

A Study of Job Satisfaction of Women Executives

Vandana Maini

Department of Evening Studies, Panjab University, Chandigarh

Abstract

When an individual comes to work, he brings with him certain needs—physical, security, social, ego and self-actualization which seem to be associated with the reward or gratification which he is seeking from his work. If the organization climate is such that the employee feels that he is able to satisfy those needs which are of significant importance to him, he is likely to develop a positive attitude towards his job and thus derive greater satisfaction from it. This is evident from this study which highlights a remarkable change in the occupational arena in India, which is taking place. Women in this country are not only seeking jobs which were previously considered in the male domain but are also learning to enjoy them and perform the multifarious responsibility with utmost skill thereby breaking down the subtle resistance at workplace to forge ahead in the areas which were previously considered to be male domains.

INTRODUCTION

Women emerging as executives are just one aspect of a tidal wave of changes that have taken place in their social world during the last few years. Male-female parameters are no longer absolutely exclusive. However, general discrimination against women still continues, though it is declining gradually. Women working in different organizations are evidently doing a heroic job in not only their job performance, but also in skillfully guarding against the prejudices and shams of society which are legacies of the long past.

When an individual comes to work, he brings with him certain needs—physical, security, social, ego and self-actualization which seem to be associated

with the reward or gratification which he is seeking from his work. An individual makes constant efforts to satisfy his needs. By joining an organization, an individual becomes a part of its social system. Here, the organization climate governs the relationship between his work and job satisfaction. If the organization climate is such that the employee feels that he is able to satisfy those needs which are of significant importance to him, he is likely to develop a positive attitude towards his job and thus derive greater satisfaction from it. Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say that I am satisfied with the job. In a general discussion on job satisfaction, Gruneberg said, "it is a set of favorable and unfavorable feelings with which the employees view their work. Thus, job satisfaction can be said to be, the degree to which one's personal needs are fulfilled in the job situation."

In Indian society, generally, men and women are brought up very differently. This might create differences in their emotional structure and psyche. The psychological difference may bring about difference in needs which women may desire to fulfil in a given job situation. Kovach (1987) in his article titled, "What Motivates Employee" suggested on the basis of his survey that "women put full appreciation of work in the first place, while men put it second. Female employees may place greater importance on interpersonal relationship and communication than do male employees – a difference that should be noted by managers". Gupta (1979) attempted to study the attitude of women workers towards their jobs including their job satisfaction and the problems they encounter in their working life. It was found that working women in a developing country like India have to face a lot of resistance from employers and the traditional society. Majority of the respondents were satisfied with their jobs and wanted to continue after their marriage if they got encouragement and support from their husbands. Many working women were found to leave their jobs, due to the sense of pressure being felt probably as a result of their involvement in the two demanding areas of office and home. In her attempt to study the job satisfaction among women workers, Gupta concluded that out of a sample of 300 educated working women from four professions—teaching, clerical, medical and nursing, the majority (66.66%) was satisfied, 25% were undecided and the rest were not satisfied.

In their survey of female, MBA, graduates at a major Mideastern University, Misland and Daniel (1985) asked the women to respond to statement regarding their satisfaction, from job on a five-point scale from 'strongly disagree' to 'strongly agree.' The mean response was 3.52 indicating that most were relatively satisfied. The

dissatisfaction expressed by some respondents indicated frustration in career advancement, acceptance and salary differentials.

THE STUDY

Job satisfaction is not a unitary variable. To have a clear understanding of job satisfaction, one has to study its several dimensions. To study the job satisfaction of women executives under study, an attempt has been made to study their satisfaction with salaries, working conditions, interest in job, promotion, fatigue experienced from job and their involvement in managerial functions of the organization. The present study was undertaken with the following objectives :

1. To study the satisfaction of women executives with their salaries.
2. To study the satisfaction of women executives from their working conditions.
3. To study the interest taken by women executives in their job.
4. To study the fatigue experienced by women executives from their job.
5. To study their promotional aspect.
6. To study their involvement in managerial functions of the organization.
7. To study the overall job satisfaction of women executives.

PROCEDURE

This study is based on primary data obtained through informal interviews with managerial personnel in various organizations. The sample comprised of 325 women executives working in different occupational categories in Chandigarh and Ludhiana. For the purpose of the study, only those women were included who were officially listed as executives or managers in the payroll of their organizations; or who had overall responsibility for their department; or who were the heads or principals of their institutions.

The various occupational categories included :

1. government administrative offices
2. banking and insurance companies
3. educational institutions
4. medical organizations
5. business organizations.

STATISTICAL ANALYSIS

Statistical tests, both parametric and non-parametric were carried out by way of chi-square analysis, multiple-regression. Step-wise regression and correlation test was also used where needed.

RESULTS

1. SATISFACTION WITH SALARY

Salary is one of the most important determinants of job satisfaction. Sarodamini (1985) noted that it was often taken for granted that women should be paid less than men for similar jobs. The study undertaken by Steel and Ward (1974) of 16 schools of business administration in the U.S. reveals that the starting salary for women is 88-90% of that of men holding similar positions. Not only do women start off below the salary level of men, with the same training but they fall further behind as the years go by. By the time they have been out of graduate schools for 25 years the women are paid only half as much as their counterparts.

To know the satisfaction derived from salary, an attempt has been made to throw some light on the following aspects :

- (a) Satisfaction of women executives with the salary received.
- (b) Discrimination in salaries experienced by women executives.

(a) Satisfaction with Salary Received

The respondents were asked to comment on their level of satisfaction with salary received by them. Table 1 carries their reactions.

Table 1
Satisfaction with Salary

Satisfaction Level	Percentage of Respondents
High Satisfaction	22%
Moderate Satisfaction	68%
Low Satisfaction	10%

As Table 1 shows, 22% of the women were highly satisfied with their salaries, while 68% of them were moderately satisfied. However, 10% of the respondents were having low satisfaction with their salaries. Further, 40% of the respondents stated the additional salaries varying from Rs. 1,000 to Rs. 20,000 which they would like to have in addition to their present salaries. Some of the respondents suggested the salaries to be increased in proportion to the variations in the price index, while some others suggested revision in the taxation policy instead of additional salary. A few others suggested more incentives and perks to be given instead of revisions being made in salaries.

(b) Wage Discrimination

According to the report of International Labor Office (1996), women work longer hours than men do, but earn on an average 25% less. This is despite the fact that more women today fill jobs that used to be traditional male domains. Tables 2 and 3 show the comparison of salary of women executives with the salaries of their male and female counterparts working in the same organization and in similar organizations in the same state respectively.

Table 2

Comparison of Salary of Women Executives with their Male and Female Counterparts Working in the Same Organisation

Comparison with Counterparts	Salary of Respondents			
	Higher	Equal	Lower	Can't Say
Male Counterparts	9%	72%	6%	13%
Female Counterparts	–	100%	–	–

Table 3

Comparison of Salary of Women Executives with their Male and Female counterparts working in similar Organisations in the same State

Comparison with Counterparts	Salary of Respondents			
	Higher	Equal	Lower	Can't Say
Male Counterparts	5%	51%	12%	32%
Female Counterparts	9%	53%	9%	29%

Table 2 shows that 72% of the respondents perceived their salaries to be equal to their male counterparts working in the same organisation, while all the respondents perceived their salaries to be equal to their female counterparts working in the same organization.

Table 3 shows that 51% and 53% of the respondents did not perceive any discrimination in salaries as compared to their male and female counterparts respectively, working in similar organisations in the same state. However, 32% and 29% of the women executives could not say whether any discrimination in salary was made against them as compared to their male and female counterparts respectively, working in similar organization in the same state.

2. SATISFACTION WITH WORKING CONDITIONS

It is generally recognized that human work behaviour is also influenced

by factors in the work environment such as illumination, noise and atmospheric conditions (Tiffin and Micromick, 1971). When the physical work environment is reviewed with respect to women, it is well spread belief that physical structure and maternal functions of a woman place her at a disadvantage. Male refusal to take on specific home and child care responsibility has placed a dual responsibility of home as well as of office on working women. These responsibilities cause mental as well as physical problems which ultimately lead to health hazards. These responsibilities have to be seen as vital functions to be performed for which women must be provided with adequate facilities. Even the Factory Act, 1948 recognizes the special needs of women workers regarding toilets, changing rooms, crèches etc. To know the extent to which these facilities have been provided to the women executives working in different organizations, an attempt has been made to seek information on the satisfaction of women executives with various physical facilities.

SATISFACTION WITH VARIOUS PHYSICAL FACILITIES

Table 4 depicts the satisfaction of women executives with the various physical facilities available in their organizations.

Table 4
Satisfaction of Women Executives with Various Physical Facilities

Type of Facility	Percentage of Respondents				
	High	Moderate	Low	Nil	No Reply
Toilet	26%	47%	21%	5%	1%
Creche	3%	11%	9%	76%	1%
Medical	17%	39%	26%	18%	—
Canteen	14%	39%	24%	22%	1%
Recreational	7%	18%	24%	49%	2%
Transport	8%	22%	19%	50%	1%
Housing	11%	31%	17%	39%	2%
Provident Fund	22%	54%	4%	18%	2%

Toilet Facilities

Only 26% of the women executives felt that they were highly satisfied with the toilet facilities provided by their organisations. Many of them were provided with separate toilets which were equipped with modern amenities like hand dryers etc. 47% of the women executives stated that the toilet facility provided by their

organisation was moderate, and hence their level of satisfaction was also moderate. A few of the women executives in this category felt that a few more toilets were needed to be provided within their organizations. However, 21% of the women executives were having low satisfaction with toilet facility. Most of the women executives in this category said that no separate toilets were provided to them. It was an ordeal for them to stand in the stinking toilet even for a minute. Further, 5% of the women executives expressed their dissatisfaction over the toilet facilities, as there were no toilets in the organisation. These respondents had no other option than to go to nearby organisations or to the public toilets.

Creche Facilities

The psychological pressure of looking after the children generally falls on the mother. A woman has two roles to play simultaneously – one of looking after her family and the other as an efficient worker. Opening of more day care centers for the children of working women will definitely reduce, to a great extent, the anxiety of these mothers about their children when they go out for work (Sengupta, 1964).

Ironically, 76% of the respondents had no crèche facilities at all. Another 9% had to leave their children in the crèches, which according to them were not even satisfactory. 11% had moderate satisfaction with creche facilities. Only 3% of the respondents were highly satisfied with the crèche facilities.

Medical Facilities

17% of the respondents were highly satisfied, 39% were moderately satisfied and 26% were having low satisfaction with the medical facilities provided to them. However, 18% of the respondents had no satisfaction with medical facilities.

Canteen Facilities

14% of the respondents were highly satisfied, 39% of them were moderately satisfied, and 24% had very low satisfaction with canteen facilities. In certain cases, a mere tea stall existed in the name of canteen. 22% of the respondents had no canteen facility at all.

Recreational Facilities

A woman has dual responsibilities to perform—at home and at the work place. So, the recreational facilities extended by an organisation to its women employees help to reduce their mental burden. It acts as a morale booster, and results in more productivity. 7% of the respondents had high satisfaction with recreational facilities provided by their organisations. They had clubs where movies and other entertainment programmes were held regularly. However, 18% of the respondents

had moderate satisfaction with such facilities. Only occasional get togethers took place in their organisations. Further, 24% respondents showed a low satisfaction level from recreational facilities, while 49% had no such facilities at all.

Transport Facilities

8% of the respondents had high satisfaction with conveyance facilities provided to them. The staff buses picked them up from their place of residence. This took away a lot of pressure from the minds of respondents. They were seldom late for work. The analysis reveals that 22% of the respondents were moderately satisfied, 19% had low satisfaction, and 50% of the respondents had no satisfaction with transport facilities.

Housing Facilities

11% of the women executives were satisfied with the housing facility as their organizations had housing colonies of their own. 31% were moderately satisfied, while 17% had low housing facilities. Further, 39% of the respondents had no housing facilities at all.

Provident Fund

It is evident from the table that 22% of the respondents were highly satisfied with the provident fund benefit, 54% had moderate satisfaction and 4% had low satisfaction. However, 18% of the women executives revealed that there was no provision for provident fund scheme in their organization. This created a kind of insecurity in their minds regarding the future.

3. INTEREST IN JOB

Bell (1937) found that 98% of the young people working in canning factories and textile mills did not find the jobs to their liking. Monotony, lack of challenge, repetitive nature of work etc. can lead to lack of interest in one's work which will further decrease the efficiency level of the workers. An attempt was made to study the interest which the women executives had in their work.

Table 5 shows that 50% of the respondents found their work interesting. However, 37% of the executives found their work interesting but sometimes boring too. Most of the executives in this category got bored because of the element of repetitiveness in their work. Further, 11% of the respondents found their work neither interesting nor boring, while 2% of the respondents usually found their work boring but when an unusual assignment was given to them, they developed interest in their work. None of the respondents found their work totally boring.

Table 5
Interest in Job

Interest in Job	Percentage of Respondents
Interesting	50%
Interesting but sometimes boring	37%
Neither interesting nor boring	11%
Boring but sometimes interesting	2%
Boring	—

4. FATIGUE

The respondents were asked to state their number of working hours and the consequent fatigue experienced from the job. Table 6 shows that 68% of the women executives worked for 8 to 12 hours daily, while 31% of the women executives under study worked for 4 to 8 hours daily. However, 1% of the respondents worked for less than 4 hours daily. This category includes women executives working in the educational institutions and also those working in business organizations owned by their husbands and so could afford to work part time.

Table 6
Working Hours of the Women Executives

Working Hours	Percentage of Women Executives
Less than 4 hours	1%
4-8 hours	31%
8-12 hours	68%

As is evident from Table 7, only 7% of the respondents had to work overtime always, while 68% were sometimes required to worked for more than the normal working hours and the remaining 25% of the respondents were never required to work overtime. Respondents were asked to state whether they faced any inconvenience due to overtime work. 44% of the respondents did not have any problem. However, 36% felt the inconvenience due to their small children waiting at home. 20% of the respondents did not find the question applicable on them as they were not working overtime. However, 5% of the women executives who were not working overtime were still finding it inconvenient as they were sharing the transport with certain other colleagues who were working overtime. So, they had to wait after regular office hours.

Table 7**Overtime Work**

Variable	Percentage of Women Executives		
	Always	Sometimes	Never
Working over time	7%	68%	25%

TIREDNESS DUE TO WORK

Only 7% of the respondents always felt tired after the day's work, while 78% of the respondents sometimes felt tired and 15% of the women executives never felt tired.

5. PROMOTION

Promotion policy has always had a very significant bearing on the employees' psychology as the prospect of promotion to higher cadre constitutes an important incentive to workers. While the higher salary has its economic gains, the higher status has profound psychological satisfaction of personal triumph and gratification (Arya, 1982). This is more so if the employees are working mainly to achieve their ambitions of reaching the pinnacles of their organization rather than for economic gains.

BASIS OF PROMOTION

The respondents were asked to state the important factors for promotion in their organizations. 7% of the respondents gave importance to more than one factor for the purpose of promotion. Table 8 gives the rating of factors leading to promotion in their organisation.

Table 8**Factors Contributing to Promotion**

Factors Contributing to Promotion	Percentage of Women Executives
Seniority	59%
Merit and Efficiency	21%
Qualifications	19%
Attitude and Behaviour	2%
Community Considerations	2%
Personal Relationship	2%
Flattery	2%

Table 8 shows that 59% of the respondents found seniority to be the most important criterion for promotion. 21% of the respondents ranked merit and efficiency as the most important factor on the basis of which their confidential reports were written which contributed to their promotion. Qualification was stated as the most important factor by 19% of the respondents. While 2% each of the respondents gave importance to other factors like attitude and behaviour, community consideration and personal relationship. Flattery was also considered an important factor leading to promotion by 2% of the respondents.

DENIAL OF PROMOTION

The women executives were also asked to state whether they had ever been denied promotion in their organisations on account of being women. 91% of the respondents did not feel that they were ever denied promotion on gender basis. However, about 3% of the respondents replied in affirmative. Three women executives belonging to a business organization felt that in spite of their being better qualified and more experienced, they were denied promotion. Two women executives in banks had foregone promotion due to family circumstances and small children. A few women executives suggested that the organisations should give due consideration to the responsibilities which nature had 'imposed' upon them and also should give recognition to their working efficiency. Only then they could be at peace with themselves and with their work.

6. INVOLVEMENT IN MANAGERIAL FUNCTIONS

Efforts were made to find out how far the women executives were actively involved in the performance of managerial functions in their organizations, i.e.,

Table 9

Involvement of Women Executives in Managerial Functions

Managerial Functions	Percentage of Women Executives			
	Always	Sometimes	Never	No Reply
1. Involvement in Decision-making	33%	51%	14%	2%
2. Implementation of Policies	39%	43%	16%	2%
3. Fixing Objectives	30%	46%	22%	2%
4. Achieving Objectives	55%	39%	4%	2%
5. Involvement Problem Solving	43%	48%	7%	2%
6. Involvement in Establishing Priorities	35%	48%	15%	2%

whether they were given the actual power and authority or was their role in the organization merely per functionary. Table 9 shows the type of involvement which the women executives had in the performance of managerial functions of their organisations.

INVOLVEMENT IN DECISION-MAKING

33% of the women executives felt that they were always involved in decision-making. 51% of the executives were sometimes and 14% were never involved in the decision-making process of the organization.

IMPLEMENTATION OF POLICIES

The women executives were asked whether they were involved in implementation of policies. 39% of the women executives were always involved in laying down the manner in which company policies were to be implemented, 43% of the respondents were sometimes involved in implementation of policies, depending upon the level at which the company policies were to be implemented.

FIXING AND ACHIEVING OBJECTIVES

Besides implementation of policies, 30% of the respondents were always involved in fixing objectives of their organizations, while 46% were sometimes involved in this task. 22% were never involved in fixing objectives. They were just supposed to comply with the instructions given to them. 55% of the respondents were always involved in achieving objectives, while 39% were sometimes involved in this purpose.

INVOLVEMENT IN PROBLEM SOLVING

43% of the respondents were always involved in solving of the problems which the organizations had to face during the course of achieving objectives. 48% of the respondents were sometimes involved, while 7% of the executives were never involved in finding the solution to various problems.

INVOLVEMENT IN ESTABLISHING PRIORITIES

With the passage of time each organisation has to establish priorities depending upon the changes in circumstances, if it has to work successfully. 35% of the women executives were always involved in deciding such priorities. 48% were sometimes involved in laying the priorities depending upon the kind of decisions which had to be taken regarding these priorities. 15% of the respondents were never involved in establishing priorities. They were supposed to just implement the instructions received from their higher authorities.

7. JOB SATISFACTION : AN OVERALL VIEW

An attempt was made to study the overall situation regarding job satisfaction. To study the job satisfaction of women executives on the whole, various aspects like their satisfaction derived from salary received, satisfaction with working conditions, their interest in job, fatigue experienced, gender discrimination at the time of promotion and their involvement in the managerial functions were considered.

RELATIONSHIP BETWEEN JOB SATISFACTION OF WOMEN EXECUTIVES AND OTHER VARIABLES : CHI-SQUARE ANALYSIS

Chi-square was used to find out whether any relationship existed between job satisfaction and other variables.

Table 10

Relation between Job Satisfaction and Other Variables

Variable	Chi-square	Degree of Freedom
Educational Qualifications	12.648*	4
Family Background	1.3970	2
Marital Status	472.00	2
Living Arrangement	12.9384	8
Work Experience	13.0062*	4
Perceived Societal Attitude	10.6295*	4
Male-Female Discrimination	10.8805*	4
Job Commitment	3.8851	4
Level of Management	10.0763*	4
Age	8.1109	4

* Significant at 5% level

EDUCATIONAL QUALIFICATIONS

There was a significant relationship between educational qualifications and job satisfaction. 82% of the executives felt that higher education raises the image of a woman officer especially among her male co-workers. This is probably because with better educational qualifications, women executives feel more confident and better placed to compete with their male counterparts, and thus there was more job satisfaction.

FAMILY BACKGROUND

No significant relationship was found between the family background of

women executives and their job satisfaction.

MARITAL STATUS

It was presumed that a single woman would have lesser domestic responsibilities, and thus would be able to work better and have better job satisfaction. However, no relationship could be found between marital status and job satisfaction of women executives.

LIVING ARRANGEMENTS

It was presumed that women living alone or in a nuclear family would have lesser family responsibilities and thus would be able to devote themselves wholeheartedly to their work which would lead to better job satisfaction. However, no relationship could be established between the living arrangements and job satisfaction of women executives.

WORK EXPERIENCE

A significant relationship existed between work experience of women executives and their job satisfaction. This may be because as the work experience increases, job specialization also increases. Increased work experience would also brighten the chances of promotion in the organization. This would lead to realization of various jobs aspirations of the women executives which would increase their job satisfaction.

PERCEIVED SOCIETAL ATTITUDE

There is a significant relationship between job satisfaction of the women executives and their perceived societal attitude. A positive societal perceived by the women executives would encourage them to work harder and prove their worth for the job they are holding. The appreciation which they receive would lead to better job satisfaction.

MALE-FEMALE DISCRIMINATION

There is a significant relationship between the male-female discrimination perceived by women executives and their job satisfaction. If the women executives perceive no discrimination, it would automatically lead to better job satisfaction.

JOB COMMITMENT

No relationship could be found between job commitment and job satisfaction of women executives although it was presumed that if job commitment of women executives is more, it would lead to more job satisfaction.

LEVEL OF MANAGEMENT

There is a significant relationship between level of management and job satisfaction of women executives. This may be so because as a woman executive moves up the hierarchical ladder in the organization, she realizes her job aspirations. Thus, higher the level of management more would be the job satisfaction.

AGE

No relationship could be found between age and job satisfaction of women executives.

VARIABLES EXPLAINING JOB SATISFACTION OF WOMEN EXECUTIVES : A REGRESSION ANALYSIS

Regression analysis of job satisfaction of women executives was done to examine the variables which could explain the dependent variable. It was found that 12 step-wise regression was done and 6 variables were retained which could explain 30% of the variance. Thus, by eliminating 6 variables only 1% of the variance was lost.

Table 11

Variables Explaining Job Satisfaction of Women Executives

Variable	Beta Coefficient of Variance Explained	T-value	Proportion
Superior-Subordinate Interactions	.3016	5.9526*	.1296
Perceived Managerial Attribute	.2659	5.2836*	.1022
Fatigue	.1458	3.0065*	.0342
Independence of Women Executives	.0886	1.7617	.0193
Age	.0587	1.2123	.0101
Role Conflict	.0267	.4996	.0069

F-value = 22.9714

R² = .3024

*Significant at 1% level

SUPERIOR-SUBORDINATE RELATIONSHIP

It was found that a significant relationship existed between superior-subordinate interactions of women executives and their job satisfaction. Superior-subordinate interaction alone could explain about 13% of the variance of the dependent variable. It may be so because cordial superior-subordinate relationship

helps in building up a team spirit in the organization which has a positive effect on the job satisfaction of women executives.

PERCEIVED MANAGERIAL ATTRIBUTES

Perceived managerial attributes of women executives were found to have a significant relationship with their job satisfaction and could explain about 10% of the variance of the dependent variable. An executive who perceives herself to be more acceptable as a leader to her subordinates or who is able to win over her subordinates and superiors with communication abilities, would be able to derive more co-operation from them which would have a positive effect on her job performance. This would naturally increase her job satisfaction.

INDEPENDENCE OF WOMEN EXECUTIVES

No significant relation was found between the independence of women executives and their job satisfaction.

AGE

No significant relation was found to exist between age and job satisfaction of women executives.

ROLE CONFLICT

It was presumed that if role conflict of a woman executive is more, her job satisfaction would be less. However, no significant relationship was found between role conflict and job satisfaction of women executives.

FATIGUE

A significant relationship was found between fatigue and job satisfaction of women executives. It could explain about 3% of the variation of the dependent variable. This may be so because if nature of job is such that a woman executive does not feel too tired after her day's work, she would have more job satisfaction. Thus, lesser the fatigue experienced by a woman from her job, more would be her job satisfaction.

COMPARATIVE STUDY OF JOB SATISFACTION OF WOMEN EXECUTIVES

An attempt was made with the help of T-test to make a comparative study of job satisfaction of women executives working in Government and non-government organizations.

Table 12**Job Satisfaction of Women Executives Working in Government and Non-government Organisations**

Variable	Comparison between Organizations	T-value
Job Satisfaction	Government and Non-government Organizations	2.20*

* Significant at 5% level

The women executives working in government organizations were having more job satisfaction as compared to those working in non-government organizations. This may be so because women executives working in government organizations were having more salary satisfaction as well as more satisfaction with working conditions, than those working in non-government organisations. 74% of the women in government organizations had been provided with training facilities as compared to 52% in non-government organisations. Further, 95% of the women executives in government departments never felt that they had been denied promotion on gender basis, as compared to 83% in non-government organizations.

CONCLUSION

The above study shows that a remarkable change is currently visible in the occupational arena in India. Women in this country are not only seeking jobs which were previously considered in the male domain but are also learning to enjoy them and perform the multifarious responsibility with utmost skill thereby breaking down the the subtle resistance at workplace to forge ahead in the areas which were previously considered to be male domains.

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