	47.89	3.8	1.3	7.46	6.97	79.5	50.4	77.7	45.14
8.	Gujarat	13.7	53.2	14.53	51.25	12.2	Q.4	13.50	3.77	74.0	464	7197	44.98
9.	Haryarna	6.0	48.3	1337	43.62	4.7	0.3	1394	6.86	89.2	5 5	7269	49.57
10.	Hmachal Pradesh	19.4	49.1	21.08	43.30	15.5	1.6	22.61	11.40	65.2	49.4	56.31	45.30
11.	Jammu & Kashmir	-	-	728	41.30	-	-	14.68	8.53	-	-	7804	50.17
12.	Jharkhand	-	-	10.00	37.22	-	-	1641	11.00	-	-	73.60	51.79
13.	Karnataka	22.7	53.5	2092	51.92	6.7	0.6	10.96	4.95	70.6	459	68.12	43.13
14.	Kerala	12.8	44.8	10.74	41.89	3.0	2.8	4.54	8.48	84.2	52.4	84.72	49.64
15.	Madhya Pradesh	22.8	51.5	1731	44.87	9.9	0.8	15.79	6.76	67.3	47.7	6690	48.38
16.	Maharashtra	26.5	51.2	24.10	48.65	6.6	0.9	8.49	4.85	66.9	47.8	67.41	46.51
17.	Manipur	32.7	44.2	23.22	39.83	63	1.1	17.29	9.08	61.0	54.7	59.49	51.09
18.	Meghalaya	30.7	49.5	23.80	40.40	4.3	0.5	11.22	7.36	65.1	49.9	64.98	52.24
19.	Mizoram	34.0	49.6	31.82	49.29	9.6	4.3	15.82	8.16	56.5	46.1	52.37	42.55
20.	Nagaland	37.3	46.7	3001	40.73	4.8	0.6	824	6.10	625	62 0	61 75	53.18
21.	Orissa	12.1	52.9	8.60	43.07	8.7	0.9	1602	9.68	69.1	79.2	7538	47.25
22.	Punjab	2.8	54.1	11.92	49.97	1.6	0.1	6.76	4.13	95.6	45.8	81.32	45.90
23.	Rajasthan	13.0	48.5	16.83	43.81	14.4	0.8	1666	6.26	726	50.7	6652	49.93
24.	Sikkim	28.6	50.8	26 09	50.89	1.8	0.4	12.51	6.69	69.6	48.7	61 41	42.42
25.	Tami Nadu	25.1	56.1	2319	52.28	4.8	0.3	7.52	5.78	68.9	70 1	68.68	41.
26.	Tri,ura	10.1	47.0	10.70	45.24	3 6	0.6	10.32	5.57	86.2	52 5	7898	49.19
27.	Uttarakhand	-	-	16.24	38.13	-	-	10.85	8.29	-	-	72.91	53.58
28.	Uttar Praclesh	7.5	49.3	6.10	39.58	4.9	0.4	10.18	7.68	87.7	50.3	83.72	52.74
29.	West Benga'	8.0	50.7	8.86	47.32	3.3	0.7	9.22	6.91	88.8	48.6	81.92	45.77
	Union Territones												
30.	Andanian & Ncoabar Islands	8.0	52.3	9.85	50.70	5.1	1.1	6.60	6.03	86.9	46.7	83.55	43.27
31.	Chandigarh	10.3	54.2	12.87	54.77	0.1	0.1	0.85	1.33	89.6	45.7	86.28	43.90
32.	Dadra & Nagar Haveli	31.3	55.9	25.30	58.62	17.5	1.6	13.38	3.77	51.2	42 5	61.32	37.62
33.	Darn & Otu	12.0	50.7	1307	63.84	10.1	1.0	5.27	1.72	76.8	48.4	81 66	34.44
34.	Lakshadweep	5.9	41.0	4.77	33.20	1.7	3.1	2.42	9.31	92.4	55.8	92.81	57.49
35.	Puducherry	14.3	50.1	14.57	50.52	0.9	0.4	2 43	2.76	84 8	49.4	83.0	46.72

**Source:** India, Ministry of Human Resource Development, Department of Women and Child Development. (2004). Government of India, II & IIIrd Periodic Report on the Convention on the Elimination of All Forms of Discrimination against Women: CEDAW Periodic Report. New Delhi. p. 102.

It can be seen from the above table that Nagaland has more women participation as main workers in India i.e 37.3 % of main workers are women in the state, the next state in the list is Mizoram which has 34 % of main workers are women in the state, the other states which has more women as main workers are Meghalaya & Manipur which has 32.7 % and 30.7 % of women as a main workers respectively, the overall picture of the India is not good when we compare this to the north-eastern state in India i.e. only 15.9 % of women are main workers

according to 2011 census which has increased to only 1% from 2001 i.e 14.68 %

**Table No:- 1.3**  
**State-wise Employment of Women in the Organized Sector in India**  
**2011**

S. No.	India/State/UTs	Employment of Women (in thousands) as on 31.3.2010			Employment of Women (in thousands) as on 31.3.2011		
		Public Sector	Private Sector	Total	Public Sector	Private Sector	Total
	India	2921.0	2095.2	5016.2	3002.82	2117.69	5120.501
1.	Andhra Pradesh	241.8	231.8	473.6	24146	19423	435.69
2.	Arunachal Pradesh	-	-	-	-	-	-
3.	Assam	81.7	284.9	366.6	83.58	295.59	379.17
4.	Bihar	29.5	2 0	31.5	20.46	1.88	22.34
5.	Chhattisgarh	36.9	5 0	41 8	38.04	4.92	42.961
6.	Delhi	92.6	32.9	125.5	92 98	33 78	126.76
7.	Goa	13.3	90	212	1018	6.91	17.09
8.	Guarat	144.7	90 2	234.9	147 5	9424	241.75
9.	Har,yana	60.7	38.2	98.9	60.54	38.68	99.22
10.	Himacflal Pradesh	444	7.5	52.0	44.17	9.17	53.34
11.	Jamni & Kashnvr	20.7	1.9	22.6	20.70	1.87	22.57
12.	Jharkharid	61.8	13.7	75.5	85.77	2462	110.40
13.	Kamataka	268.4	309.9	578.3	267.69	323.61	591.29
14.	Kerala	187.6	262.0	449.7	187.28	240.55	427.82
15.	Madhya Pradesh	124.0	19.2	143.3	123.67	18 78	142.447
16.	Maharashtra	357.7	215.4	573.1	373 77	233.38	607.15
17.	Miipur	18.0	1 0	18.9	18.40	0.64	19.04
18.	Meghalaya	15.0	4.4	19.3	14.96	4.38	19.34
19.	Mizoram	10.4	0.6	11.0	10.41	0.58	10.98
20.	Nagaand	12.4	1.4	13.9	14 29	1.66	15.95
21.	Orissa	98.1	105	1086	10442	10.59	115.00
22.	Punjab	89.8	391	128.9	10177	4479	146.57
23.	Raasan	138.1	408	179.0	150.92	4244	193.35
24.	Sikkiri	-	-	-	-	-	-
25.	Tamü Nadu	419.8	288.3	708.1	423 06	293.13	716.19
26.	Tripwa	21.0	58	26.9	27.72	604	33.76
27.	Uttar Pradesh	171.1	50 1	221.2	173.01	53.03	226.043
28.	Uttarakhand	29.1	4 9	34 0	32.22	6 30	38.52
29.	West Bengal	106.4	113.6	2200	10724	12008	227.32
	Union Territories						
30.	Andaman & Nicobar Islands	5.7	0.2	59	6 37	024	6.61
31.	Chandgarh	13.4	6.5	19.9	-	-	-
32.	Dadra & Nagar Haveli	-	-	-	-	.	-
33.	Darnan & Diu	0.3	1.0	1.3	-	-	-
34.	Lakshadweep	-	-	-	-	-	-
35.	Puducherry	6.5	3.3	9.8	6.52	4 34	10.86

**Source:** India, Ministry of Labour, Directorate General of Employment and Training. (2012). Employment Review 2010-2011. New Delhi. p. 65.

The above table shows the Employment of Women in the Organized Sector as on 2011, it can be seen that Tamil Nadu has the highest number of working women in organized sector i.e 716.19 followed by Karnataka 591.29, the overall picture of India is 5120.501 working women in organized sector.

**Table No:- 1.4**

**Women's Employment in the Organized Sector by Major Industries  
Divisions in India, as on 31 .03.2011**

S. No.	Division & Industry	Women Employees (in Thousands) as on 31-03-2011		
		Public Sector	Private Sector	Total
1.	Agriculture, Hunting, Forestry & Fishing	56.92	43803	494 95
2.	Fishing	1.26	0.45	1.71
3.	Mining and Quarrying	76.98	8.49	85.46
4.	Manufacturing	77.73	812.66	890.39
5.	Electricity, Gas & Water Supply	50 37	2.18	52.54
6.	Construction	61 37	4.16	65.53
7.	Wholesale & Retail Trade: Repair of Motor Vehicles Motorcycles and Personal and Household Goods	12.85	23.82	36.67
8.	Hotels and Restaurants	1.06	10.77	11.83
9.	Transport, Storage & Communications	180.42	10.24	190.67
10.	Financial Intermediation	168.62	47.09	215.71
11.	Real Estate, Renting and Business Activities	37.11	76.96	114.08
12.	Public Administration and Defence: Compulsory Social Security	729 08	0.22	729 30
13.	Education	798.05	557.69	135574
14.	Health and Social Work	650.50	106.14	756.64
15.	Other Community, Social & Personal Service Activities	54.08	10.66	64.73
16.	Private Households with Employed Persons	0.07	0.21	0 28
17.	Extra-Territorial Organisations and Bodies	0.00	0.07	0 07
	<b>Total</b>	<b>2956.46</b>	<b>2109.83</b>	<b>5066.29</b>

**Notes :** Due to non-availability of data as per NIC1998, information in respect of J&K, Meghalaya, Mizoram, Daman & Diu is not included in totals.

**Source :** India, Ministry of Labour, Directorate General Employment and Training. (2012).Employment Review 2010-2011. New Delhi. p. 66.

It is evident from the above table that in Education field more women are employed i.e 1355.74 followed by Health and Social Work i.e 756.64, Public Administration and Defense: Compulsory Social Security i.e 729 30.

### **Women and Service Industry**

The hotel industry is ideally suited for women since the hotel is seen primarily as an extension of the home. No other industry provides services which so closely simulate the functions of a home. Yet there is a deliberate policy of hoteliers from all over India to restrict the employment of women to only 25 percent of their work force. While admitting the fact that women recruits are far superior to men recruits in both aptitude and ability, hoteliers wary of investing a large sum of money in grooming women employees because the management is never sure of when a woman will opt out of a job in favor of marriage.

The recent Supreme Court judgment on equal pay is a commendable precedent for the elimination of discrimination against women in the workplace. It interpreted the critical provisions of the Equal Remuneration Act and held that the Act does not permit the management to pay a section of its employees doing the same work or work of a similar nature a different rate only because it is not liable to pay equal remuneration to all.

In the case of Ms. Audrey D'Costa vs. Mackenzie & Co., the Supreme court had endorsed the verdict of the Bombay High Court which decided in favour of the confidential lady stenographer Ms. Audrey D'Costa who sued for equal pay as received by her male counterparts in the same company.

In another case (Ms. Vimla Kumari vs. Union of India and the LIC) a Division Bench of the Bombay High Court, while admitting an appeal held that justice had not been done to the appellant. Her grievance was that she not promoted as senior branch manager of the LIC while several of her juniors had been promoted of the 171 candidates she was the only woman. She claimed that she did not have any adverse remarks in her record and that her performance had been in no way inferior to her male juniors who had been elevated. The judges were not loath to observe, “we have before us a Government which talks of the rights of women and proclaims this year (1987) as the year of the women. We have before us woman who has a consistently good record of performance and to whom injustice seems to have been done presumably as a result of the male oriented selection body. That she has been subsequently promoted is no solace to her as several of her juniors have been promoted earlier”. The Court further recommended that if women employees are not to suffer from injustice in matters of promotion they ought to be protected through a broad or a parliamentary committee similar to the one which exists for the interests of the Scheduled Castes and backward classes.

Preferential treatment makes a mockery of the equality doctrine and if the existing policy decisions is allowed to continue without positive interference, then the idea of equality would never be reached, particularly in India where women are considered inferior to men and are from birth considered to be a liability.

We are all aware of the term ‘maternity leave’ to which working women are entitled to under the maternity benefits act of 1961. Recently our Supreme Court ruled that it is not essential for working women to adduce evidence of marriage in order to get maternity leave, because

many working women joined service before marriage but have not adopted their husband's title after marriage.

Presently, due to the rapid increase in the number of singular family units we hear of demand for 'paternity leave'. In several foreign countries paternity leave is being granted under legal enactment. In Sweden at the time of the birth of a child, the father and mother of the child both are entitled to get nine months paternity and maternity leave and during this period of leave each of them gets 90 percent of their salary and till the child grows up the age of 8 both parents are paid for eight hours work even working for six hours. The question of 'paternity leave' came to be considered when the mother, before and after birth of a child had to be removed to a hospital or nursing home and entire household work had to be performed by the husband, in addition to attending on minor children.

Increasing number of women today want a fulfilling career, a happy married life and children. But when we delve a little deeper, we find that despite initial enthusiasm married women particularly can hardly be said to be free from the contradictions and pressures that the double load envisages. Women get pregnant, men do not, therefore women have to make choices between marriage, motherhood and a career, men do not. The "choice" will make a tremendous difference to their lives.

The Central Government has initiated ambitious plans to make the country a better place to live by fully integrating its over 330 million women in the national mainstream and ensuring health, educational and sports facilities for the children. The government has already launched a drive to encourage women to join senior government positions and in

this regard the prime minister has set a target of at least 25 per cent women in the IAS and allied services in the coming few years beginning from 1988. Other key decisions taken were to appoint women, at least one, on every public appointment board in the country and to guarantee that women were given equal opportunities in administration economics, technology, industry and other fields. It was also decided to encourage women to set up small scale industries, and to provide working women's hostels all over the country where even single women parents could stay along with their children with age up to seven years.

A glance at women's affairs today would reveal that the largest and the most ambitious exercise since 1974 Status of Women Committee report in the National Commission on Self-Employed Women. Instituted in March 1987 the five-member Commission, headed by Rajya Sabha member and Magsaysay award winner Ela Bhatt. While the previous committee dwelt on condition of women in general, the present one had a specific agenda to collect and review data on women workers in the unorganized sector.

Conditions of working women have improved considerably in recent years and women in larger numbers are turning out and going to their workplace, namely, banks, government offices, commercial houses, industrial concerns, etc. The country's first all women's bank (a Syndicate Bank branch) celebrated its silver jubilee in 1988. The Seshadripuram all women's branch in Bangalore was set up in 1962. It claimed to be the second of its kind in the world, after the first such branch set up in Scotland. Twenty-five years later, Syndicate Branch has nine women's branches in the country, and has inspired a few other banks to try out the concept. These women run branches which facilitate

women customers from all walks of life to come to the bank confidently and seek guidance.

Unfortunately, however, women have rarely made it to the top in the banking industry. In Canara Bank, for instance, which is number three among the industrialized banks, the highest post given to a woman is that of general manager, whereas in Syndicate Bank, which ranks sixth, no woman has made it beyond the deputy manager level. Bank sources think there are complex reasons for this dismal state of affairs that go beyond the stock explanation of male domination in banks. Discrimination against women is still evident in their workplace. This picture emerges from the wealth of statistics analysed by several women's forums. A large gap occurs between planning and implementation.

“Family life will never be decent, much less ennobling, until this central horror of the dependence of women upon men is done away with,” wrote Bernard Shaw at the turn of the century. But does economic independence really free the woman from her dependent on the man in her life.... be it father, brother, husband or son? In other words, is a working woman really economically independent? Does she have free access to her own income? Or is she psychologically obliged to hand it over to some authoritative member of the family, male or female? Is she socially conditioned to think that she must keep every member of the family informed about the source and amount of her earnings and savings?

Shoma, A. Chatterji, in her article “I am a Working Women” published in the Statesman, Miscelany, September 4, 1988 provides answers to the above questions after speaking to 3 married and one unmarried

educated, urban working women, namely, Amruta. Soman, Prema Nair, Shanti alias Gomathi Rajan and Sandhya Kulkarni. Strangely, the term “economic independence” feminine connotation, though, rationally speaking, it applies equally to both men and women. It is not a sexist term, though today, it has come to acquire distinctly sexist connotations. Why? Because, economic dependence has been a female monopoly all over the world. The man in a patriarchal society has always wielded economic independence, power and decisiveness. Since women are working and earning an independent income in the same patriarchal set up, since the infrastructure of the society has not changed though her own role within the same set up is going through a transitional phase, it is almost natural to assume that she will be vulnerable to exploitation, even in her economically ‘independent’ state. Sometimes, she does not even realize that she is being exploited. Mothers of eligible sons often look for working girls only in connection with getting a ‘suitable’ wife for the son. Today, the term “suitable girl” often means “working girl”.

How much can a working woman lend herself to economic exploitation? Citing a real-life story of her former colleague who started working in a college immediately after her marriage which brought her from Poona to Bombay, Shoma A. Chatterji says that every month, she handed over her salary to her husband, who in turn, handed this along with his own over to his father for financing the construction of a building in a Bombay suburb. This went on for seven years. A son was born to them on the fourth year. Food, clothing and shelter were provided under the auspices of the joint family. This went on for seven years.

Around this time the building was complete but unfortunately this girl’s husband died of a heart attack. She was penniless. Her father-in-law told

her assertively that he would look after her and her son, provided she continued to live with them and give them whatever she earned. He did not agree to vacate even one of the sixteen flats that he had given out on rent, for her.

In desperation, she sought her parents' help. They found a flat for her on a caretaker basis. She could not go back to Poona because her job was in Bombay. Fortunately for her, she was married again and is now leading a happy life. But what would her fate have been had she not married? Perhaps she wanted marriage emotionally, but why did she when she had been earning handsome salary for seven long years? Only because she was a woman?

Amruta Soman, 29, is a lecturer in economics. She is married to a marine engineer and they have two children one daughter and little son. Amruta lives with her in-laws and has been working for five years. To my qualifications to good use to keep her fruitfully occupied to maintain her and to earn money. Her husband knows the exact amount she earns because she herself has told him. She contributes to the family finances as per the needs which vary from time to time. She has absolutely no control over her earnings. She cannot definitely say how much of her earnings she spends on herself but she never feel guilty about spending. The word 'guilt' has never occurred to her.

Her mother-in-law controls the family finances and partly controls Amruta's earnings as well, though not directly. Therefore, Amruta is expected to take permission to spend her own money. She says, "My in-laws are gems. But in spite of it, sometimes, I get terribly annoyed with

the person whose permission I have to take and feel like revolting against this.” Obviously, for reasons of peace and amity, as her in-laws are otherwise loving and helpful, this feeling is never translated into reality. But she adds hastily that sometimes she herself feels like taking permission before spending her own money.

She has no hand in investing her earnings though she is aware that it is being invested. She has not yet made a will, nor has she given a thought to it. Would she prefer to give up her job if she were given a free choice to do so? “No” she said emphatically, because the job is her personal preference and also because the job reasserts her ability to support herself economically independent? “Of course”, said Amruta, surprised at my query. She does not have total control over her earnings, she does not even have partial control over her savings, she does not know how her earnings are being invested and yet she considers herself economically independent.

Prema Nair works as a scientist at a research institute for the last 18 years. She has two growing up boys. One is going to college and the younger one is about to finish school. “I work for my deep interest in scientific research” she said. She does not contribute any portion of her earnings towards family expenses at all. She does not keep account of how much she spends on herself nor does she harbor feelings of guilt for indulging herself. She does not control the family finances and the person, her husband, who does this, also controls her earnings. She always has to take permission to spend her own money. Prema Nair conceded that she found it difficult to answer some questions, because her salary cheque is handed over to her husband. She does not invest her savings herself. She has not made a will yet. “I will never like to leave

my job even if I had a choice to do so” she said and as for her economic independence, her smiling answer is “the question of my own economic independence does not bother me at all”.

Gomathi Rajan Alias Shanti, works as a clerk in a nationalized bank. She is 23 years old and not yet married. She has been working for four years. “I work to utilize my qualifications, to complement the family income, to maintain myself, to realize my career ambitions, to save and invest, and to be economically independent.” Her family consists of working parents and three brothers who are all working. Every single member of the family knows exactly how much she earns, not only because she has told them herself but also because they have evinced a keen interest in finding out her earnings capacity. Her share in family finances every month depends on the need of the family. She does have partial control over the family funds. She is not sure about spending on herself. Her own earnings are partially controlled by herself and the rest is controlled by her parents. She does not have to take permission for spending her own money, but whether she does so or not depends on the prevailing circumstances. “Today, I am career-minded. Tomorrow, I do not know what will happen. I may have to give up my job for genuine reasons. In my case, my family comes first, I feel they have the right to demand my earnings; they have the right to question me about my income and expenditure as much as they can question my returning home late and so on.

Shanti does not invest her earnings herself. Since she is very young, she does not think about a will as yet. She wishes to keep on working in the normal circumstances and retire at the right time because, as she says herself “I think it is very important for a woman to be economically

independent because it enhances her ability to make decisions. Economic independence gives a woman more freedom of choice, action and thought.” Does it really, when one is not aware of what happens to her earnings and how they are being invested?

Sandhya Kulkarni works as a lecturer in a dental college. She has two small, school-going kids- a daughter and a son. Her husband is a civil engineer with a handsome income. She has been working for the last eight years, about two years after the birth of her daughter. She works to put her qualifications to use, to keep herself suitably occupied and to gain economic independence. She is in her mid-thirties. Her husband, she says, has an approximate idea of what she earns but does not know the exact figure. She contributes to the family funds only when expenses are called for. She has total control over her own earnings and can spend as much as she wishes on herself. “Sometimes, though, I feel pangs of guilt if I have spent on impulse” she partly controls the family finances. ”Though I never need to inform my husband about it either before or after having spent the money. I’ll tell you why I do this. Most husbands feel wives throw away money on useless purchases. My husband will have no room to think that I might be spending uselessly.”

Sandhya also invests part of her income herself. She feels her husband must be kept informed about her personal investments. About her future plans to work she says, “I feel that when a woman starts working, there is nothing that can ever stop her from working that is what we feel when we start working. But as a woman matures, say, after a kid or two, she realizes that there are other significant and unavoidable problems like the children’s sickness, problems with domestic help, sudden arrival of guests, all of which individual or together, make working difficult. So

while Sandhya would not consider quitting if she did not have to, she would, if she cannot solve the problem of looking after her children. She says, "given a choice, I shall never think of quitting." Why? "The thought that I can maintain myself gives me satisfaction." Does she consider herself economically independent? She does not have to think answering "Yes".

### **Women at different places**

We now know that even when working women do not have the total freedom to do what they want with their earnings. Yet they believe that they have economic independence. Nothing wrong in that as long as they feel a certain economic responsibility is also vested in them the minute they begin to earn. Do working men have the economic freedom to buy whatever they want to? No. But their decisions to spend are vested in themselves. They do not necessarily misuse this power because they have a great deal of economic responsibility. So far as good. But what happens if the husband controlling both incomes suddenly dies with all savings invested in his name? Or, the husband stops looking after his wife when she retires because she has stopped earning, after he has invested all her earnings in his or in the children's name. There are instances of what has actually happened.

Woman's Centre activist Nirmala Sen mentions of a case in which the husband took all his wife's income to invest in a flat. She willingly parted with her earnings. But after he purchased the flat in his own name he told her that he was in love with another woman and threw her out of the house! How does he leave this girl? There is no proof that she had given the money to her husband. There is no proof that her husband had purchased the flat with his wife's earnings. No deeds had been drawn,

no contracts signed; no agreements were put down in black and white in a husband-wife relationship.

A matrimonial woman lawyer when consulted said assertively that no savings of a married couple should ever be invested in the name of just one of the partners. Each partner must acquire some property, assets, stocks, shares, whatever, in his or her name. It is better if the husband and wife split their savings and invest in individual accounts. Neither the wife nor the husband should have total access to both partner's income. After they have separately saved and invested in their own names, a sufficient amount that could make it possible for them to begin life anew without the other partner, they can begin to save jointly under the "either or survivor" practice. This is a very practical way of working things.

Husbands may disagree to a fifty-fifty split because their earnings are usually higher than their wives' earnings. Even so it must be fifty-fifty, because the wife takes care of domestic chores and looks after children and also goes to office. She may not evaluate the work she puts in at home in terms of money but it cannot be devalued by the husband refusing to split her with her on fifty-fifty terms. Many wives are diffident about asking their husbands about finances specially if the husband takes economic decisions. By not asking they are not escaping conflict; they are postponing it. They are also unwillingly inviting economic disaster, in case the husband deserts the family or worse still, dies suddenly.

The scales are weighted heavily down against farm women in India even though their contribution to agricultural production ranges between 50

to 60 percent. The work ethics of Indian farming operations is clearly defined- men farmers run the ploughs, tractors and the rest. They dig and plough and irrigate the land through mechanized operations. Women laborers or family workers are left to transplanting, harvesting, winnowing, pounding and grinding. They also participate in allied jobs like milking and feeding cows.

In most cases displaced women are pushed down to engaging in other, left-over manual jobs which mean a lot of drudgery and hardship, requiring long hours of work and are less paying. The work of weeding with conventional implements means long hours in the hot sun, cold and rain, winnowing, shelling and grinding are trying. Very often all that is required is the use of handy tools and light equipments.

An emerging phenomenon in the Indian rural scene is of women headed families estimated at 15 per cent. It is may be due to widowhood, migration by men to towns and cities in search of work leaving the job of tilling back home to the women and children. According to National Commission of Self-Employed Women, 51 per cent of working women's population consists of farm labour. In the case of women headed families, women themselves assume the role of farm managers.

### **The Social and Economic Overview**

Women may be more publicly visible now than in the past, but it is misleading to assume that there is a specific form of leadership practiced by “women as leaders” or “women in management”. To label managers or leaders as special because they are women is itself part of the problem of the unequal social conditions of the sexes.

The distribution of women and men in organizations takes a wide range of historical and cultural forms. In many societies women have been and are, the predominant producers of food, although their proportion of the community's wealth is small and they have less access to literacy and other sources and signs of public power. Historically, women have frequently had multiple responsibilities and therefore leadership roles, including home production of goods, teaching, healing and agriculture. The following major tasks that have traditionally constituted "women's work" in Western society: bearing children, providing and preparing food, providing clothing, tending the sick and frail, early education, organizing the house and emotional support work. In recent centuries such activities have become incorporated into public organizations, factories, schools, hospitals and other male dominated bureaucracies. Women still continue in their traditional family and carrying roles, but no longer have control over them.

Abundant evidence is now available to confirm that women tend to occupy less powerful, lower paid and lower status organizational positions than men. This not only can be seen in a mass of census and other official sources, including the various state "equal opportunity" agencies but is analyzed in great detail in a large number of texts focusing on such topics as "the sexual division of labour" women and work, and "the sexual structuring of organization".

The broad and pronounced tendency for men to occupy official leadership positions in terms of organizational role at least results from many factors and forces both outside and inside organizations. These include the domination of the public over the private domain, production over reproduction and paid work over domestic and unpaid work. In addition, some commentators consider that women and men are a part of

a dual labour market, women being part of a “reserve army of labour, performing “dual roles” as careers also of the elderly and infirm. Within organizations, relevant factors and forces include the valuation of men as intellectual workers and forces include the valuation of men as intellectual workers over women as manual workers of men as professionals over women in “nondomestic” trades for example, engineering over women as manual workers in “domestic” trades for example, in clothing industries of men as full time workers over women as part time workers, and even of men as registered unemployed workers over women who are not registered as unemployed. Such divisions between women and men in the official organizational designation of leaders and leadership are frequently reflected in informal relations between women and men. Leadership as a process between women and men has both formal and informal elements.

Divisions between women and men within organizations apply not only vertically, in terms of authority and types of labour but also laterally, horizontally or spatially. Leadership roles can be conceptualized as part of the centre or core of organizational activity, while other roles can be seen as part of the periphery, as boundary roles. Frequently this “spatial” distance between centre and periphery in organizational structuring and in leadership involves clear divisions between men and women. In some organizations part of the leadership role of men comprises the direction of women into boundary roles that the men do not consider leadership roles. Ironically, such boundary roles may demand considerable initiative from workers and even involve high degree of autonomy, qualities that might elsewhere be labeled those of leadership.

Furthermore, just as there may often be divisions between men at the centre of organizations and women at the boundary, there may be similar divisions between those within and those outside organizations, as customers, clients or other members of the public. Although it is of course, difficult to generalize about the various clients of organizations, many organizations are characterized by clear differences between the distribution of women and men on the around the “front line”. This can occur between male professionals and female clients, for example in gynecological settings, or between female receptionists, or sales persons in boutiques are allocated to women as a matter of course, they may involve women’s are employed to sell their sexuality as part of their labour power.

The essential point is that the conceptualization and evaluation of leadership within organizations and management often parallel or accompany inverse conceptualizations and evaluations of what is seen as non leadership at or around the organizational boundary. In this way divisions between women and men as say, receptionists and clients may reinforce leadership patterns, especially when the selling of sexuality is viewed as indicating the opposite of leadership. In contrast, leadership is usually understood as “as sexual”, “neutral”, or above all male.

### **Traditional Women Leadership**

It is within the above described general social and economic context that dominant traditional forms and notions of leadership have developed, both theoretically and practically. Characteristically, leadership has been performed by men and characteristically notions of leadership have implicitly assumed to imply maleness, and maleness may be assumed to carry with it inherent qualities of leadership that

women lack. These particularly shortcomings of prevailing notions are obscured by a general lack of attention to the study of women and men within organizations.

A major example of these assumptions is Weber's three ideal typical forms of authority. First leadership may be seen as arising from the traditional authority that comes from a socially accepted status, as for example that of fathers. Second leadership may be understood as the product of the qualities and charisma of "great men". Third, leadership may be taken for granted as the usual complement of rational legal authority within bureaucracies.

Although these interpretations are distinct within Weber's theorizing elements of all three can be discerned in many mainstream studies of and prescriptions for leadership for example, Taylor's management of men. Subsequent work within organizational psychology attempted to identify the most significant traits in the selection and performance of leaders. The major synthesis of these approaches is to be found in the social systems theories of Parsons, Bales and colleagues in terms of types of behaviour. Such studies not only presumed the importance of role differentiation between women and men but frequently noted the pro-active competence of men over and against women. Although much of this research was conducted in small group contexts, the impact of its assumptions on organization theory and management theory has been lasting.

Even studies that are critical of the traits approach (e.g. Bavelas) or are at pains to point out the dysfunction and incompetence or rigid leadership (e.g. Dixon) on the British army often convey the assumption that leaders are to be men. The accompanying observations concerning

women at the bottom of, at the boundaries of or beyond organizations often bear the implicit assumption that women have inherent qualities of submissiveness that necessitate their being led by men. Classic studies in which such divisions of men as leaders and women as subordinates are not seen as problematic include Mayo's investigation of the Western Electric Company and Crozier's analysis of French bureaucracy.

Variations In leadership style from authoritarian to more participatory stances, are subtle variations on a masculine theme. Within many models of leadership, the necessary and desirable qualities are assumed to be masculine. This assumption is deeply entrenched in thinking and language of masculinity to include qualities such as aggression, abrasiveness and competitiveness. When women demonstrate such qualities and become leaders, a distortion of the language often occurs: aggressive becomes "over domineering" and assertive is viewed as bossy and strident. Even more pejorative terms are used to describe men who demonstrate a different style of leadership, one that may be seen as more flexible and co-operative they may be subject to derogatory comments ascribing supposedly feminine attributes to their leadership, one that may be seen as more flexible and co-operative, they may be subject to derogatory comments ascribing supposedly feminine attributes to their leadership. In such an ideological perspective, leadership is not considered a female occupation a female leader is regarded as an aberration, and women who become leaders are often offered the presumed accolade of being described as being like men.

### **The Entry of Women into Management**

The growth of hierarchical bureaucracies has produced a situation in which, it can be argued, there is little distinction between formal leadership and management. Males continue to dominate in such organizations, women seldom gaining top management posts and being grossly underrepresented even in lower management positions. This applies not only to technological and engineering organizations but also to educational and welfare organizations, in which women often predominate in numerical terms.

In much of this literature there is a concern with the entry of women into management. For example, Henning and Jardim's advice for the aspiring careerist women in management is to bear in mind that she is "going to a foreign country for an extended stay". In a foreign country one has to learn, or at least try to use, a foreign language and understand different norms and standards. In the case of management, women are entering a well established male preserve with well established rules and language. These circumstances can be important determinations of female behavior. An interesting variant on these corporate dynamics is provided by the managerial experiences of women as entrepreneurs. Goffee and Scase have recently surveyed women proprietors and concluded from the variety of their experiences that they can be "innovative entrepreneurs" "conventional businesswomen" "radical co-owners" or "domestic traders".

In contrast, the entry of men into management is taken for granted they are already there some may even assume that it is an inherent attribute of men that they should be there. Thus, in subtle ways the conceptualization of the entry of women into management can reinforce the equation of leadership with masculinity.

The phenomenon of women in management raises the further question of whether those women, once they have “entered” management have a different style of leadership, stemming from the supposedly inherent qualities of women. The “sex differences” approach to women in management assumes that women possess characteristic qualities which result in a form of leadership different from that of men. Women’s qualities in leadership can then be used or exploited in an organization. Perhaps in an attempt to “soften” its image. Another “sex differences” approach argues that women who achieve leadership have denied or repressed the attributes of their sex and have become like men.

Jacklin and Maccoby have looked critically at sex differences and their implications for management. Their research provides little evidence for substantiating a “sex differences” approach, pointing out for example that “the male potential for empathic and sympathetic emotional reactions and male potential for kindly helpful behaviour towards others (including children) is seriously underrated”. They also put the issue in a broader context, nothing... dominance or leadership appears to be achieved primarily by aggressive means among apes and little boys. Among human beings, the linkage weakens with increasing maturity and there appears to be no intrinsic reason why the more aggressive sex should be the dominant one in adult relations. No evidence of sex differences was found in achievement motivation, risk taking, task persistence, or other related skills. Jacklin and Maccoby conclude that women are not psychologically handicapped for management but are blocked by recruitment hiring and promotion policies.

Meeker and Weitzel-O’ Neill have also comprehensively argued against the sex differences approach and instead propose an analysis of

sex roles that is more specifically context based. This may help to describe (through not explain) how status and power are still bestowed on male professionals and managers, whereas status and negative connotations are given to the leadership role of women in the family. Yet, when management courses were set up for women within the University of Aston's Women and Work Programme in England, women came with trepidation, but were amazed to discover that many of the tasks they had been performing might be defined as management functions, though they lacked the social and economic status.

Women who seek to enter management clearly face a number of problems. These include coping with additional family and domestic roles, managing conflicts between paid work and unpaid work and fighting against a variety of myths that persist about women's "management potential". The tensions and conflicts women managers face have been a major focus of recent British research on women in management. This work represents an important contribution to the literature and a rather different emphasis from the often more organization focused American research.

In what is the most sophisticated analysis yet of women in management, Marshall effectively demystifies and counters the following six such misapprehensions, drawing on published research evidence:

1. Women are different from men, so they do not make good managers.
2. Women do not have the same motivations towards work as men.
3. Stereotypes of women mean companies are reluctant to employ them as managers.

4. Women believe the stereotypes too, and behave accordingly.
5. Other people will not work for or with women, or make life difficult for them if they do.
6. When women go out to work their children and husbands and homes suffer, and society suffers as a result.

It is not surprising that therefore in such a social context, women managers experience considerable pressures and stress. More positively, it can be argued that the dual roles and multiple responsibilities of women mean that they are more eminently suited for the multiple responsibilities of management, as they have wider experience of complexity and decision making in different settings. Furthermore, these complications and potentialities have important consequences for the training of women and indeed men managers. Recent discussions of such issues are to be found in an Irish study of the problems of women and men working together and Dutch experience of women only training in the face of some women's isolation and difficulty in entering into open conflict in a constructive manner.

### **The critique of men**

The development of power perspective on leadership necessarily leads to consideration of the power of men. This perspective from within organization theory links with more broadly based feminist and other critiques. Hence, there is a dual reason for exploring the critique of men.

Feminist and other radical critiques have addressed men's leadership in a number of different ways. First and most obviously critiques have been developed in relation to the behaviour of particular men leaders. Pollert for example in her study of a tobacco factory,

discusses the way in which the authority of male supervisory staff over women workers is maintained and reinforced by sexist language, jokes and innuendo. Similarly Kanter and Korda explore the frequent sexism in manager's behaviour. This is particularly crucial for women, such as secretaries who work closely with managers. More generally still, management and therefore predominantly male management can be analyzed as a distinct class grouping. Management by men can be understood as an important contributory factor to the maintenance of a "capitalist patriarchy"

A secondary approach to the critique of men is not directed specifically at men who are employed as leaders but rather at other sources of men's power and leadership at work. Most important of these are the power and leadership that accrue from men's labour power. As cock burn in her study of the British printing industry, puts it. "The solidarity forges between men as a group of males is part of the organized crafts define against the employer". This process is important in the development of dominant forms of masculinity among working class men, which in turn has several implications for leadership perpetuation of the pattern of men as leaders of working class women, the occasional alliance of male workers with male management and the general male domination of many organizations cultures.

Third there are critiques that treat men as a class and thus represent critiques of men's are being regarded as a class may lie in either biology or the economy or both. Delphy the French feminist theorist, for example, emphasizes the divisions between women and men in marriage and the family as a mode of production. In such views, "every relationship (between a women and a man) is a class relationship and the conflicts between individual men and women are political

conflicts between individual men and women are political conflicts that can only be resolved collectively". The relationship between an individual man super ordinate and women subordinates, or indeed between a women super ordinate and men subordinates, has from this perspective to be understood strictly as an instance in a broader class relationship.

and attitude than

### **Feminist Approaches**

Radical feminists such as Siren / Black Rose, Farrow, Kornegger and Ehrlich go further than this in urging attention to the ideological underpinnings of modern organizations, which they claim are dominated by me. Women's increasing awareness of male supremacy has evoked a variety of responses. Some women have "entered" management and leadership and have demonstrated in ability to perform equally with men in their organizational roles. Far from bringing a "softer" approach based on supposedly inherent female characteristics of submissiveness passivity and carrying to leadership positions, they have demonstrated that women as well as men can be competitive and assertive. This would seem to confirm Kanter's view that organizational position is a more powerful determinant of behaviour supposedly inherent sex differences.

Having said that, we have to argue that society does impose on women and men gender roles that inevitably follow them into organizational roles. Thus, women continue to predominate in lower paid, lower status caring roles, often at the bottom of carrier structures, despite the apparent success of women whose response to male domination has been to campaign for a change in the law that will assure them equal pay and opportunities. Women continue to experience

oppression, discrimination and harassment and their “entry” into leadership and management and changes in the law have evoked only token responses.

It is not surprising in view of this that Charlton, in England and Gould in the United States, draw attention to feminist organizations with “non patriarchal and non hierarchical” structures that are considered alternatives to the existing male dominated hierarchies and are not dependent on them. This can imply a “sex differences” approach in which women intrinsically organize themselves co-operatively and none hierarchically. We have repeatedly argued, however that the “sex differences” approach is a misleading oversimplification of a complex situation that has its roots in history, tradition and religion. It ignores women who have successfully risen in hierarchies and men who seek co-operative alternatives. Yet this anti organizational stance is frequently taken by feminists, who use it not a statement about the nature of women, but as an illustration of how the sex role assigned to women in our society can be used in a political challenge. This challenge to male power, domination, and leadership can be seen more clearly as a political statement when it is compared with the unwillingness of some black people to reinforce white supremacy by “entering” white organizations and their preference for establishing their own radical alternatives.

A striking example of this sort of political statement in action is the creation of the women’s peace movement and the setting up of peace camps in Britain and the way they have attracted considerable male hostility and harassment. This reaction suggests that these radical anti organization, feminist movements are presenting a stronger challenge to the present male order than does women’s joining male dominated

organizations. The former movements represent a double threat to the status quo in that they challenge the whole concept of leadership and hierarchy as a form of power and with it the long held view, bound up in all our languages, that leadership, masculinity and power are inextricably linked. Power becomes “empowerment”, “power to” or “power for” not “power over”, energy not domination and thus goes “beyond leadership”

The male cosmology based on separation and hierarchy gives rise to strategies for peace based on building barriers and creating fear. The result is a never ending arms spiral. The alternative, a positive peace built on mutual support and co-operation. It is our vision and our practice of a new way to peace that makes women such an important force in the peace movement not any “natural pacifism” attributed to women. The common belief that women are by nature non aggressive is itself part of the female stereotype of passivity, the complement of the idea that violence and war are “natural” to men. Men are not inherently violent; they are traditionally and structurally dominant and retain that dominance through the cultivation of toughness and violence.

Leadership as usually understood is not a natural phenomenon or process, neither it is a natural attitude or possession of women or men, nor is it salvation for either. Leadership needs deconstruction; it is as gendered as it is problematic.

### **Marathwada at a glance**

Before Independence, Marathwada was ruled by Nizam Dynasty. There was influence of Muslim culture on people of Marathwada region.

Women were not allowed to go out of their home for any work or for any unimportant reason. With Muslim women, the Hindu women also had to follow the Parada Tradition. Women of that time were not allowed to take education.

In 19<sup>th</sup> century, Jyotiba Phule realized the importance of education and he gave education to his wife Savitribai Phule. Jyotiba & Savitribai Phule together opened India's first school for girls. Slowly women were intending towards education. Today 80% of the women of our society are educated. Earlier women were looking after their families and their farms only, But after independence women are working successfully in all the sectors.

On 17<sup>th</sup> September 1948, Marathwada was separated from Haidrabad state and was included in Maharashtra state. As Marathwada was under the Nizam Dynasty, the Marathwada region was highly under the influence of muslim culture. Marathwada is known as one of the biggest & backward region of Maharashtra state.

At the end of 20<sup>th</sup> century, the people from Marathwada region started forwarding towards education. The districts like Aurangabad, Nanded started developing. The industrial as well as educational developments started in Marathwada region. The women from Marathwada region becoming aware about education their careers.

Today women from Marathwada region have started working indifferent sectors i.e. agriculture sector, educational sector, service sector & industrial sectors. Women are working successfully in every sector.

They are standing equally to the men. The government has given 30% reservation for ladies in government jobs.

Marathwada is the region comprising the eight districts of (divisional headquarters) Jalna, Aurangabad, Parbhani, Hingoli, Nanded, Latur, Osmanabad and Beed. Was once part of the erstwhile kingdom of the Nizam of Hyderabad.

It accounts for 16.84% of the state's population and is home to nearly 30% of the state's Below Poverty Line families.

Its per capita GDP is Rs 10,373 -- a good 40 per cent below the state's per capita GDP of Rs 17,029 -- and contributes just 8% of the state's industrial output.

Its literacy rate is the lowest in the state (51.23%, Census 2001). All eight districts figure in the list of the 100 poorest districts in the country.

Aurangabad, a capital of Marathwada region is a fastest developing historical & industrial city in Asia. The Marathwada region is developed by industrialization. The most important industrial units at Aurangabad are the Bajaj Auto Plant at Waluj, near Aurangabad. Others are the factories of Videocon (television), Garware Polyester, Colgate Palmolive(toothpaste), Crompton Greeves, Wockhart and other big industrial places.

Neighboring Jalna district has a few industries but otherwise people are dependent on agriculture for employment.

### **Women's at a Glance in Marathwada Region**

Today women are working successfully in every sector like agriculture, service sector, educational sector & industrial sector. Women are good home- maker as well as she is successful in her careers.

Though women are working equally to men or may be more, they have to face no. of problems at their working place as well as in their personal life. Women are becoming more conscious about education. She is taking education in every field. Due to education, there is more self development of women. Hence most of the women are becoming Doctors, Engineers, Pilots and Professors and entering in the public & private sector business fields.

As earlier, there were only men working in all the fields, Their was male dominance at working place. Still most of the men think that, women have lower place than men. They think women should look after their families only, she should not work. Due to this thinking of men, women have to face many problems at their work place and in her personal life.

In many organizations women have to face the problem of Gender Issue. As female employees are women, they do not get higher designations. Many times, women have to face the biggest problem of Sexual Harassment or Mental Harassment. At the working place, women have to attain different men, they are may be their colleagues or customers, women have to face their different attitudes or their misbehaviors.

When women are working somewhere, they have to manage their home also. They have to take care of their family & kids. Women have to face male dominance at their work place & many times at their home too.

In today's 21<sup>st</sup> century, everybody wants to go ahead. In this race women have to face many problems. These problems for women are not for any particular region. Women from all over the world are facing these types of problems. But women are facing these problems very strongly & bravely and making their place in the society.

### **Significance of the Study**

Marathwada is one of the biggest region of Maharashtra state. It consists of 8 districts and 76 talukas. The total population of Marathwada region is 1, 56, 29, 581. Marathwada is considered as a backward region of Maharashtra state. There is large population from lower class and middle class. Hence, there is less awareness of education and women empowerment.

There are thousands of public & private sector organizations in Marathwada region. Today we can see women working in every sector successfully. But then also women have to face number of problems in their respective fields & in their personal life too.

This study is about finding & analyzing problems and status of working women in public & private sector organizations of Marathwada region.

This study will help to change the attitude of people towards women and problems of working women. This will create awareness about women's education & Careers in the society. So it felt necessary to highlight on the problems of working women's in public & private sector organizations.

### **Objective of the Study**

This study aims at evaluating various problems of women, working in public and private sector organizations in Marathwada region. It also aims at evaluating the achievements and success of the women's working in various departments like banks, Municipal Corporation, College & University, schools, industries, advertising agencies, companies, journalism & press etc.

The main objectives of the present study are as follows –

1. To take the review of employment of working women's in public and private sector organizations in Marathwada region.
  
2. To study the working environment & working conditions at working place in public and private sector organizations in Marathwada region.
  
3. To analyze the various factors or problems which women have to face at their working place or in their personal life due to their jobs.
  
4. To find out the real causes of problems/hindrances, which women have to face due to their jobs and to suggest suitable remedies to overcome these problems of the working women?

### **Hypothesis Tested**

To complete this study following hypotheses have been tested.

- 1) The working women's from private sector organizations are facing more problems than public sector organizations.
- 2) The women's at working place are getting sufficient working facilities.

- 3) The working women acts and provisions made by the Government are sufficient and enough.
- 4) The socio-economic status of working women's has been improved.

### **Research Methodology**

To complete this study, following research methodology is adopted.

#### **1. Collection Of Data**

- A) Primary Data
- B) Secondary Data

##### **A) Primary Data**

The primary data related to the problems of women's working in public & private sector in Marathwada region is collected from selected women those who are working in public & private sector organizations with the help of open ended questionnaire and interviews.

The problems occurs to working women during their jobs are analyzed with the help of following Research Methodology:-

- 1) Discussion with MCED & Employment Exchange officers. And collection of data from MCED & Employment Exchange office for public sector.
- 2) Discussion with personnel managers of private sector units.
- 3) Discussion with women working in academics(MBA), private industries, government offices, public & private sector banks and insurance etc.

5) Field Investigation.

## **B) Secondary Data**

The secondary data required for the study is collected from the different public & private sector offices. The data is generated from government bulletins, district gazettes, district statistical offices, well reputed national & international journals, different books from libraries & concern websites.

## **2. Selection Of Samples**

To complete this study following no. of samples are drawn from women respondents from different areas i.e. public & private sector organizations.

In Marathwada Region, there are thousands of public sector units and thousands of private sector units. In Marathwada Region, there are 8 districts with 76 taluka places. Due to the time & cost constraints, it was not possible to cover & deal with all the 8 district places and no. of women employees.

**Table No. 1.1**

### **Working Women in Marathwada Region**

<b>Sr. No.</b>	<b>Name of Region</b>	<b>No. Of Industries</b>	<b>No. of Employees</b>	<b>No. of Working Women</b>
1	Aurangabad	3051	55858	13964.5
2	Jalna	639	27610	6902.5
3	Parbhani	653	4490	1122.5

4	Hingoli	170	2841	710.25
5	Nanded	1129	6456	1614
6	Latur	1455	13582	3395.5
7	Beed	1249	17749	4437.25
8	Osmanabad	761	7511	1877.75
	Total	9107	80239	34024.25

By the help of random sampling method, 10% of the women employees from public sector from different units and overall 10% of the sample units were selected for the analysis purpose.

### **Tools & Techniques Used**

The data so collected is scrutinized, tabulated, analyzed & finally it is used for the study purpose. To analyses the data following tools & techniques are used i.e. mean, mode, median, percentile, average and other statistical tools & techniques.

### **Scope & Limitations Of The Study**

The scope of the study is Marathwada Region. From Marathwada region only 10% of the samples have been drawn for the study purpose. Geographical scope of the area is 8 districts from Marathwada region and demographic scope of the study is only women workers have been selected for the study purpose. The data is collected for last presiding 5 years - 2005 - 2010.

The main limitation of this study was to visit the different public &

private sector offices from Marathwada region. Sometimes the female respondents have not responded properly and they have not given the correct information or spared time for interview purpose.

### **Expected Contribution From The Study**

This study is concerned about the problems of the women's who are working in public & private organizational units. This study will help the government or the head of the private companies, different offices to understand the different problems of the women who are working in their units. So that the government and the heads of the public & private organization units can understand the problems of women who are working in their units, can keep kind approach towards women's problems and they can find out the suitable remedies to overcome the problems.

### **Presentation Of The Study**

The study runs into seven chapters. The following are the particulars of the chapter plan.

#### **1) Introduction**

The first chapter deals with a brief introduction, background of the study, research methodology and its limitation. The sources of data and objectives of the research have been discussed and on the basis of hypothesis the method used for primary survey, the objectives of statistical test and different questionnaire have been clearly mentioned. This chapter also gives the chapter scheme of the study.

## **2) Review of Literature**

The second chapter deals with the overall review of the literature available on the particular topic. Literature is the most important part of any research. In this topic, the review is taken near about 15 reviews has been taken, 10 reviews from Journals, 10 reviews from magazines and 15 reviews from net has been taken for the study purpose. This chapter is divided into two parts i.e. Review of Research Articles, Review of Books, thesis and other related published or unpublished literature on this particular topic.

## **3) Profile of public & private sector organizations .**

The third chapter is consisting of a brief information or profile of public & private sector organizations. It also shows the current scenario of public & private sector organizations in Marathwada region.

## **4) Socio- economic development of working women's in Marathwada region**

The Fourth chapter gives detail information about the past scenario of working & non-working women in Marathwada region. It also explains how the socio-economic status of working women has been changed in Marathwada region.

## **5) Performance Appraisal & Problems of Working Women's In Public & Private Sector Organizations**

The fifth chapter explains in detail how the working women face number of different type of problems in their personal as well as

professional life, like their financial problems, family problems, workplace problems, social problems etc.

## **6) Data collection & Analysis**

In the data collection and analysis chapter, the analysis of the data has done, which has been collected from the women who are working in different public & private sector banks, insurance, academics and industries & offices.

## **7) Summary, Conclusions and Suggestion's**

This Chapter highlights on the overall summary of the present study, important conclusions drawn by the researchers and important suggestions made by the researchers to overcome the problems which found in this study.

### **Concluding Remark**

From past two-three centuries women are fighting for their freedom and equality right. Till now hundreds of movements had done for women's rights, but still she is fighting. Though the scenario of women condition has been changed to a certain extent, there is still need to fight for women's rights and equality. Gender difference is the biggest hurdle in front of women.

Today women literacy rate has increased. Women are taking education and making their mark in every sector. We can see women from a taxi driver to an astronaut. She is doing equally best to the men. She is performing dual duties i.e. in her career as well as in her family. Though she is a supreme power, she has to face number of problems in her personal as well as professional life, because she is a woman. There are

many laws for women, but then also she is suffering from mental and physical harassment.

This study has focus on women's strengths that how women are successfully working in every field. It also highlights the different types of problems which women face; this study is an attempt to contribution some findings, results and solutions to the society.

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