

Effectiveness of women in managerial roles in corporate sector in India: perceptions of their manager colleagues

Parameswar Nayak

Birla Institute of Management Technology,
Bhubaneswar, India

Keywords

Managerial effectiveness, women managers, gender impacts, women in corporate and perceptions of managers

Abstract

In a man-chauvinistic Indian society, women have struggled hard to get into main workforce of the corporate sector. Only in the recent past, percentage of women joining corporate sector in managerial positions has increased. It is necessary to know how effectively they are functioning and how they are perceived by their male and female colleagues in terms of managerial effectiveness. This paper attempts to portray how managers in Indian corporate sector perceive women colleagues in terms of managerial effectiveness.

The paper is based on a primary research conducted with data collected from 1260 sample respondents (Managers) from 60 companies in India who responded to a structured questionnaire and in-depth-interviews with 30 senior corporate executives. The paper explores the perceptions of both male and female respondents on effectiveness of women in managerial roles, in general, and in human resource functions, in particular. There is a feeling among corporate managers that gender has impacts on managerial effectiveness. But the responses are divided to establish whether women are better than men in managerial roles or not. Though there are strong arguments for competencies, not the gender that matters for managerial effectiveness yet men are preferred by many as managerial gender. Men are considered better than women for certain key roles such as top leadership, strategic decision making, negotiation, handling risks and challenges. However, women are found to be more effective in human resource and public relations and to some extent in marketing functions, especially in managing inter-personal relationships with both internal and external customers and maintaining a better work life- balance, compared to their men counterparts.

1. Introduction

In the last two decades, there has been an increasing trend of women joining both rural and urban workforce in India (Human Development Report, 2010, Agarwal, Bina. 2010). But representation of women in total workforce both in rural and urban sectors in India is as low as 31 per cent (UN, 2000). The positive implication for more women joining corporate sector can be foreseen in the rapidly changing global economic environment and liberalized gender sensitive workplace management (Gothoskar, 2000; Jhabvala and Sinha, 2002, Batliwala, 2007). Though more women are taking up managerial roles in corporate sector, they are confronted with several contradicting social perceptions and contemporary work place expectations. They are struggling to establish an identity and create a space for themselves in the corporate world (Naqvi, 2011). It is, therefore, necessary to know how effectively women are working in managerial positions. This research paper presents how women in managerial roles in corporate sector in India are perceived by their both male and female manager colleagues in terms of managerial effectiveness, based on a primary research conducted during 2013 - 2017.

2. Literature Review

Globally, 7 to 23 per cent of women are employed in industry compared to 12 to 34 per cent of men in employment in all regions (Desai, 2010). Gender equity in employment is maintained by a very few companies in the world (World Economic Forum's Corporate Gender Gap report, 2010). In Fortune 500 companies, women comprise only about 10 per cent of senior management positions (Chadha, 2002). They are mostly employed at lower and middle level. Moreover, many women employed in manufacturing sector have lost their jobs due to economic recession (UNIFEM Report, 2010). However, the

services industry of the developed world employs over 80 per cent of women and 60 per cent of men. In Latin America just under 80 per cent of women are in the services industry compared to 45 per cent of men in similar industry". As per UNDP Report 2010, 60 per cent of both men and women are employed in the service industry in North Africa and the Middle East. The employment of women in organized sectors of economy, as one of the main factors of women's empowerment in global scenario, was crystallized in the world conferences of the 1990s, especially in the 1995 Beijing Platform for Action (UNDP, Desai, 2010). ILO Report 2009 expects that "women's unemployment rates will be higher than men's and the impact on women's employment will be longer than men's". Women are also suffering from gender based wage differentials with a gap ranging from 3 to 51 per cent (ITUC Report, 2009).

A research study (Buvinic et al., 2008) reveals that most of the women employees in manufacturing and service sector are paid lower salary as compared to their men counterparts. The wage for women is highest in the tertiary sector and lowest in the manufacturing sector. Another study (Grown 2010) emphasized that "state policies and legislations that address wage gaps and occupational segregation are important to women's access to better work and include gender parity in all job programs". Though 60 to 90 per cent of women dominate in the export processing zones, they suffer from low wage, poor working environment and high rate of attrition (UNIFEM 2010). Where ever women are employed as managers, they are preferred for lower wage burden, as compared to their men counterparts. Between 1980 and 2007, the increase was highest in Latin America followed by North Africa and modest in South Asia and sub-Saharan Africa. But it declined in Europe and Central Asia (ILO Reports, 2002 and 2009). However, in the Middle East and North Africa, South Asia, Latin America, and Sub-Saharan Africa the gender gap in labor force participation remains large. Percentage of women working in agriculture sector in South Africa (women-60% and men-40%) is higher than men with no gender gap in Sub-Saharan Africa (60 % each).

India's total workforce of 402 million people constitutes 39.1 per cent of the total population. 68.4 per cent of them are males and 31.6 per cent females (Census, 2001). 78 per cent of the workforce (313 million) is main workers and 22 per cent (89 million) marginal workers with significant sex differentials. Only 23.3 per cent of the main workers are female. 87.3 per cent of female workers are from rural areas. However, due to liberalized Indian economy and better educational attainments, women are getting better employment opportunities in corporate sector (Chadha, 2002, Naqvi, 2011). Men are preferred in the sales, marketing and production functions. Men are considered to be good leaders, bosses, decision makers whereas women, with marketable competencies, are employed mainly in Human Resource, Public Relations, Information Technology, Administration and Servicing activities (Naqvi, 2011, Khandelwal, 2002).

3. Methodology

This research study is based on an exploratory research design with a hypothetical question: 'Are women more effective than men in managerial roles in corporate sector in India?'. The study used judgmental sampling, which is a non-probability sampling technique. Keeping the objectives and the large size of the universe of study in view, a sample of 1260 managers, working at different levels in both public and private sector companies in India, was purposefully taken. While selecting respondents from a company, due care was taken to ensure that they represent in terms of sex, age, managerial cadres, ownership and nature of business operations of the company.

The first criterion of distribution of sample respondents was sex of the respondent. As males and females constitute 68.4% and 31.6% of total working population respectively in India (Census 2001), the sex wise distribution of sample respondents was proportionately done with 879 (70%) males and 381 (30%) females. The second criterion that was kept in mind while selecting the sample respondents was the ownership of their companies, i.e. Public Sector and Private Sector. 513 respondents (41%) were randomly drawn from 15 public sector and 747 (59%) from 45 private sector companies. The third criterion of selection of sample respondents was nature of business of the companies and the sample includes 464 (37%) respondents from manufacturing, 434 (34%) from banking and 362 (29%) from others-mainly non-banking service sectors. Though the respondents were from these three broad categories, they belong to 17 sub-categories of companies in terms of nature of business operations such as Power, Steel,

Aluminum, Petroleum, Oil, Gas, Refinery, Automobile & Ancillary Auto parts Industries, Roofing Material, Tea, Banks, Insurance, Retail, Consulting, IT, Logistics, Real Estate. In Exhibit 1: Tables 1 to 5 provide more information of sample distribution in terms of sex, age, education, experience, and company category.

A structured questionnaire, with 60 questions, was handed over to a roughly estimated 5000 target managers in 65 companies for primary data collection and relevant data could be collected from 1260 respondents. After a preliminary analysis of primary data, gathered through questionnaire method, it was felt to go for further verification and validation of some key findings through an in-depth interaction with select senior executives (middle and top level) from some of the important companies covered under the study. An interview guide, with 15 key questions, was used while conducting personal in-depth interviews with 30 senior executives, purposefully selected from manufacturing, banking and non-banking service sector companies. The questionnaire and Interview guide were pre-tested before using them at a wider scale.

The quantitative data, collected through questionnaire, are analyzed with the help of SPSS. The qualitative data and views, audio-recorded during in-depth interviews, were transcribed and collated. Appropriate tests such as Pearson Chi-square test, one-way ANOVA, t-test, Levene's test and Cohen's test 1989 are used.

Discussions

4.1 Gender Impact on Managerial Effectiveness

Before learning about managers' perceptions of women's effectiveness in managerial roles in corporate sector, it is important to know their views on impact of gender on managerial effectiveness. Out of 1260 respondents 771 (61.2%) are of the view that gender has impacts on effective functioning of corporate managers in India. Of those 771 respondents 492 (63.8%) are from private sector and 279 (36.2%) from public sector. About 66 per cent of the respondents (492 out of total 747) from the private sector and 54 per cent (279 out of 513) from public sector think that gender has impacts on managerial effectiveness in corporate sectors in India. The Pearson Chi-square test, with χ^2 -value of 18.673 with $df=1$ and p value=.000, implies that there is significant difference in the perceptions of the respondents from public sector and private sector companies on the issue of gender impact on managerial effectiveness. Out of those in favor of gender having impact on managerial effectiveness, 265 (34.5%) are from manufacturing, 282 (36.5%) from banking and 224 (29%) from other service sector companies. The percentage of respondents who think that gender has impacts on managerial effectiveness is highest among those from banking and lowest among those from manufacturing sectors, with little difference in percentage of those from other service sector companies (57% manufacturing, 65% banking and 62% -others). The respondents from manufacturing, banking and other service organizations also differ significantly on this issue because of χ^2 -value of 7.386^a with $df=2$ and p value=.025.

The Chi-square tests were also conducted on the respondents' perceptions of gender impact on managerial effectiveness as per their distributions in terms of sex, age, educational background and span of experience respectively. The results of the tests on each variable, in terms of Chi-square (χ^2) value are : χ^2 -value of .491 with $df=1$ and p value=.484 implies that there is no significant difference in the perception of male and female respondents on gender impact on managerial effectiveness. The test (χ^2 -value=10.507^a, p -value=.062, $df=5$) also shows that respondents of different age groups do not think differently on this issue. However, respondents with different educational background differ in their perceptions (χ^2 -value=10.045^a, p -value of .018, $df=3$) on this issue. Similarly, respondents with different span of work experience differ significantly in their perceptions on gender impacts on effectiveness of corporate managers in India (χ^2 -value=30.288^a, p -value=.000 and $df=5$).

Out of 771 respondents who believe that gender has impacts on managerial effectiveness, 454 (59%), including 357 males and 97 females, think that men are more effective than women in over all functioning as managers in corporate in India. The chi-square test results implies that respondents belonging to different sex, age and experience groups think differently on over all managerial effectiveness of men and women in the corporate sector in India. But there is no significant difference in the perceptions of the respondents with different educational background on this issue. Those who

supported the proposition of gender impacting managerial effectiveness were asked to choose either man or woman for being more effective in certain managerial roles. Women are considered more effective than men for middle level leadership and customer relationship management jobs and in terms of maintaining work-life balance and rational approach to work. Whereas men are considered better than women for top and lower level leadership roles, strategic decision making, problem solving, business negotiation, grievance handling and managing risks and challenges.

4.2 Effectiveness of Women in Managerial Roles

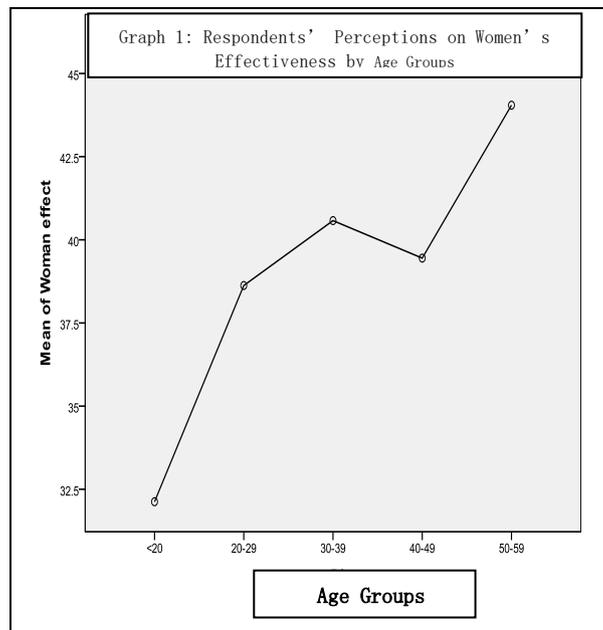
On the question of whether women are more effective than their men counterparts in managerial roles, in general, only 429 out of 1260 respondents(34%) consider women to be better; whereas 483(38%) observe men as more effective than women in their organizations. 348(28%)respondents feel that effectiveness of women managers in their organizations is independent of gender. 44 per cent of male and 24 per cent of female respondents consider men to be better than women whereas 51 per cent of female and 27 per cent of male respondents consider women to be better managers than men in their organizations. 29 per cent male and 25 per cent female respondents remained indifferent to this issue. A Chi-square test(χ^2 -value=76.638^a, p-value=.000; df=2)implies that there is significant difference in the perceptions of male and female respondents towards women being better than men in managerial roles in their organizations. Similarly, the test results also indicate significant difference in the perceptions of the respondents of different age and experience groups, respectively, on this issue. But there is no significant difference in the perceptions of people with different educational background(χ^2 -value=9.213^a, p-value=.162; df=6).

Respondents' perceptions on effectiveness of women in managerial positions was also studied on a five point Likert scale with score 1 for 'poor', 2 for 'good', 3 for 'very good', 4 for 'excellent' and score 5 for 'outstanding'. The managerial effectiveness of women was measured on the basis of following 13 criteria and respondents were asked to use the Likert scale while rating effectiveness of women on each criterion independently.

- Productivity
- Profit-making attitude
- Quality Concerns
- Organizational Growth Consciousness
- Organizational Goal Achievement Orientation
- Stability
- Loyalty to organization
- Regularity in attending office
- Adaptability and Flexibility
- Conflict Management Attitude and Skills
- Customer Relationship Management
- Interpersonal skills
- Overall performance as an employee

The independent sample t-test was conducted to know the difference of mean of perceptive values/ scores on managerial effectiveness of women (with maximum score=65, minimum score=13). The test result implies that both female and male respondents rated effectiveness of women in managerial roles at a fairly high scale with female respondents' mean score of 40.1 with standard deviation value of 9.11 and male respondents' mean score of 39.66 with standard deviation value of 9.45. From Levene's test on same data with p-value of 0.47, it is known that the variability among male and female respondents is similar. There is no significant difference in thinking between men and women respondents because of t-value=1.66, df. 1258 and p-value=0.098.

One way ANOVA test conducted on respondents' perceptions of managerial effectiveness and their age (in five age groups of < 20,20-29,30-39,40-49 and 50 & above) shows that respondents below the age of 20 years think differently as compared to their counterparts in other age groups. The perceptions of the respondents of 20-29 years age group are similar to those in the age group of 40 -49, but different from that of all other age groups.



The respondents in 30-39 age group are similar to 40-49 age group but different from other groups in perceptions on the issue of managerial effectiveness of women. The respondents in the age group of 40-49 differ from below 20 and 50 & above age groups. The perceptions of the respondents in the 50 and above and below 20 age groups on managerial effectiveness of women are significantly different as shown in the graph 1.

The association between respondents' perceptions on managerial effectiveness and their age are very small because of $\eta^2 = 0.002$. (η^2 value ≤ 0.01 implies that difference is small, association is moderate if $0.01 < \eta^2$ value < 0.14 , association is high if η^2 value ≥ 0.14 .) as per Cohen's test 1989. The percentage of respondents below the age of 30 years (44%), who think that women are more effective than men in managerial roles is highest of all age groups and the highest percentage of respondents (44%) who think that women are more effective than men belong to the age group of 30-39 years. The percentage of respondents who do not think women to be more effective is highest (39%) among those who are post graduates. The percentage of respondents who think that women are more effective than their male counterparts in managerial roles is highest (45%) among those who have 10 to 14 years of experience, followed by those who have less than 5 years of experience. The percentage of respondents who think that men are more effective than women in managerial roles is highest (54%) among those having 20-24 years of experience.

One-way ANOVA test conducted on perceptive scores given by the respondents of different educational background (Undergraduates, Graduates, Post-Graduates and Post-post Graduates) on women's managerial effectiveness implies that respondents with varied educational backgrounds differ significantly in their perceptions on this issue. The perceptions of post-graduate and undergraduate respondents are similar to any other groups on effectiveness of women in managerial functions. However, the perceptions of those with educational qualification above post-graduation and the graduate group differ significantly.

Another one-way ANOVA test conducted on perceptions of the respondents belonging to five experience-groups (< 5, 5-9, 10-14, 15-19, 20-24 and 25 & above), implies that there is significant difference in the perceptions of the respondents of different experience groups on the issue of women's effectiveness in managerial roles, in general. The multiple comparisons indicate that respondents belonging to 25 and above experience group differ from all other experience groups in their perceptions. There is similarity in the perceptions between any other two experience groups.

Human relation skills, sincerity, soft spoken, caring personality, patience and accommodating nature of women are the main characteristics to make them better than men in managerial roles. Perseverance, pragmatic attitude and consistency in relationships are other contributing factors for women being better than men for managerial roles. A Chi-square test implies that there is significant difference in the perceptions of male and female respondents (χ^2 -value=108.244^a, p-value=.000; df=9) on the differentiating characteristics of women to be better than men in managerial roles in their organizations. The respondents belonging to different age and experience groups differ significantly in their perceptions on this issue. Most of those who attributed human relation skills to be the superior characteristic of women are below the age of 40 years and experience less than 15 years. But there is no significant difference in the observations of the respondents with different educational background on the special characteristic of women, identified above.

The respondents, who considered men to be better than women in managerial roles, attributed, in order of priority, men's ability to work in complex environment, better controlling power, responsible behavior, dedication to duty and mobility as major contributing factors. A Chi-square test implies that there is significant difference in the perceptions of respondents of different sex, age, educational background and experiences, respectively, on the special characteristics of men to be better than women in managerial roles in their organizations.

4.3 Women and Functional Areas of Management

Out of 1260 respondents, 543(43%) consider women to be most suited for human resource functions whereas 240(19%),143(11%) and 98(8%) respondents consider women to be most effective in public relations, accounting & financial management and marketing management jobs respectively. A Chi-square test(Exhibit 1:Table 14) implies that respondents belonging to different sex, age, education and experience groups, respectively, differ significantly in their perceptions on women's suitability for different areas of managerial functions. Majority of respondents in all experience groups, especially those who are in younger age groups and with higher educational background, think that women are most effective in human resource management and public relation functions.

65 per cent of the respondents consider women to be best suited for middle level managerial positions, whereas 18 per cent considered them for junior level and 17 per cent for top level managerial positions. A Chi-square test, with χ^2 -value=37.576^a, p-value=.000; df=7, implies that male and female respondents perceive differently on women's suitability for different level of managerial positions. Similarly, the Chi-square tests were conducted on women's effectiveness in managerial positions and age, education and experience of the respondents respectively. The results of the test imply that respondents belonging to different age, education and experience groups, differ significantly in their perceptions on this issue.

Majority of the respondents with educational background of post graduation and above think that women are most effective when they operate at the middle level positions such as regional managers, general managers, or vice presidents, whereas most of the respondents who have graduate or undergraduate education consider women to be best suited for lower middle level positions such as managers, executives, divisional managers or project heads, in their companies. However, the position titles or the nature of job differ from company to company and therefore, such titles are only indicative at a particular level. Majority of the respondents with less than 15 years of experience find women to be most suitable for middle level positions whereas women are preferred for lower middle level positions by most of those with 15 or more years of experience.

4.4 Preference for Female or Male Boss

Only 24 per cent of the respondents, including 121 men, prefer to work with female boss whereas 31 per cent, including 77 females, prefer to work with male boss. However, 45 per cent of the respondents are interested to work with both male and female bosses. A Chi-square test with χ^2 -value=166.743^a, p-value=.000; df=4, implies that male and female respondents differ significantly while showing their preference for male or female boss. Similarly, Chi-square tests indicate that there is significant difference in the perceptions of the respondents belonging to different age, education and experience groups, respectively, on the issue of working with male or female boss. However, most of the respondents,

irrespective of their age, span of experience and educational background, choose to work with both male and female bosses.

The respondents below the age of 50 years, who do not think that married women are more effective in managerial roles than their unmarried counterparts, outnumber those who consider married women to be more effective. However, most of those who are in age group of 50 & above think that married women to be more effective in managerial roles. The Chi-square test implies that there is a significant difference in the perceptions of people belonging to different groups in terms of sex, age, educational background and experience, on this issue. 42 per cent of the respondents who are post-graduates, highest amongst all educational groups (Post PG-34%, 33% Grad and 12.5% Under-grad), think in favor of the proposition of married women being more effective in managerial roles than unmarried ones.

4.5 Women and Work-Life Balance

874 out of 1260 respondents (69.4%), including 67 per cent of males and 74 per cent of females, consider women to be better than men in terms of maintaining a work-life balance. The Chi-square test values imply that there is a significant difference in the perceptions of people belonging to different groups in terms of sex, age, educational background and experience, respectively, on this issue. 978 out of 1260 respondents (78%), including 80 per cent of male and 73 per cent of female respondents, suggest that both men and women should be engaged in household as well as official work as per their talents and interests. A Chi-square test indicates that the male and female respondents differ significantly on this issue because of χ^2 -value of 15.125^a, df=4 and p-value=.004.

4.6 Women in Handling Work Pressure

647 out of 1256 respondents (51.5%), consisting of 67 per cent of females and 45 per cent of males, think that women are more effective than men in handling work pressure in a composed manner. They are mostly from 20 to 40 years age group, highly educated (PG & Post-PG) but with less than 15 years of experience. 609 (48.5%) respondents, mostly graduates and undergraduates, from higher age group (40 to 60) with experience of 15 or more years, do not go with such proposition. The Chi-square test results imply that there is a significant difference in the perceptions of people belonging to different groups in terms of sex, age, educational background and experience, respectively, on this issue.

4.7 Effectiveness of Women in Human Resource Management

527 out of 1260 respondents (42%), including 54 per cent of the females and 36 per cent of the males, have found women to be more effective than men in managerial roles of Human Resource Management in their organizations, whereas 333 (26%) respondents, including 31 per cent males and 15 per cent females, consider men to be more effective for such jobs. However, 31 per cent of the respondents are indifferent to such proposition. Superior skills and ability to deal and engage with human beings are the main factors of women being effective in HR roles. A Chi-square test, with χ^2 -value of 47.169^a, df=3 and p-value=.000, implies that there is significant difference in the perception of male and female respondents on women's effectiveness in HR managerial roles. 741 out of 1260 respondents (59%), including 79 per cent of female and 50 per cent of male respondents, think that women are better than men in HR related decision making. A Chi-square test with χ^2 -value of 97.510^a, df=2 and p-value=.000, indicates that male and female respondents think differently on the effectiveness of women in HR roles.

The respondents' perceptions on effectiveness of women in HR functions was assessed on 5 points Likert scale of 1 to 5 (1-Poor, 2-Good, 3-Very Good, 4-Excellent and 5-Outstanding). The Women's effectiveness was rated on the 5 points scale independently on each aspect of HR functions, such as HR planning, recruitment & selection, compensation management, training & development, performance management, Industrial Relation, employee career development, counseling, stress management and aligning HR functions strategically with other core business functions. One-way ANOVA test conducted on respondents' perceptions of managerial effectiveness and their age (in five age groups of < 20, 20-29, 30-39, 40-49 and 50 & above) shows that there is significant difference in the perceptions of the respondents of different age groups on the issue of women's effectiveness in human resource management functions.

The multiple comparisons (Turkey HSD) test results respondents below the age of 20 years and in 20 to 30 years think alike but they differ from their counterparts in other age groups. The perceptions of the respondents of 30-39 years age group are similar to those in the age group of 40 -49, but different from that of all other age groups.

Similarly, one-way ANOVA test conducted on respondents' perceptions of managerial effectiveness and their educational grouping (Undergraduates, Graduates, Post-Graduates and Post-post Graduates) implies that respondents with varied educational backgrounds differ significantly in their perceptions on this issue. The perceptions of only undergraduate respondents are similar to all other educated groups on effectiveness of women in HR managerial functions. However, those who are educated higher than post graduation are different in their views from post graduates and graduates. The perceptions of post graduate respondents are similar to those of graduates and undergraduates but different from post-post graduate groups on this matter.

Another one-way ANOVA test conducted on respondents' perceptions of managerial effectiveness and their experience (in five groups of < 5, 5-9, 10-14, 15-19, 20-24 and 25 & above) implies that there is significant difference in the perceptions of the respondents of different experience groups on the issue of women's effectiveness in human resource management functions. The multiple comparisons indicate that respondents having 15 to 19 years experience have similar perceptions as compared to their counterparts in other experience groups. The perceptions of the respondents having less than 5 years experience differ significantly from those of 10 to 14 years experience group but are similar to those of other experience groups. Similarly, respondents of 5 to 9 years experience group show similar perceptions with all experience groups except the group having 25 and more years of experience. 10-14 experience groups differ from less than 5 years group as well as the group having 25 and more years of experience and do not differ from other groups on this issue. However, those with 20 to 24 years of experience differ only from those who have more experience. The respondents having 25 and more years of experience differ from all groups except 15-19 years experience group.

The respondents' views on impact of professional education with specialization in human resource management (e.g. MBA with HR specialization) on effectiveness of women in HR managerial roles are sought. 992 out of 1260 (79%), including 80 per cent of males and 76 per cent of females, respondents are of the view that women with professional management education in human resource management are better in HR managerial functions than those women HR managers without such educational background. However, male and female respondents think differently on this issue because of χ^2 -value of 9.344^a, df=3 and p-value=.025.

Conclusions

Though there is a rationale behind associating competencies, not the gender of a corporate manager with his or her managerial effectiveness, majority of the respondents still believe that gender has impacts on managerial effectiveness in India. Men are considered by many to be more effective than women as corporate managers in India. People still prefer men for key managerial functions such as leadership at the top and junior levels, strategic decision making, business negotiation, sales and marketing, managing industrial relations, risks and challenges and field operations. Women are considered more effective than men in human resource functions, leadership roles at middle level, customer relationship management jobs and in terms of maintaining a work-life balance. But the respondents from public sector and private sector companies differ significantly in their perceptions on this issue. Though the respondents of different age groups do not think differently, people with different span of experience and level of education differ significantly in their perceptions.

Superior interpersonal skills, ability to deal and engage with human beings are the main factors of women being effective in HR roles. Professional education such as MBA with specialization in HR helps women to be more effective in managerial roles. Both female and male respondents rated effectiveness of women in managerial roles, on several key parameters, at a fairly high scale. However, there is significant difference in the perceptions of male and female respondents towards women being better than men in managerial roles in their organizations. Young managers are more favorable towards women's managerial effectiveness. Those in older age groups and with varied educational backgrounds differ

significantly in their perceptions on this issue. People above 50 years of age find married women to be more effective in managerial roles where as those who are in younger age group do not find any association between managerial effectiveness and experience from married life. There is less preference for female boss, even by a good number of women respondents, compared to male boss. The male and female respondents differ significantly while showing their preference for male or female boss. However, there is no much demand for gender preference, rather than the behavioral competencies in a boss in corporate organizations.

Though women in Indian corporate sector are generally perceived by their colleagues as less effective than men there are exceptions of women being more effective in a few individual cases. Women seem to be in a hinterland to establish their identity as equally effective corporate managers as their men counterparts. Though women have established their presence in good number in service and agriculture sector, people are of the views that it will take another 30 years or so to see both men and women in equal parlance, handling all managerial roles in Indian corporate sector.

Limitations

Though the study is based on perceptions of 1260 managers of 60 companies from different sectors, there is no adequate representation from all types of organizations such as agriculture, agribusiness and development sectors. It did not cover the people in non-managerial roles who could have shared different views on effectiveness of women. Further, it was not possible to get response from managers working at all levels who were targeted as per sample distribution due to their busy work schedules and difficulty in establishing contact with them. Therefore, the conclusions made in this paper may not fully reflect the views of entire managerial workforce in India. Therefore, further research studies should focus on single sector or on managers belonging to Baby boomers, Gen X and Gen Y categories to have deeper understanding of perceptual differences on women in corporate. Case method may also be used for more in-depth study on women's effectiveness in discharging their roles in corporate sector covering competency, contextual and gender aspects.

References

- Agarwal, Bina. 2010. "Women's Control Over Immovable Assets: A Vital Key." Pg. 69 in *Power, Voice and Rights: A Turning Point for Gender Equality in Asia and Pacific*. Asia-Pacific Human Development Report. Delhi, India: McMillan Publishers for UNDP.
- Alpizar Duran, Lydia. 2010. Keynote Speech: High Level Roundtable. 54th session of the UN Commission on the Status of Women, United Nations Headquarters – NYC, March 1-12 2010.
- Batliala Srilata. 2007. 'Walk Beside Us', Intervention at the High Level Thematic Debate on Gender Equality and Women's Empowerment held by United Nations General Assembly, NYC, March 6, 2007.
- Bisnath, Savitri and Diane Elson. 1999. *Women's Empowerment Revisited*. Background Paper, Progress of the World's Women. UNIFEM
- Buvinic, Mayra, Andrew Morrison, A. Waafas Ofosu-Amaah and Mirja Sjoblom, editors. 2008. *Equality for Women: Where Do We Stand on Millennium Development Goal 3?* Washington DC: World Bank.
- Census of India, 2001
- Chadha, R. (2002, December 19). Of Mars and Venus. *Business Line*. Retrieved from <http://proquest.umi.com/pqdweb?Did1/40000000270062871&Fmt>
- Desai, Manisha. (2010/14). Hope in Hard Times: Women's Empowerment and Human Development. United Nations Development Programme. *Human Development Research Paper July 2010/14*, p.5
- Gothoskar, S. (2000). Teleworking and Gender. *Economic and Political Weekly*, 35(26), 2293-2298.
- Grown, Caren. 2010. "Keynote Speech at the 54th CSW Meetings." <http://www.awid.org/eng/Issues-and-Analysis/Beijing-15/Communicating-Beijing-15/Communicating-Beijing-15/Keynote-Speech-by-Caren-Grown-Economist-In-Residence-American-University>
- International Labor Organization. 2010. *Women in Labour Markets: Measuring Progress and Identifying Challenges*. Geneva, ILO.
- 2009. *Recovering From Crisis: A Global Jobs Pact*. Resolution adopted at the 98th session in June 2009.
- 2009a Global Employment Trends for Women. ILO, Geneva.
- 2002. *Women and Men in the Informal Economy: A Statistical Picture*. ILO, Geneva.
- International Trade Union Confederation. 2009. *Gender (in)Equality in the Labour Market*
- Jhabvala Buvinic, R., & Sinha, S. (2002). Liberalisation and Women Worker. *Economic and Political Weekly*, 37(21), 2037-2044.

Naqvi, Farah. (2011). Perspectives of Indian Women managers in the Public Sector. *Indian Journal of Gender Studies*, 18(3), 279-309, CWDS, Sage Publications, London

United Nations (UN), 2000, March 22). Background Paper forum Statistical Division, The World's Women 2000: trends and Statistics. Number of Working women rising. e-paper. Financial Express, India. Retrieved from <http://www.financialexpress.com/news/number-of-working-women-rising/160012>

UNIFEM Report, 2010

Exhibit 1

Table 1
Sector wise Distribution of Male and Female Respondents

Sector	No. of Respondents		Total
	Female	Male	
Public	112	401	513
Private	269	478	747
Total	381	879	1260

Table 2
Respondents from different Type of Companies from Public and Private Sectors

Sector	No. of Respondents			Total
	Mfg	Banking	Others	
Public	319	181	13	513
Private	145	253	349	747
Total	464	434	362	1260

Table 3
Male and Female Respondents from Different Age groups

	No. of Respondents					Total
	<20	20-29	30-39	40-49	50-59	
Female	9	205	123	29	15	381
Male	23	300	220	158	178	879
Total	32	505	343	187	193	1260

Table 4
Male and Female Respondents with Different Educational Background

	No. of Respondents				Total
	Post PG	PG	Grad	UG	
Female	48	281	49	3	381
Male	80	643	151	5	879
Total	128	924	200	8	1260

Table 5
Male and Female Respondents from Different Experience Groups

	No. of Respondents						Total
	<5	5-9	10-14	15-19	20-24	25+	
Female	173	110	56	13	13	16	381
Male	238	231	113	48	70	179	879
Total	411	341	169	61	83	195	1260