

Women Managers in Indian Organizational Culture in the Era of Globalization : Strengths, Challenges and Status Scenario

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ABSTRACT

Women are born to be managers. They are managing people, family, home, office, life etc. all the time with natural and with utmost ease. They are ambitious, committed, assertive, conscious and hard workers. In the Indian setting, women have proved that they are the best home managers. Responsibilities and care are their basic qualities. At present we can find her at the top positions in organization all over the world. In this paper, the recent organizational culture of Indian women managers has shown with the perspective of globalization. As well as the key strengths and challenges of Indian women managers are discussed. The current status scenario has been shown which says that in past, women were used to do all the household work efficiently, and hardly got the graduation, that even for the sake of marriage prospect. But, now the picture has been changed, women are working at the top in the organizations. Though, the numbers are less in a comparison with male but it is not avoidable. More and more women are entering in the professional field to achieve success by their own.

Key words : Women Managers, organizational culture, Strengths, Challenges, Status Scenario.

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Introduction:

Women have entered in to global labor force in a record numbers today. In every field the participation of women are increasing day by day. Women constitute over 40 percent of the global labor force, approximately 70 percent in developed countries and 60 percent in developing countries. At present more and more women are becoming graduates, post graduates, earning professional and technical degrees and entering in corporate life. With the rising education levels and social acceptance of gender equality women are moving into management jobs. However, when we look at women's representation in the managerial jobs it is very less compared to men. Their rate of progress is also slow and uneven than men. Men are in the majority among managers, top executives, and higher levels of professional workers whilst women are still concentrated in the lower categories of managerial positions. Still

there are number of women who have made up in the very top in the world of work. Globalization plays a definite role in increasing opportunities for women at the workplace. It automatically solves the problem of advancement as well as salary issues. But today's women do not enter into workplace for economic issues but for the ambition to achieve something in her life by her own.

Specially, if we discuss about Indian women and their leadership they are no way inferior to the men managers. In most of the situation they have proved to be ahead of their male counter parts. No doubt, the male dominated Indian society has systematic played role to keep women away from the professional life. But she didn't give up, and as a result today we can find her at the top most positions. The primary argument on this over the years has been the abilities and attitude of male and

female managers are thought to be different. On the basis of it women has been successfully kept out of the organization.

But today, women are not restricted to household work and cooking for her family. Today, it's all about empowerment of women. A woman is the flag bearer of the world. It is she who gives birth to the future of the world. She is responsible for rearing her children and giving them an opportunity to grow up in a healthy and positive environment. Women are doing leadership role throughout their lives. She can be the best manager at home as well as in the professional field.

Indian organizational culture and women managers

In the Era of globalization if we see the contribution of women in world labor force, North America, South America and Eastern Europe have more shares of women in management level than the countries like East Asia, South Asia and Middle East. In India, women have experienced the dominance of male counter parts when she has started her professional career. She needs to obey and do the stereotype works which men were used to, that even under the dominance of male executives or boss. They were expected to be tougher, and they had to be ambitious but she could not expect equal pay, promotional advantage, other perks etc. Until late 1970's women were actually invisible as a leader or in a managerial positions. If she is not present it was considerable as "no issue". Since then, women managers in India have become more visible in a true and very successful manner.

Today about 56 percent of businesses in India have women at senior levels. In India, the situation of women is changing with more and more women getting educated not only in general streams but also in technical and professional courses. Along with their increasing level of education in various streams there has been sizeable increase in their workforce participation.

Key strengths of Indian women as managers

One of the strongest skills that has found in women managers is their ability at multi-tasking. Women are used to performing different roles and responsibilities at the same time in the daily routine life of kitchen, home and even at work place. Following are her key strengths as managers...

- Ability to create network with colleagues
- Ability to understand situations more sensitively
- Strongly loyal, committed and dedicated to organization and her job profile
- Crisis management skill
- Sensitive in relationships
- Good communication skill
- Strong analytical and decision making power

Challenges faced by women managers in Indian organizational culture

- **Dual role and family's expectations:** The biggest challenge faced by Indian women managers of today is managing their dual roles and responsibilities. They are working as an "organizational manager" and "housewife" at the same time. They have to manage their responsibility at their workplace as well as at their homes. Generally it is expected from only women that they have to adjust in completing their both responsibilities at office and home. For fulfilling the needs of family members she is expected to take time off from her workplace which also creates crisis at her workplace for completion of her work assignments.
- **Location of husband's job:** If woman is married then her husband's job is at the priority. If her husband gets transfer to another location, it is generally women managers who compromise her professional career for her husband.
- **Motherhood:** Responsibility of a child is also one of the biggest challenges for women managers. She needs to take off for time being or it can be the end of her professional career.
- **Travelling:** Generally travelling is a difficult task for women, especially if a woman is working in sales and marketing, she needs to travel in various places including interior

towns and villages. Sometimes family doesn't allow her for it and sometimes it becomes difficult cause of her household responsibilities.

Current status of women managers in India:

Traditionally, Indian Women have been excellent managers! Since India is a family-focused society, Indian women have been very effective in their household responsibilities. She effectively managed household affairs including:

- **Relationship management**
- **Financial management**
- **Operational management**
- **Crisis management**

So, Indian women have managed all the household functions very successfully. Today she has started entering into the organization in a big numbers. They have become more career oriented and ambitious. They do continue to work after marriage. There are also several examples in which husbands have compromised on their careers for their wives successful careers.

Till now, women manager had been found in the "softer functions" like HR, Administration, Marketing, Advertising but now women have started coming in to the strong male functions like Engineering, Manufacturing, Banking and Finance etc.

If we see women managers in a global context, in countries like USA, UK, they have started calling themselves "equal opportunities employers" implying that they would be as open to women joining them as they are to men. These organizations go out of their way to recruit women employees to achieve and maintain the women: men ratios. When such organizations start operations in India, they try to enforce their parent company's norms of equal men: women ratios but find it extremely difficult to maintain the same in the view of the shortage of suitable women candidates. No doubt women managers are very successful but

their numbers are still very less in comparison. What is required is that more and more women take up the challenge and enter the corporate sector. They always have the potential, and now they also have the opportunities. After all there is nothing to lose in it for them but a lot to achieve.

Conclusion:

It may be concluded that globally women professionals are in a big numbers. Developed countries have accepted that there should be no discrimination between man and woman in the context of ability and efficiency. But in India, the numbers of women managers are considerably less. It has started upgrading gradually as women has started getting professional degrees and started entering in to the professions of man. Organizational employer have started developing positive attitude for recruiting women professionals, as women managers makes all the possible efforts for updating their professional knowledge, and they are equally competent than their counterparts.

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