

# **WIVES' CONTRIBUTION TO EXECUTIVE GROWTH**

*Thesis submitted to the University of Cochin  
for the award of the Degree of  
Doctor of Philosophy  
under the faculty of Social Sciences*

*By*

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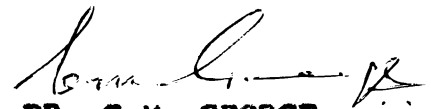
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**C E R T I F I C A T E**

**This is to certify that the thesis  
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by Mrs. Celine K. Scaria for the degree of Doctor of  
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original work done by her under my supervision and  
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**D E C L A R A T I O N**

I declare that this thesis is the record of bonafide research carried out by me under the supervision of Dr. C.M.George, Professor, School of Management Studies, University of Cochin. I further declare that this has not previously formed the basis of the award of any degree, diploma, associateship, fellowship or other similar title of recognition.

Cochin - 22,  
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## CHAPTER - I

### INTRODUCTION

The second half of the twentieth century witnessed unprecedented efforts by women to enhance their status and role in society all over the world. Declaration of the year 1975 as the International Year for Women by the United Nations is considered an epoch-making event in the march of civilization. This is also considered a recognition of women's roles mainly as the nerve centre of family welfare. The Mexico World Conference of International Women's Year emphasised "The full and complete development of any country requires the maximum participation of women as man in all fields. The under-utilisation of the potential of approximately half the world's population is a serious obstacle to social and economic development".<sup>1</sup>

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<sup>1</sup> Mahta, Sushila, Revolution and Status of Women in India, Metropolitan Book Co. Ltd., New Delhi, 1982, p.221.

On the importance of women's full participation in all decision-making processes Mrs. Helvi Sipilä, Secretary to Women's International Year declared "The participation of women in the decision-making process is bound to remain unbalanced unless radical action is taken to break the vicious circle by providing women with equal opportunities, so that they can play their full role in society. It is high time to acknowledge that the denial of women's rights and opportunities is at the root of all our development problems and socio-economic ills".<sup>2</sup>

Research studies on women carried out under different cultural contexts have identified a number of roles that are significant - Male, C.A. - 1969 on changing status of women in post-independent India; Thomas, P. - 1970 on Indian Women through ages; Kapoor Premilla - 1974 on Changing Status of Working Women in India; Jain Devaki - 1975 on Indian Women, are some very rare literature dealing with women in India, relating their role in the family and other institutions to which they belong.

No scholar seems to have identified the role of the wives of business executives as a subject-matter worthy of deeper probe and understanding. The wives are, in fact, the

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<sup>2</sup> Text of the address by Mrs. Helvi Sipilä, Secretary to Women's International Year, Department of Social Welfare, Government of India, New Delhi, 1975.

pace setters in social change without being organised or being part of any organisation as such and without being aware of their influence. This tiny section of Indian womanhood has a profound influence on the rest.

### 1.1 Importance of the Subject

'While mankind has been slow to grant women full recognition, her influence on the course of human progress has never been in dispute. The thread of woman's influence stands out in the unravelling of all recorded history. Helen of Troy and Cleopatra of Egypt are glorious examples of women whose influence was greater than that of many men of their times'.<sup>3</sup> It is noteworthy that some of the most active chapters in human history occurred during the reigns of such feminine rulers as Catherine of Prussia, Mary Queen of Scots and Queen Elizabeth-I of England. History repeatedly records the influence of women who wielded their power behind the formal authority of a man. Our late Prime Minister Mrs. Indira Gandhi is unparalleled in Indian History. Nobody who writes Indian History cannot avoid contributing a chapter exclusively for her highlighting her personality and political acumen in dealing with contemporary national and international matters of importance. British Prime Minister Mrs. Margaret Thatcher and

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<sup>3</sup> The World Book Encyclopaedia N-X 20  
Y-Z,  
Field Enterprises Educational Corporation, U.S.A. 1970,  
p.316.

former Sri Lankan Prime Minister Mrs. Sirimavo Bandaranayake are also personalities of outstanding statesmanship. Women belonging to the lower strata of the society influences on the course of history than any of the so-called 'great women' of the ages. It is seen that women played vital roles in all the great movements of mankind. The French Revolution could not have succeeded without the 'citizenesses' who encouraged their men and even fought with them in the barricaded streets of Paris.

Beginning with the Industrial Revolution in the 1760's women began taking their due place in industrial life. According to 'O'Malley "The industrial revolution has brought about changes that are more fundamental to in the case of women than men. To men it brought a new conception of the world of material resources, ethical standards, political possibilities but to women it brought slowly but potently a new status of themselves as human beings in a social order".<sup>4</sup> In an industrial set up, women are exposed to new roles, other than their traditional roles as Mothers and Housekeepers.

As commonly observed, the vitality of a business enterprise is largely dependent upon the vigorous men who manage it. The executive role is therefore important in the sense that he is the man at the helm of affairs. The success

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<sup>4</sup> O'Malley, L.S.S. (ed.), Modern India and the West, Oxford University Press, London 1941, p.443.

of an executive in his profession depends upon many factors such as the organizational set up, his educational background and his family atmosphere. In the family atmosphere, the role of the wife is considered very significant. 'We control a man's environment in business and we lose it entirely when he crosses the threshold of his home', says one executive'.<sup>5</sup>

'Man's love is of man's life a thing apart' Byron once observed "It's woman's whole existence". A common feminine observation is that man's major satisfaction comes from his home. If he is happy there, he can be happy in his work and vice versa. This implies that the role of a wife is something which is to be taken into account seriously.

It is often acknowledged that behind every successful leader or executive there will be a woman especially the better half, if the person is married. History gives examples of many a great lady like Kasthubai Gandhi, Kamala Nehru, Countess Mountbatten, Mrs. Eleanor Roosevelt, Mrs. Krupskya Lenin and others who motivated their husbands to the path of success.

The woman behind Bapu was Kasthubai. Fisher calls them "a model couple, she the acme of service, he a paragon of consideration". 'Kasthubai Gandhi was one of these simple,

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<sup>5</sup> Whyte, William, H., "The Wife Problem", in The Other Half, Roads to Women's Equality, (eds.) Cynthia Fuchs Epstein, William J. Goode, Prentice Hall Inc., New Jersey 1971, p.79.

gentle, deeply religious person, who seemed to go through life as in a dream'. She never showed any jealousy though she was surrounded by people who poured out the affection on Gandhi but she could be quietly authoritative when necessary. When Gandhi was in one of his strident mood, she would always put in a quiet word, and bring him down to earth'.<sup>6</sup> Kamala Nehru stood by Pandit Nehru, in all his endeavours. She tried her best to participate in the freedom struggle and sacrificed many a pleasures for the very cause of her husband. Mrs. Eleanor Roosevelt was always an inspiration for President Roosevelt of the United States. Another great lady was Countess Mountbatten. She did her maximum work in south-east Asia. So also Mrs. Krupskya Lenin, who exhibited uncomplaining devotion and confidence to Lenin. 'She not only shared his spartan existence in London, Paris, Switzerland and Germany, but also threw her considerable talents into furthering his revolutionary aims'.<sup>7</sup> Mrs. Elizabeth Barret Browning was the angel behind Browning's powerful expression. Similarly the woman behind Disraeli was his wife, who was several years senior to him.

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<sup>6</sup> Payne Robert, The Life and Death of Mahatma Gandhi, The Bodley Head, London 1969, pp.497-498.

<sup>7</sup> Canning John, 100 Great Modern Lives, Asia Publishing House, Bombay 1965, p.352.

Thus there is sufficient evidence to establish that wives do contribute to the success of their husbands and their roles may be considered very significant. 'Many feminists have expressed the hope that the impact of wives personality will humanize whatever world's women penetrate'.<sup>8</sup> 'The wife is a more conspicuous consumer, because every aspect of hers reflects on her husband'.<sup>9</sup> She is the guardian, the custodian, the stayer-off all possible disasters.

In a new book, "The Changing Life of the Corporate Wife" Marian Vandervelde, wife of a top American executive made an attempt to bring forth the importance of the wives' roles in relation to their husbands' career. She says "In no occupation except the corporate world is the wife's involvement so imperative, so regimented and so demanded. The expectation is that she should sacrifice herself at all costs to accommodate his needs".<sup>10</sup>

Again, James C. McDermott, Assistant Dean at Fordham University's Graduate School of Business Administration spells it out "More corporations had better start taking notice of

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<sup>8</sup> Torry Jones, W., "The consequences of equal opportunity for women", in Women in Management (ed.), Betty Ann Stead, Prentice-Hall, Inc., New Jersey 1978, p.308.

<sup>9</sup> Benet, Mary Cathelene, The Secretarial Ghetto, McGraw-Hill Book Co., New York 1972, p.513.

<sup>10</sup> Murray, Thomas, J., "Who is the Executive Wife", Dan's Review, Vol.113, No.5, May 1979, p.119.

the executive wife, because increasingly she is the third party in most of the decisions made between her husband and his company. More companies will discover that one of the reasons they lose or cannot attract good managers is that they are not involving the wife in corporate decisions affecting the husband's career and subsequently her life".<sup>11</sup>

'London Management Consultant David Diehl feels that government should realize the value of a wife's help in business situations'.<sup>12</sup>

Thus, it is noticed that there is a measure of awareness about wives' importance with regard to their husbands' profession. No doubt, her contribution can be a powerful one, for she is located at the nerve centre of economic leadership; and with her help man will succeed.

#### 1.1.1 Relevance of the study

In the past decade, more than ever, the contribution of women has attained increasing significance in all societies. But hardly any attention has been paid to executives' wives, a group traditionally considered one of the most self-effacing and exploited in the Indian society. It is observed that the

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<sup>11</sup> Berkwitz, George, J., "Corporate Wives: The Third Party", Dun's Review, Vol.100, No.2, August 1972, p.62.

<sup>12</sup> International Management, Vol.XXVII, No.4, April 1972, p.7.



executives' wives, by virtue of their position are contributing in one way or other to the career advancement of their husbands. Sometimes the contribution may be direct, and some other times it is indirect.

It is interesting that every husband too knows that his wife plays a significant role not only in his personal life, but also in his business success. In fact a happy and peaceful homelife created by the wife enables the executive to channel his capabilities to his profession to a large extent. But it has never been fully recognised by any that the role played by a wife is of vital importance in building up the executive competence of her husband.

It is also seen that wives too are not fully aware of their crucial role in their husbands' achieving greater heights in their concerned fields. Very few know what they should do and should not do to help their husbands to achieve the required professional competence.

The corporate views on wives' roles and their subsequent involvement in their husbands' career seem to be quite surprising. Eventhough the corporate magnates are aware of wives' influence on husbands' professional advancement, they seldom give credit to this factor.

Again, it may be an eye opener for the corporations, which hardly take note of the executives' wives, their likes

or dislikes, their expectations or frustrations. They are to understand that man in his totality, and decisions affecting his family has to be taken seriously. More over they should respect the right of the wives by understanding the exact role played by them. Thus, this study is to understand the roles and contributions of executives' wives to the success of their husbands in their professions.

In general, the findings of the study, we hope, would be helpful in minimising the gap between the corporations and the wives, and also to make the wives aware of their peculiar role in the career advancement of their executive husbands.

#### **1.1.2 Scope of the study**

This is just an experimental study confined to a narrow geographical area of greater Cochin. The respondents are selected from industry, again confined to manufacturing and activities allied to it. There is a pre-dominance of Public Sector undertakings (75%). The management personnel included is not by any deliberate choice, but they turned out to be of Kerala origin. Their housewives too, are of the same origin and consequently their cultural pattern is more or less the same order. The communities to which these executives belong, are the predominant communities in the area with homogeneous culture perhaps with insignificant differences in

cultural level. The exposure of these executives and their wives to outside Kerala either for studies or for employment is also not significant. It is, therefore, a purely geographical study on an experimental basis. The result of this study may not be applicable to all India Society or a wider society than what is noticed in the locality. When several similar studies are done elsewhere in the country and their results integrated, an all India picture may emerge.

### 1.3 Literature

This is a subject on which literature is very scanty. However every possible attempt has been made to collect whatever relevant material is available. Hence we could lay hands upon some of the following:

#### 1.3.1 Review of literature

'In the present era of our stiffer international competition, the health and survival of every organization and country depends on the quality of its manpower, especially of its managerial personnel'.<sup>13</sup> Hence the role of an executive is important. He is trying to guide the activities of people in an organization, where the purpose is complex and changing

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<sup>13</sup> Philip, J., "General Management Executive Development", Indian Manager, Vol.11, No.1, January 1971, p.55.

where internal and external obstacles arise constantly. The wife's role in this relation is a sort of mould which shapes the growth of the executive. Perhaps, no role in society affords more of a sense of accomplishment doing vital things than the wives' roles. The image of wives has many relevant dimensions like the spiritual, sexual, intellectual and managerial which affect the entire family. Wives do inspire the behaviour pattern and efficiency of the family members especially their husbands. It may be said that the success and failure of an executive depends mainly upon the type of wife he has got. 'He will not be able to function properly if he is obliged to worry about his family life. A wife involved with the day-to-day activities of housekeeping has only gossip and general conversation with her friends interspersed with anecdotes about children with which to enthrall her husband'.<sup>14</sup> He on the other hand, probably, travels frequently, meets well-known people and is involved in matters of great interest and importance. This creates an imbalance in mutual conversation and which may result in a feeling of inferiority and inadequacy causing unhappiness. Here, the executive growth may be retarded due to the negative influence of wife. In many cases, the executive discusses his career and what it means to him with his

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<sup>14</sup> Barton, Anthony, The Hungry Executive, Business Books Ltd., London 1972, p.116.

wife, so that full understanding can be reached between them as to the work involved and the potential reward. The matter becomes an agreement contingent on the executive achieving certain goals within a given period.

'A wife will be a V.I.P. to the executive, if she thinks through his problems, and brings in fresh ideas which will have meaning to him. She will derive greater satisfaction from her role, if she considers herself part of the contributing team'.<sup>15</sup> Often the attitude, constructive criticism, encouragement and consideration of the wife will make an adequate or good executive a superior one. It is seen that wives adorned with high sense of determination, self-confidence and motivation do play a major part in the professional advancement of their husbands.

#### 1.2.1.1 Types of wives

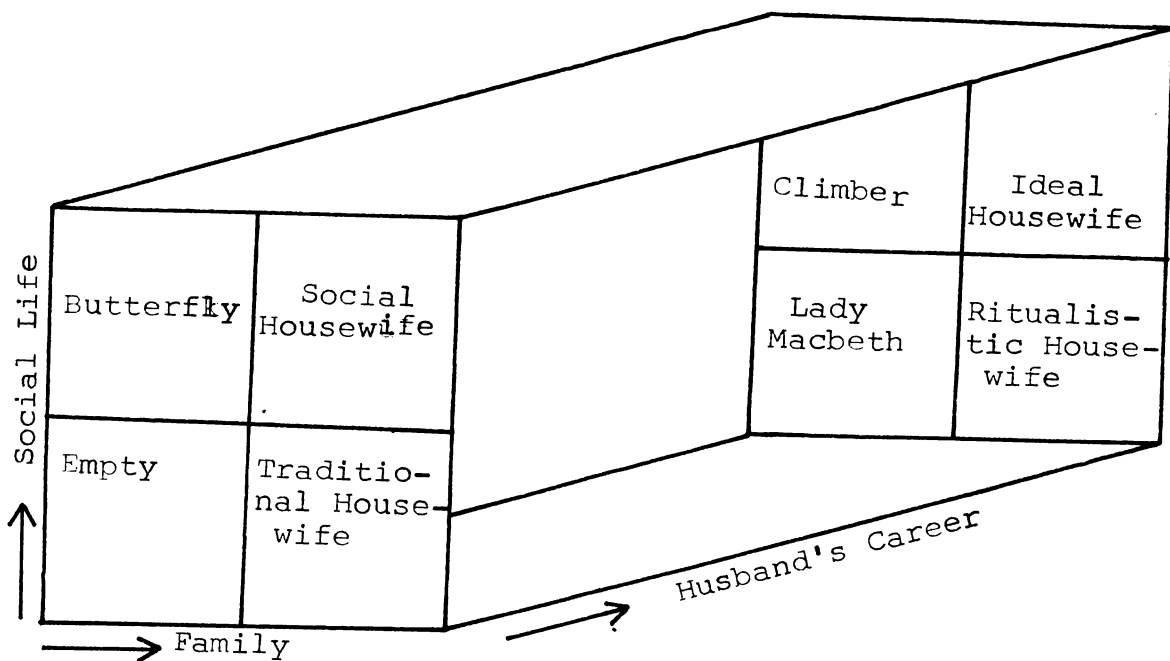
Taking into consideration the multifarious roles played by wives, experts have identified different types of wives. According to Mr. Sharu S. Ranganekar,<sup>16</sup> a leading management consultant, wives are generally classified into eight types, in relation to family, society and husbands' career. They

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<sup>15</sup> Winter Elmer, L., The Successful Manager/Secretary Team, Parker Publishing Co. Inc., New York 1974, p.25.

<sup>16</sup> Ranganekar, Sharu, "Managing Partners", Kerala Personnel, No.7. July 1984. pp.7-9.

include empty, traditional housewife, social housewife, butterfly, ritualist housewife. Lady Macbeth, social climber and ideal housewife.



### Empty:

Here the wife is neither interested in family nor in her husband's career nor in society and the degree of contribution is very low in all the three dimensions. In most cases she may cause tension and will adversely affect her husband's career.

**Traditional housewife**

Here, the interest centres round the family only. Society and husband's career are neglected. She tends to follow the traditional life of a housewife engrossed entirely in the family. Hence contribution is only on family.

**Social housewife**

This type of wife is able to combine concern for family with concern for social life, but feels low concern for her husband's career. As a result she can have a fairly busy life for herself, but may not be able to give psychological support to her husband.

**Butterfly**

This managerial wife is interested in outing, going to clubs and other allied activities. No care is shown on family, or husband's career. Such wives become a source of tension and reduction in the managerial effectiveness of their husbands.

**Ritualist housewife**

The wife does pujas and mantras for the well-being of her husband and the family. No interest is shown on society and she is not contributing anything for her husband's career.

Lady Macbeth

She is too much interested in her husband's career, his promotion and other things. She is neither bothered about family nor about the society. Here the degree of contribution on husband's career is very high and she keeps on nagging him to improve his position.

Social climber

The wife is trying to reach the top of the social ladder, and in order to achieve that goal, she is doing her best for her husband's professional growth. She tries to use her social charms to improve the prospects of her husband. She has a high concern for social life, but low concern for family.

Ideal

This is a combination where there is high degree of contribution on family, society and husbands' career. According to Ranganekar this is the ideal type of wife, but she is very rare to be seen.

Supportive caring wives

Charles Handy<sup>17</sup> in his article "Working Couples and Greedy Occupations" talks about yet another type of wives

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<sup>17</sup> Handy Charles, "Working Couples and Greedy Occupations", in Working Couples (eds.), Rhona Rapport and Robert M. Rapport; Routledge & Kegan Paul Ltd., Passim 1978, p.44.



who are supportive and caring to their husbands' career. These wives get their satisfaction mainly from looking after others, and they are not at all dominating in their dealings with their husbands. According to him, most of the executives' wives fall into this category.

The caring wife concentrates her activities around the home, the husband-wife relationship, the family and their social network. She considers his achievement and stress up to a point as her goals as well. The husband is expected to help the wife in the home, to take major policy decisions concerning it, but the wife is operationally in charge of home, just as he is in charge in the work arena. The wife tends to be generally supportive of her husband in his work although she does not show too much interest or involvement in its details. The wife's task is to absorb her own problems and those of managing the family and not burden her husband. A caring wife tends not to want to express her tensions protecting the family from them and suffers in silence and solitude. It is observed that these relationships have a secure predicability based on traditional norms. They can appear conventional to an outsider but a man who is fully involved in his work may feel that he wants this kind of home base.

### 1.2.1.2 Executive life as seen by wives

The executive life is in fact, one which demands a price in effort, in hours, in stress and in self-discipline. 'It is hard work for both the executive and his wife, and is unfair to them both to pursue it, if it becomes obvious that the career has come to a stand still'.<sup>18</sup> Hence a wife has a great responsibility in working with her husband and helping him to achieve his goals, aspirations and ideals. If she doesn't know his aims, his aspirations, his job responsibilities, what he is striving for, chances are that she may be at odds with what he is trying to do. The wives seek the maximisation of the husbands' career (in which the wife shares vicariously and indirectly) the provision of a caring atmosphere in the home by the wife attending to the husband's needs for nurturance and the acceptance by the wife of the benefits of being supported and provided for in order to achieve the satisfaction of mothering, wifely care and home making during the busy phase of the executive's life.

Eventhough the work of a homemaker is an essential service, many of the executives' wives feel that they are not given due recognition for their various contributions. Here are some of the common complaints made by executives' wives:

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<sup>18</sup> Barton Anthony, op. cit., p.116.

- You always talk about your business and dine with business friends.
- You live high on your expense account, while I eat bread and dripping.
- You spend too much time on the road and too little with the children.

'If the shoe fits, then don't gloss over such gunblings', says William, R. Sears, the San Francisco Management Consultant. 'The best business careers are based on happy marriage'.<sup>19</sup>

As management psychologists note, the average executive shows remarkable ability to repress his home worries while on the job, rarely, however, can he shut out office worries at home. But many of the wives depict a different picture. "If he has had a rough day, I don't want to hear it. He'd only get mad and say things the children shouldn't hear" says one wife.<sup>20</sup>

### 1.2.1.3 Corporate attitude

Over the last few decades many corporations have been evolving a pattern of social and community life to provide their members with more and more of their basic social wants. Yet one of its principal members remain officially unnoticed,

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<sup>19</sup> International Management, Vol. XXII, No.2, February 1967, p.14.

<sup>20</sup> Whyte William, H., op. cit., p.84.

the wife. Eventhough she is the driving force behind the executive, the corporations seldom give her credit for her contributions. So far, organisations have concentrated only on the manager's role during working hours and tried to improve his effectiveness. They have not yet understood that the non-working hours of the manager are as important as his working hours, and the contribution of the managerial wife is as important as that of the husband. A typical corporate attitude is to think of the wife as an adjunct to the husband, sometimes helpful, but always a problem. For the good of the corporations many executives believe it is high time the matter was remedied.

'With a remarkable uniformity of phrasing, corporation officials all over the country sketch the ideal wife. She is a wife who is highly adaptable, is highly gregarious and realises her husband belongs to the corporation'.<sup>21</sup> As it is explained the good wife is good by not complaining when her husband works late, by not fussing when a transfer is coming up and by not engaging in any controversial activity. The expectation is that she should sacrifice herself at all costs to accommodate his needs.

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<sup>21</sup> Whyte, William, H., op. cit., p.79.

Though the wife fulfills what is expected of her, the treatment by the corporations is not praiseworthy. Most of the companies treat the wives as an unavoidable evil. 'Of course once in a blue moon the Chairman may climb down from his high pedestal to extend an invitation to Mrs. & Mr. Executive to meet the visiting dignitary'.<sup>22</sup> As a consequence the wife is obliged to discard the millions of domestic chores, and would light up the occasion with much effort.

With regard to wives' education, the corporations' stand is even more surprising. It is not so important for the wife they say to have gone to college. But if she hasn't, the corporation people warn she is prey to an inferiority complex, that makes it difficult for her to achieve real poise. Some corporations accordingly make it their business to find out whether or not the wife has a degree. More and more corporations these days are interviewing the wives before hiring executives. Roughly half of the companies in U.S.A. have made wife screening a regular practise, and many others seem about ready to do so.

There is of course, another side to the picture. Many companies that have extensive wife programmes do not attempt to social integration. And some not only look on the wife as

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<sup>22</sup> Abraham, P.K., "Corporate Wives Unite", Industrial Times, Vol. XXIII, No. 8, April-May 1961, pp. 23-24.

none of their damn business, but to take active steps to see that she does not get close to them.

Hence, management has a challenge and obligation to plan and provide a favourable attitude on the part of the wife that will liberate her husband's total energies for the job.

#### **1.2.1.4 Problems faced by executives' wives and their solutions**

Since the executives' lives are full of stresses and strains wives are the worst sufferers. There are many problems faced by the wives, on account of their husbands' strenuous work. Of these the most important is the transfer problem. It is a common trend seen among some of the organizations to transfer executives frequently. Here a wife is hardly consulted or her feelings even considered. This transfer involves change of residence for the couple and change of school for the children. 'By the time she locates the milk booth, the ration shop, the school bus stop, fix up the ration card, the gas connection, the leaking tap and shocking plug, the order to pack up comes. This time with a sugar coat of a promotion'.<sup>23</sup>

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<sup>23</sup> Ibid.

No doubt the husband's work and career continue and his adjustment with the new set up is quicker and faster. But the wife's social life is cut off. It goes on until retirement part them for ever from the corporate bondage. 'The strains and tensions as a result of corporate transfers are traumatic if the cycle of moving and adjustment is repeated too often'.<sup>24</sup>

The wives in general are insecure about when they are going to be moved. They wonder whether they should bother to establish roots in a community which they need to do psychologically. Even the sense of belonging that can come with living in the same community for a pretty long period is denied to many women by frequent corporate transfers. Their lives become fragmented, disorganised and temporary through excessive moves. Regarding this Henry Freeman, Executive Director of the Family and Children's Service of Pittsburg says "We constantly see the wife who simply has moved once too often. She's finally become exhausted from battering down the walls in each community she comes to. She gets depressed, lets everything go, withdraws, worries the hell out of her husband".<sup>25</sup>

Excessive travel done by the executives is another problem, which affects the wives. Some wives may resent long and

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<sup>24</sup> McFarland, Dalton, E., Action Strategies for Managerial Achievement, AMACOM, New York 1977, p.139.

<sup>25</sup> Baruch, Jeffrey, A., The Individual, Business and Society, Prentice-Hall Inc., New Jersey 1977, p.442.

continuous travel or time spent in business entertainment. Many self-made men, particularly if they marry young, find that their wives have great difficulty in adjusting to the new surroundings of their husbands' executive life.

'The older generation of executives' wives face another problem. Since they did not have high level of education they never aspired for a career of their own. They saw their role as being a support system to their husbands'.<sup>26</sup> They are very well adjusted. The wife knows her role and doesn't feel upset by it. Such a wife, normally gets problems at the 'empty nest' stage, when the children have left home. Then they are in trouble because they have no role to play now. There is no family to support any more but just the husband.

#### 1.2.1.5 Career women as executives' wives

Similarly, when a wife is employed, she may have to face quite different problems than those mentioned above. A wife may have to carry a greater share of the burden of house management, since it is still foreign to the husband's role in India to engage in more than a minimum of household chorus such as preparing meals, doing laundry or managing children.

Two special kinds of problems are worth noticing with respect to a career woman. One is the case where the executive

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<sup>26</sup> Cooper, Carry, L., "Stressing Family Life", International Management, Vol. XXV, No.5, May 1980, p.38.



is offered a transfer or promotion elsewhere. The wife has to take a difficult choice between changing jobs or enduring some degree of separation. If she cannot meet the demands, resentment may develop, as it also might for one who is forced into a change to preserve the marriage.

A second problem occurs when both the executive and his wife are working in the same organisation. There may be important status differences in the jobs they hold. 'If the man has the higher status job, the wife may be perceived as "helping out financially" or "working for the fun of it" or keeping busy to ameliorate the empty-nest syndrome when the children have left home'.<sup>27</sup> Where the husband has the lower status position, adjustment problems are greater.

### Solutions

If companies are moving a manager, then they should really "sell" the idea to him. They should provide him with all the organisational support he needs for his family and everything else. The corporations should respect the rights of the corporate wives. They are not dumb domestic animals to suffer the cruelty of corporate decisions. The husbands also must be aware of the greater demands that are being placed upon their wives and must be sensitive to the role

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<sup>27</sup> McFarland, Dalton, E., op. cit., p.143.

that is expected of him. With each achieving a better understanding of the other person's responsibilities as well as his or her own, they can minimize the stressful impacts that cause strain or tension in a marriage.

Regarding the relocation problem, the husband taking unilateral decision is not wise. He must discuss it thoroughly with his wife and the children as well. While the transferred husband's role continues and his standing and reputation from the old job accompany him, the wife's and children's ties to the community, social standing and identities as persons are essentially non-transferable. The husband can do much help by being aware of the identity needs of his wife and family. More and more women are highly educated and have wide interests and many skills. Treating them as mere housemaids simply will not suffice in today's world.

As for the problems related to the status differential the wife needs to be aware of the attitudes, ideas and feelings of her husband, regarding the status differential. The husband too must be aware of the greater demands that are being entrusted upon his wife and must be sensitive to his own role.

James L. Hayes of the American Management Associations asserts that 'companies must modify their approach to see that wives receive more recognition praise or even tangible rewards.

He suggests such practical policies as paying for wives to travel with their husbands, financing their educational programmes, paying for child care, and providing life insurance for wives'.<sup>28</sup> Thus in every possible way the company should recognize the importance of the wives.

1.2.1.6 Vanderveelde's study<sup>29</sup>

Mariane Vanderveelde, wife of a top American executive and a practising psychotherapist has done an extensive study on the life of the corporate wives. According to her, the corporation is demanding more from the wife. She is expected to remain supportive and uncomplaining about the long hours put in on the job. "The expectation, the duty as nourished by the corporation" Vanderveelde says, 'is that she should sacrifice herself at all costs to accommodate his needs'. She feels that, the practise of wives' entertaining company clients and attending business conventions creates conflicts and drains a wife's freedom of choice. Such social duties, compel the corporate wife to hide her true self to be charming and friendly with people she may dislike, in order to save the husband's reputations.

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<sup>28</sup> Ibid., p.140.

<sup>29</sup> Murray, Thomas, J., op. cit., pp.119-121.

She pleads that corporate wives should rebel against the corporate evils and they should be selfish. They should keep their identity also in order to put up with any critical situation. "A corporate wife is not an appendage, she must force the corporations to take her seriously".

Vanderveide admits that to some extent wives are to be blamed for allowing themselves to be used. But these women are very unhappy indeed. In her book Vanderveide devotes much of her attention to the traumas and emotional disturbances of corporate wives. She found from her survey that 60-95 per cent of her patients were corporate wives with serious emotional problems. And one will ask the question what is the cause for it? Indeed the demands and pressures of the corporation breeds such a situation among the corporate wives.

Another notable finding from her study is that, even-though wives are contributing considerably to the success of their husbands, many are not aware of it. On the other hand some of the executives surveyed are very much affected by their wives, and are proud of their wives.

Vanderveide points out that the traditional role of women as wives and mothers are changing and they are now trying to cope with new opportunities and challenges and meeting resistance from institutions of all kinds.

Thus the study reveals the role of the corporate wife to an extent, and points out that the life of the corporate wife is changing considerably in every part of the world.

### 1.2.2 Definitions and concepts clarified

A wife is one's life partner. By 'wives' contribution means (1) the degree of influence she exerts on the professional competence and promotion of the husband, (2) the degree of support she provides by a proper division of labour in the management of household affairs and thus reducing the burden of the executive, (3) the pattern of acceptance-rejection in the interpersonal relationship of the husband and wife when they are together, and (4) the interest shown by the wife on the day-to-day activities of the executive.

An executive is one who is appointed to see a will carried out. The term 'Executive' derives from a Latin word meaning 'to do' and the Oxford Dictionary defines it in terms of "the action of carrying out or carrying into effect".<sup>30</sup> "The word 'executive' can be used to describe a branch or section of government, a level in organization (which may be the top or the subsidiary level), a type of participant in

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<sup>30</sup> Miller and Starr, Executive Decisions and Operations Research, Prentice-Hall of India Pvt. Ltd., New Delhi 1973, p.12.

organisation (again top or subordinate) and either a level or some distinct categories of work".<sup>31</sup> 'The executive is a major policy planner or person who sets the organisational direction, the climate for learning and the tenor for organisational adaptations'.<sup>32</sup> It is seen that the effectiveness of organisations is heavily dependent on the executives' ability to carry out their leadership roles.

By 'executive role' is meant 'that role or set of roles which resides ultimate authority, for the administration of the day-to-day affairs of an organization, both internal and external'.<sup>33</sup> It is quite possible that the professional upward mobility within the organization could be the result of organizational growth and not entirely due to personal competence of the individual and hence the organizational growth has controlling effect.

### 1.3 Methodology

The present study is both descriptive and analytical. It is descriptive because it explains the role of housewives

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<sup>31</sup> Schaffer, Bernard, The Administrative Factor, Frank Cross, London 1973, pp.108-109.

<sup>32</sup> Public Personnel Management, Vol.VIII, No.6, November-December 1979, p.317.

<sup>33</sup> Schneider, Eugene, V., Industrial Sociology, Tata McGraw-Hill Publishing Company Ltd., New Delhi 1971, p.123.

in general and role of executives' wives in particular. It is analytical in the sense that it analyses and interprets the data and also projects future trends.

### 1.3.1 Objectives of the study

The study was undertaken to investigate the following:-

- (a) The relationship between the role played by the wife as a homemaker and the executive growth.
- (b) The impact of wives' education on husband's professional growth.
- (c) The impact of interpersonal relationship between the spouses on executive performance.
- (d) Extra professional activities of the wife and professional advancement of the husband.

### 1.3.2 Hypothesis for verification

- (a) Higher the educational level of the wife, greater may be the professional upward mobility of the executive.
- (b) Higher the degree and quality of home management by the wife greater may be the executive growth of the husband.

- (c) Higher the acceptance in the interpersonal relationship, greater may be the upward mobility of the executive in his profession.
- (d) Higher the extra-professional activities of the wife such as club-going, social gatherings, and meetings with the wives of other executives, greater may be the professional growth of the executive.

### 1.3.3 Selection of the area of study

Kerala is predominantly an agricultural land. The geographical area of the state is 38,864 sq.kms. which holds a population of 25,403,217 (1981 census). There are altogether 9,106 industrial units in the state which are scattered all over the 12 districts of Kerala. The area selected for our study is Cochin-Always industrial belt, which belongs to Ernakulam district. This district has an area of 2,377 sq. kms. and a population of 2,533,265 (1981 census). Of the total industrial units in the state around 1,564 are located in the Cochin-Always area which is the industrial centre of the state. Hence the geographical area for study is restricted to the Cochin-Always industrial belt.



#### **1.3.4 Selection of industry and units**

The industrial activities in the region can be classified as follows:

1. Plantation
2. Fishing
3. Transport and shipping
4. Services, and
5. Manufacturing

The first four industries are excluded from our study. Plantation is excluded because of its seasonal character, small size of holdings and scattered nature. Fishing is concentrated at fishing harbour. This is again seasonal in character. Transport and shipping has wide network. But those of the executive cadre in this industry are not stationed in the geographical area except in stray cases. Service organisations are not developed enough to have network of service centres engaging the services of executives. None of these industries have, therefore, organisational and well-demarcated hierarchical set up. For these reasons, they have been excluded from our study. Hence, our choice has fallen to manufacturing industry. It fulfills the employment strength, organisational set up, corporate planning and numerous executives employed. They have a concentration in the area. Those employing ten or more executives are sixteen in number. Among them only twelve have

been selected for our study considering a minimum number of ten executives in each unit. It is also believed that what are applicable to executive growth in manufacturing industries are equally applicable to other industries in the region.

#### **1.3.5 Universe and selection of the sample**

The universe consists of all the executives in the selected units covered in this study. Instead of attempting to cover the whole universe which is not necessary, it is decided to draw a reasonably high percentage (20%) sample from the top senior and middle management levels of each manufacturing unit to ensure reliability. The total number of executives in the units considered for study are found to be around 2,750. Stratified random sampling method has been followed in the selection. Thus 550 pairs of questionnaires have been distributed among the selected sample of executives and their wives, out of which 284 pairs have been received back. This constitutes over 10 per cent of the universe which is considered by any standard to give reliable data for analysis and interpretation.

#### **1.3.6 Method of data collection**

Data consists of two types - primary and secondary data. Primary data were collected by administering the

pre-tested questionnaires. Secondary data were gathered from published materials. This was supplemented from records of relevant governmental and organizational documents. Personal discussions were also made with selected executives and their housewives to recheck the reliability of the data collected through questionnaires.

### **1.3.7 Tools of data collection**

Two sets of questionnaires were used for the collection of primary data. A brief description of each of these questionnaires is given below.

#### **1.3.7.1 Questionnaire No. I**

This questionnaire was meant for the executives. It contained questions eliciting detailed information regarding the personal, organizational and family data of the respondents, professional growth profile, personal goals and executive's assessment of their wives' performance. Majority of the questions were of the fixed alternative type. Questions regarding education, home management and interpersonal relationship between the spouses were also included.

#### **1.3.7.2 Questionnaire No. II**

This questionnaire was exclusively for executives' wives. It contained mainly sections on the education, home management and interpersonal relationship between the spouses

besides others containing the personal background of the respondents. Similar statements were used in both the questionnaires, with regard to education, home management and interpersonal relationship. In addition, questions pertaining to the extra-professional activities of the wives were also included in questionnaire No.II.

### **1.3.8 Pre-test**

The questionnaires were distributed for pre-testing among few couples of the selected sample. This facilitated the investigator in modifying several questions and detecting a few ambiguous ones from the questionnaire.

### **1.3.9 Administration of questionnaires**

Questionnaires were administered to the respondents by the:

- Personal interview method
- Mail questionnaire method

In those cases where the first method was adopted the purpose of the study was briefly explained to the respondents before they were requested to fill up the questionnaire, so as to ensure their full co-operation. They were assured that the information supplied by them shall be kept confidential and shall be used for statistical analysis and shall not be

disclosed to anyone under any circumstances. When the questionnaires were mailed, the same thing was conveyed through a covering letter.

#### 1.3.10 Limitations of the study

Although every effort was made to conduct the study in an unbiased manner, certain limitations were however unavoidable. Firstly, the information collected for the purpose of this study was obtained through questionnaires addressed to a representative sample of the executives and their wives, selected on the basis of stratified random sampling. Secondly most of the responses from the executives and their wives were almost identical whereas in a few they showed discrepancies. These discrepant cases were separately treated, analysed and interpreted for meaningful conclusions or justifications for such discrepancies.

While analysing the discrepant cases, it was found that they were scattered unevenly in the three groups, as five pairs in the low group, six pairs in the average group and two pairs in the highly advanced group. Since the discrepant cases were set apart, there remained only 66, 136 and 69 pairs of respondents instead of 71, 142 and 71 pairs in the low, average and highly advanced groups respectively for the analysis of hypothesis No.II and hypothesis No.III. But for the general analysis and analysis of the hypothesis No.I and hypothesis No.IV, the total numbers were used.

For the purpose of writing, the term 'Manager and Executive' are interchangeably used in several places, though there are subtle differences between the two.

#### **1.4 Characterisation**

The report is divided into six chapters.

##### **Chapter-I Introduction**

This is further divided into three sections -- section one deals with the importance of the subject, relevance of the study and scope of the study; section two reviews the literature on the subject and definitions and concepts clarified; section three is devoted to methodology.

**Chapter-II deals with Factors Affecting Executive Growth.** Organisational factors, individual factors and environmental factors are discussed here.

##### **Chapter-III Status and Role of Housewives**

Status and role of housewives in the traditional societies both rural and urban, modern trend in the industrial societies, changing pattern in India and women in other countries are discussed.

**Chapter-IV Realities of Housewives of Business Executives**

Realities of the housewives in the past, changes from the past, how the changes have manifested? how the status and role can influence husbands' executive growth prospects? are the questions posed and possible indications arrived at?

**Chapter-V Analysis and Findings**

This chapter is divided into five sections. Section one - classification and description of the respondents. Section two-education of the wife and executive growth of the husband. Section three-home management and executive growth. Section four-interpersonal relationship and executive growth. Section five-extra professional activities of the wife and executive growth.

**Chapter-VI Summary and Conclusions**

Summary of the study and conclusions based on the assumptions of the research are presented in this chapter.

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## CHAPTER - II

### FACTORS AFFECTING EXECUTIVE GROWTH

#### 2.1 Introduction

This chapter introduces the topic by focussing on the basic building blocks of organisation - the executive or the manager. It is universally acknowledged that the success or failure of any organization is crucially determined by the quality of its managerial personnel.

According to Peter Drucker, a renowned management expert, 'a manager is the dynamic life giving element in every business, and without his leadership the resources of production/services remain resources, and never become production/services'.<sup>1</sup> Different business organisations may enjoy similar or near similar environment such as access to markets, suitability of location etc. They may also be

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<sup>1</sup> Drucker Peter, P., The Practice of Management, Allied Publishers (Pvt.) Ltd., Bombay, 1965, p.3.



endowed with other factors like machinery, know-how, quality control, quality of work force etc. But all organisations with similar endowments need not necessarily make desirable progress. It may largely be attributed interalia to differences in the quality of management.

'Often in a competitive economy, the quality and performance of the executives rather than their quantity determine success'.<sup>2</sup> It is possible that an organisation which is sick today, can be the vanguard of progress tomorrow, with a more efficient success-oriented managerial team. What is man, the availability of competent executive talent is an essential element for the success of any enterprise.

## 2.2 Who is an Executive?

In order to situate our analysis in a more meaningful context, we begin our discussion with a clear perception of the essential characteristics of an executive. An executive is broadly anyone who is entrusted with the management of affairs. 'A business executive may be anyone who leads a business organisation, or some element of it towards the accomplishment of business objectives. The term 'executive' includes all employees who have personal responsibility for directing and supervising the work of others - such responsibility from the President down to an assistant buyer in a

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<sup>2</sup> Capta, S.P., Development of Managerial Skills in India, National Publishing House, New Delhi, 1979, p.16.

department store; an assistant foreman in a factory'.<sup>3</sup>

The view of Peter Drucker on the subject: "I have called 'executives' those knowledge workers, managers, or individual professionals, who are expected by virtue of their position or their knowledge to make decisions in the normal course of their work, that have been significant impact on the performance and the results of the whole".<sup>4</sup>

According to another expert, 'executives are people who make and administer the policy of an organisation - usually, in larger organisations, those who make policy decisions and execute them are higher ups in the hierarchy rather than first line supervisors. In smaller organisations, however, executives can even be first line supervisors'.<sup>5</sup>

Thus, as we have seen, the effectiveness of organisations is mainly dependent on the executive's style of functioning and leadership capabilities. The executive role is a multiplier role. The managerial competence of a person affects the performance of all personnel working under him. An effective executive brings out the best of human resources and leads the organisation to dynamism and growth.

<sup>3</sup> Davis, Ralph Currier, The Fundamentals of Top Management, Harper and Row Publishers, New York, 1951, p.129.

<sup>4</sup> Drucker, Peter, F., Effective Executive, Pan Book Ltd., London, 1966, p.8.

<sup>5</sup> Bellows, Roger, Thomas Gilson, George S. Odiorne; Executive Skills: Their Dynamics and Development, Prentice Hall Inc., New Jersey, 1962, p.9.

### **2.3 Executive Characteristics**

It is generally recognised that an executive's world is one of action as well as of analysis. Further, an executive's job continuously comes up with new challenges. There are always new goals to achieve; and the executive seldom achieves all the goals he sets. Consequently, he learns himself to be sensitive to the everchanging environmental factors. It is not difficult to see that the performance of an executive depends upon what the man is, what the job is and what the situation is. "Effective executive leadership depends on the executive's ability and courage to face the facts, in the given situation; interpret the facts properly in the light of the situation's requirements and follow the course of action they dictate".<sup>6</sup> Evidently, certain characteristics are essential for every executive in successfully fulfilling the task entrusted upon him. Scholars have identified several such desirable characteristics. Obviously there is no complete unanimity among them. Still one can identify certain common characteristics which they all agree upon.

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<sup>6</sup> Op. cit., Davis, Ralph Carrier, pp.151-152.

Ralph Currier Davis<sup>7</sup> has made an attempt to list the important executive characteristics which are as follows:

Intelligence	Technological abilities
Experience	Initiative
Originality	Tenacity
Receptiveness	Human endeavour
Personality	Courage
	A sense of justice and fair play

Another attempt in this direction was that of 'Gaudet and Carli'.<sup>8</sup> They have listed in order of importance the following characteristics that are considered necessary for executive performances:

- Ability to delegate responsibility
- Breadth of knowledge
- Ability to analyse and evaluate
- Ability to judge people
- Ability to co-operate with others
- Ability to make decisions
- Prize or motivation
- A deep sense of responsibility

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<sup>7</sup> Ibid., p.147

<sup>8</sup> Gaudet Frederic, J. and Ralph, A. Carli, "Why Executives Fail", Personal Psychology, Vol.X, 1957, pp. 17 - 21.

According to Roger Bellows, et. al.,<sup>9</sup> the following are the executive characteristics:

**Emotional ability**

**Psychological adjustment to the work to be done**

**Personal qualifications; including sensitivity to detail, awareness of opportunity, appreciation of human values, willingness to make sacrifices and economic acuity.**

**A philosophy of management**

**Management skills.**

Besides the characteristics mentioned above, one can think of enumerating some other characteristics too. They include sensitivity, self-objectification, result-orientation etc. Sensitivity is vital for the success of an executive. "Sensitivity could be defined as the capacity to see, hear and feel what is going on around oneself, to record and store the things perceived, and from this to guess the essential nature of one's environment".<sup>10</sup>

Aside from sensitivity, a successful executive also develops a detached vision or self-objectification. During the course of their organisational careers, effective and

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<sup>9</sup> Op. cit., Bellows, Roger, et. al., p.4.

<sup>10</sup> Sharma, Indrajit Kumar, "Managerial Careers, Routes and Strategies", Indian Management, Vol. XX, No.10, October 1981, pp.24-25.

established executives try to carry out two sets of tasks simultaneously; one is getting a job done and the other which is equally important is building, strengthening and enhancing their positions. Furthermore, 'the successful executive is oriented towards results and responsibility. He can work in varied situations and depends on an organisation. He learns from his failures and develops self-insight.'<sup>11</sup>

After a careful scrutiny of the above discussions, the skills and characteristics essential for an executive or manager can be summed up as follows:<sup>12</sup>

Employee centeredness

Adaptability

Parity in treatment

Conceptual skills

Communication ability

Technical skills

Let us discuss each of these characteristics in some detail below.

### Employee centeredness

Several studies have shown that open understanding and responsive and considerate behaviour on the part of

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<sup>11</sup> Op. cit., Bellows, Roger, et. al., p.287.

<sup>12</sup> Monappa, Arun, Mirza, S. Saiyadain, Personnel Management, Tata Mc. Graw-Hill Publishing Co. Ltd., New Delhi, 1979, p.27.

Managers have significantly contributed to his success. If proper attention is not paid to the employees' feelings, likes and dislikes and hopes and aspirations, it is likely to reflect in the output, besides fostering disenchantment. The envisaged goals can be achieved, it may be argued, if the employees are treated as human beings and not as shift workers.

### Adaptability

Since the business environment is ever-changing, it is expected that a successful manager be adaptable to such changes. It may not be desirable for him to have rigid attitudes and points of views.

### Parity in treatment

It is essential for an executive to be uniform in his attitude, behaviour and sanction to his immediate subordinates and others as well. Parity in treatment reflects one's objectivity and concern for social justice.

### Conceptual skills

It is increasingly recognised that an executive's profession requires conceptual skills, an ability to visualise, assimilate and evaluate information and take into account the repercussions of the decisions on the larger issues. This skill helps one to see problems and issues in their totality

rather than segmentwise. Competence in conceptual skills matters very much in excellent decision-making process.

### Communication ability

'Since a manager's or executive's job depends on how well his plans are implemented at lower levels, his ability to successfully communicate his ideas becomes all the more important. Hence an executive must be able to define an idea or issue clearly, translate it to his subordinates and peers in a language understandable to them.<sup>13</sup>

### Technical skills

It is necessary for a manager or executive to have a high level of technical skill in his own primary functional areas besides possessing some technical knowledge of finance, marketing, production, personnel and other functional areas. But the degree of technical skill can vary according to the level of the executives.

It is noteworthy that those having the above mentioned characteristics in the right combination make an executive position superb. Indeed, executives endowed with competent executive talents, always denote the growth of an industrial organisation.

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<sup>13</sup> Ibid., p.28.



## **2.4 Executive Functions**

Having examined the characteristics of an executive, we now take a look at his various functions in some detail below.

As discussed earlier, Peter Drucker describes the manager or the executive as the dynamic life giving element in every business. Smooth functioning of an organisation is closely related to the manner in which an executive is fulfilling the tasks entrusted to him. According to Harold Koontz and O'Donnell, "the important executive functions include planning, organising, staffing, directing and leading, and controlling".<sup>14</sup>

### **2.4.1 Planning**

Planning involves selecting objectives including the strategies, policies, programmes and procedures for achieving them either for the entire enterprise or for any organised part thereof. It is indeed a decision-making process, since it involves selecting from among several alternatives.

### **2.4.2 Organising**

Organising involves the establishment of an intentional structure of roles through determination of the

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<sup>14</sup> Koontz, Harold, Cyril O'Donnell, Management: A System and Contingency Analysis of Managerial Functions, McGraw-Hill, Kogakusha Ltd., Tokyo, 1976, pp.70-72.

activities required to achieve the goals of an enterprise and each part of it. This means grouping of activities, assignment of groups of activities to a manager, delegation of authority to carry them and providing for co-ordinating authority and informal relationships horizontally as well as vertically in the organisational structure for effective working results.

#### **2.4.3 Staffing**

Closely related to organising, is the function of staffing. It involves manning and keeping manned the positions provided for by the organisation structure. It defines manpower requirements for the job to be done. It includes inventorying, appraising and selecting candidates for positions; training or otherwise developing both candidates and incumbents to accomplish their tasks effectively; integrating them to the organisation and adequately compensating for them.

#### **2.4.4 Directing and leading**

Superior managers inculcate in their subordinates a keen appreciation of enterprises' traditions, objectives and policies. As a result, subordinates become familiar with the organisational structure, the inter-departmental relationships of activities and personalities and their duties and authority. Once subordinates are properly oriented, the

superior has a continuing responsibility for clarifying their assignments, guiding them towards improved performance and encouraging them to work with zeal and confidence.

#### 2.4.5 Controlling

Controlling is measuring and correcting of activities of subordinates to assure that events conform to plans. It measures performance against goals and plans, shows where negative deviations exist, and by putting in motion actions to correct deviations, helps assure accomplishment of plans.

#### 2.4.6 Co-ordination

Co-ordination is the essence of managership for the achievement of harmony of individual efforts toward the accomplishment of group goals is the purpose of management. Each of the managerial functions is an exercise in co-ordination.

More than the above mentioned basic functions of a manager, James, A.F. Stoner gives a more detailed aspect of managers' functions.

"Managers work with and through other people; they are responsible and accountable; they must balance competing goals and set priorities; they must be able to think analytically; they are politicians, diplomats, and decision-makers. Above all they must be alert to the need to interchange their many roles as the occasion arises".<sup>15</sup>

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<sup>15</sup> Stoner, James, A.F., Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 1963, p.29.

Thus, how successful an organisation is in achieving its objectives and in meeting society's needs depends upon how the organisation's executives do their jobs. "If they do not accomplish their jobs well, the organisation will fail to achieve its goals. Just as managers or executives function within the organisation, organisations function within the larger society. The performance of its organisations as a group is a key factor in the performance and growth oriented development of a society, nay, a nation as a whole".<sup>16</sup>

### 2.5 Executive Growth - Related studies

From our discussion above, it is clear that an executive is the principal factor in determining the productivity of the workforce. It is learnt that the vitality of a business organisation depends, to a great extent, on the efforts of the managerial class. Several studies have been conducted to understand the peculiarities and characteristics of managers or executives as a class and the implications thereof for their job performance. One can locate at least four major studies carried out on Indian Managers. The findings of these studies appear to be extremely relevant to what we discuss in the later part of this chapter.

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<sup>16</sup> Ibid., p.13.

### 2.5.1 Jain's Study (1971)<sup>17</sup>

The major concern of this study is how the social origins of Indian Managers influence them in the performance of their executive functions. The data necessary for the analysis have been collected through a questionnaire from 1982 managers. Jain's findings may be summed up as follows:-

1. Most of the managers under study are Hindus, particularly Brahmins. Their age group varied from 21 to 71. A large majority were in the age group between 31 to 50 years. As compared with managers in some other countries, Indian Managers were relatively young. About 80 per cent had an urban background. Regarding their parents' education, 13 per cent of the parents were either professional men and business executives. The fathers' education levels varied from high school to post-graduation.
2. A high level of formal education was found to be one of the basic requirements for entry into managerial positions. An overwhelming majority of the managers (91.6 per cent) had their education beyond the high school level. Eighty six per cent had received either technical or professional diplomas from non-credited institutions or

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<sup>17</sup> Jain, S.C., The Indian Manager: His Sociological Origin and Career, Sonaiya Publications Pvt. Ltd., Bombay, 1971.

degrees from recognised colleges or universities. Most of the managers earned advanced degrees beyond their Bachelor's degrees.

3. About 50 per cent of the managers were engaged in production and development activities followed by administration (20 per cent).

### 2.5.2 Subramanian's study (1971)<sup>18</sup>

The study covered a total of 1,607 managers from 24 private sector organisations in Bombay. A summary of the findings is given below:

1. A considerable number of managers came from Maharashtra, Tamil Nadu, Kerala and Gujarat. Others were distributed over the remaining States and Union Territories. About 74 per cent were Hindus. Nearly 70 per cent of the managers had graduated from Allahabad, Bombay, Calcutta and Madras Universities.
2. With regard to their parents' occupations, the fathers of 32 per cent of the managers were engaged in civil service, while about 25 per cent were involved in business and industry.

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<sup>18</sup> Subramanian, V., The Managerial Class of India, All India Managerial Association, 1971.

3. Those recruited as managers while they were between 20-25 years of age, would be considered very successful. Such managers were found to have been educated at public or convent schools; they were having an upper middle class socio-economic background.

### 2.5.3 Dhingra and Pathak's study<sup>19</sup>

The purpose of this study was to find out the differences among managers drawn from two different organisational cultures. The data were collected from 162 managers of patrimonial and bureaucratic organisations. The findings were:

1. About 18 per cent of the managers belonged to the age groups of 50 and above. Most of them were occupying top management positions. Only 8 per cent had not gone to colleges, while a great majority held graduate or post-graduate degrees. About 37 per cent of the managers were from families engaged in business and trade.
2. A large number of managers had functional responsibilities of general administration, while 62 per cent had moved to other functional areas at least once; only 35 per cent remained with the same function throughout.

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<sup>19</sup> Dhingra, O.P. and Pathak, V.K., "Organisational Culture and Managers", Indian Journal of Industrial Relations, Vol.VIII, No.3, 1973, pp.387-405.

3. Regarding professional training and membership, 43 per cent of the managers had undergone pre-employment professional training; 20 per cent had attended short-term training courses; and 50 per cent had membership in various professional associations.
4. Most of the managers were found to be favourably pre-disposed towards delegation, training, two-way communication and employee oriented supervision.

#### 2.5.4 Saiyadain and Menappa's Study<sup>20</sup>

Saiyadain and Menappa conducted a survey on the life and work of about 172 middle level managers. The managers were drawn from both the public sector and private sector undertakings, representing almost all functional areas. The questionnaire focussed on data relating to bio-social background, work experience, choice of career, personality pre-dispositions and job satisfaction. The findings of the study were the following:

1. A great majority of the managers were in the age range of 30-49. The largest number of them were Hindus, and they came from Maharashtra, Tamil Nadu, and Uttar Pradesh.

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<sup>20</sup> Saiyadain, M.S. and Arun Menappa, Profile of Indian Managers, Vidya Vahini, New Delhi, 1977.



Most of them had an urban background, were married with two children, drawing an annual income of between Rs.10,000/- and Rs.50,000/- a year. None held less than a Bachelor's degree. About 30 per cent had done post-graduate courses.

2. It was found that about 25 per cent were proficient in one or more foreign languages. They played games and read professional journals. They were also associated with one or more professional associations.
3. On an average, the managers had 10 years' work experience. About 55 per cent continued in the same organisation throughout and others moved from one organisation to another at least once. Job mobility was found to be more in the private sector than in the public sector. So also, choice of career was influenced by scope for further advancement, security and opportunity to utilise skills and capabilities.
4. Job satisfaction was one of the notable characteristics found among the managers. The average satisfaction score was 4.48 on a six point scale. It was also noticed that managers with humanities and social science background had more job satisfaction than those with engineering, science or commerce background.

In general, the four studies discussed above had focussed on the various aspects of the life and work patterns of Indian managers. Following are the major conclusions drawn from the above studies:

1. Majority of the Indian Managers fall in the age range of 25-50 years.
2. No generalisations are possible on the education and profession of the parents of the managers.
3. Most Indian managers seem to come from Gujarat, Maharashtra, Tamil Nadu, West Bengal and Uttar Pradesh.
4. Most of the Indian Managers hold at least a Bachelor's degree.
5. Very few of them have only reported a lower education level, viz. high school or elementary school education.
6. A sizable number start their career as managers while some rise from the ranks.
7. Not many managers have had pre or post-appointment management training either by way of short courses or professional training offered by management institutes and organisations.
8. Inter-function mobility is not found to be widespread.
9. Satisfaction with the job for the managerial class seems to depend on the degree of responsibility, trust etc. reposed on them by organisations'.<sup>21</sup>

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<sup>21</sup> Op. cit., Monappa Arun; Mirza S. Saiyadain; pp.25-27.

## 2.6 Factors of Executive Growth

It is widely observed that, the executives or the managers play a very prominent role in the economic and industrial development of a country, particularly in a developing country like India. Therefore, 'the quantity and quality of managers keeping in view the economic, social, technological and organisational requirements are of great importance'.<sup>22</sup> Hence it calls for a detailed examination of what is executive growth and what are the factors responsible for the quantity and quality appraisal of executives.

'Some people are of opinion that, executives are born, not made. Others believe that executives are made, not born'.<sup>23</sup> Much of the basic research carried out on executives suggest that executive growth is a process, whereby the individual stretches his abilities. Thus "the right job -- right in the sense that it is one he likes and can perform capably and that is sufficiently difficult to challenge a broad range of his abilities -- is a career stone for

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<sup>22</sup> Sehni Ashok, "Managerial Growth and Obsolescence in Public Sector - Developing Effective Managers for Tomorrow", Lok Udyog, Vol.XVII, No.12, March 1984, p.13.

<sup>23</sup> Bach, G.L., "Where Do Executives Come From" in Management and its People, (eds.) Elisabeth Marting and Dorothy Macdonald, D.B. Taraporewala Sons & Co. Pvt. Ltd., Bombay, 1965, p.213.

his development".<sup>24</sup> In every business, it is noticed that there is a wide range of challenging, interesting and yet difficult work to be done. Therefore, each business has an ingredient, essential for the development of executives; and it includes work of sufficient variety in type and level of difficulty to challenge the different minds and degrees of experience existing in the executive group.

As one might imagine a large number of factors influence executive job performance. Here we take into account three important factors leading to executive growth. They are organisational, environmental and individual factors.

#### 2.6.1 Organisational Factors

The organisation is one of many influences to which an individual conforms. "An organisation is a social device for efficiently accomplishing through group means some stated purpose; it is equivalent of the blue print for the design of the practical objectives".<sup>25</sup>

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<sup>24</sup> Stolz, Robert, K., "Getting Back to Fundamentals in Executive Development" in Management and its People, (eds.) Elisabeth Marting, Dorothy Macdonald, D.B. Taraporewala Sons & Co. Pvt. Ltd., Bombay, 1965, p.280.

<sup>25</sup> Katz Daniel, Robert L. Kahn, The Social Psychology of Organisations, Wiley Eastern Pvt. Ltd., New Delhi, 1970, p.16.

According to Dalton E. McFarland "An organization consists of a number of structurally related positions that differentiates tasks and responsibilities by both function and level in the hierarchy. Each position conveys its status to the occupant of it as well as tasks, duties and responsibilities".<sup>26</sup> It is always an impersonal system of co-ordinated human efforts.

As Lines puts it, "Every executive in a business is working within an organizational frame work and a system of strategic and operational plans which condition his objectives and priorities, constrain his freedom of action, but also limit his responsibility".<sup>27</sup> Now let us examine the important ingredients of organizational factors, which include:

Organizational structure;  
Organizational climate;  
Organizational philosophy; and  
Ideology.

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<sup>26</sup> McFarland, Dalton, E., Management Principles and Practices, Macmillan Publishing Co. Inc., New York, 1974, pp.42-43.

<sup>27</sup> Lines James, The Role of the Chief Executive, Business Books, London, 1978, p.4.

### **2.6.1.1 Organizational structure**

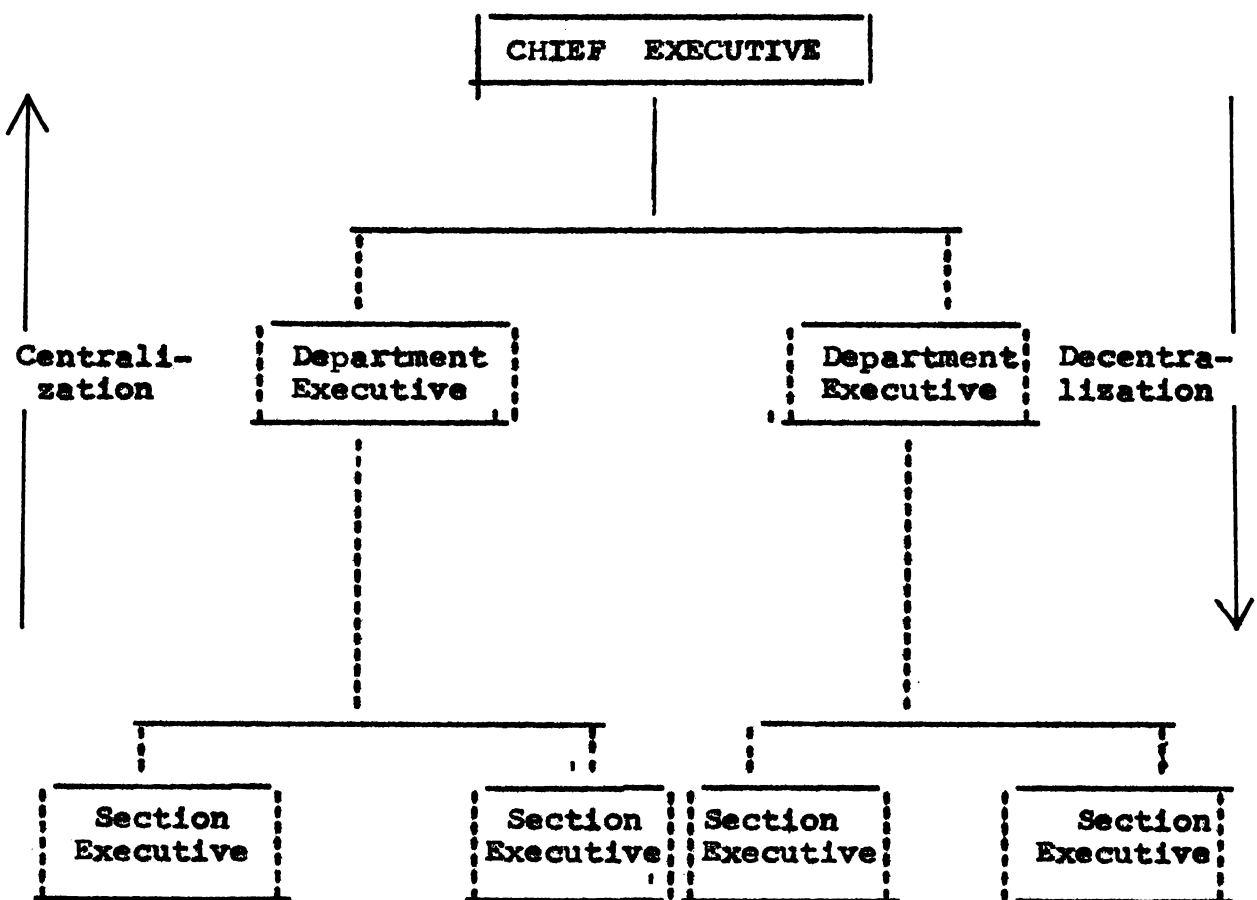
Organization structure is the framework within which managerial and operating tasks are performed. Generally, the development of a sound structure has high priority in the thinking of executives. "An organization structure is the basic framework within which the executive's decision-making behaviour takes place. Indeed the structure greatly influences the quality and nature of the decisions made within it".<sup>28</sup> In a way, organizational structure is the pattern of a network of relationships between the various positions and the position holders. "Both formal and informal organisations possess structures -- the formal being defined by executive decision and the informal developing out of the interactions and sentiments of the particular individuals comprising the organisations".<sup>29</sup> It is the responsibility of top management to determine the structure because the relationships that make up the structure are created and defined through the exercise of authority. Every executive thus influences the nature of the structure by actions taken within the sphere of his own authority. It may be a deliberate exercise or even otherwise.

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<sup>28</sup> Op. cit., McFarland, Dalton, E., p.103.

<sup>29</sup> Ibid., p.104.

The organizational structure encompasses the prevalence of a management hierarchy. This management hierarchy comprises a group ranging in size from a few persons to several thousands, and is formed as a result of formal planning or informal process. The management hierarchy ranks and relates positions and persons in the manner as shown below:



'It represents simultaneously a decentralisation and centralisation of decision-making. Decisional responsibilities are decentralised in the sense that they are dispersed among whatever number of executives is necessary to do the job. The work division involved in organised endeavour is applied to managerial work. But, for the achievement of a common purpose, the organization requires a co-ordination of efforts. Every structure, below the Chief Executive, is subject to planning and control decisions from higher levels.<sup>30</sup> It is seen that proceeding from the bottom to the top of the hierarchy decision-making responsibilities are centralized in fewer and fewer executives, until the apex is reached. Both the managerial and non-managerial personnels are required to respond to decisions from that point.

However, it may be noted that the structure may not be the same for all organisations. It may vary according to internal needs and outside influences. Similarly the structural pattern changes even in organisations which are more or less of the same nature. In short, the type of industry determines its structure, and the structure in turn sets the boundary for the executives to perform the tasks entrusted upon them. The following charts indicate the differences in the organisational structure of a manufacturing concern and the Army. The executives of this manufacturing unit have been included in our sample.

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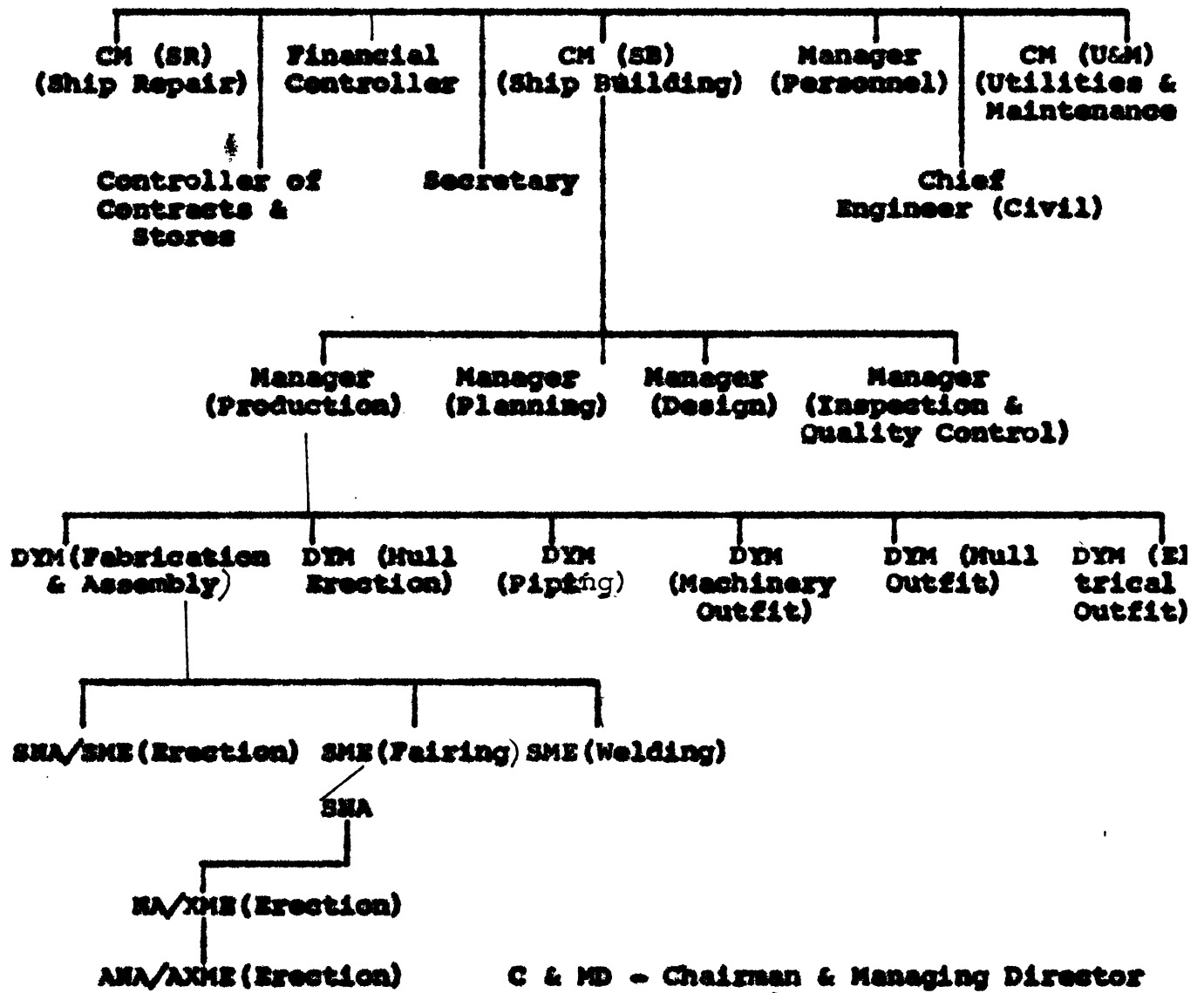
<sup>30</sup> Albers, Henry, H., Principles of Organisation and Management, John Wiley & Sons Inc., New York, 1965, p.81.



**Organizational Structure of Cochin Shipyard**  
**(Sample Organization in the Study)**

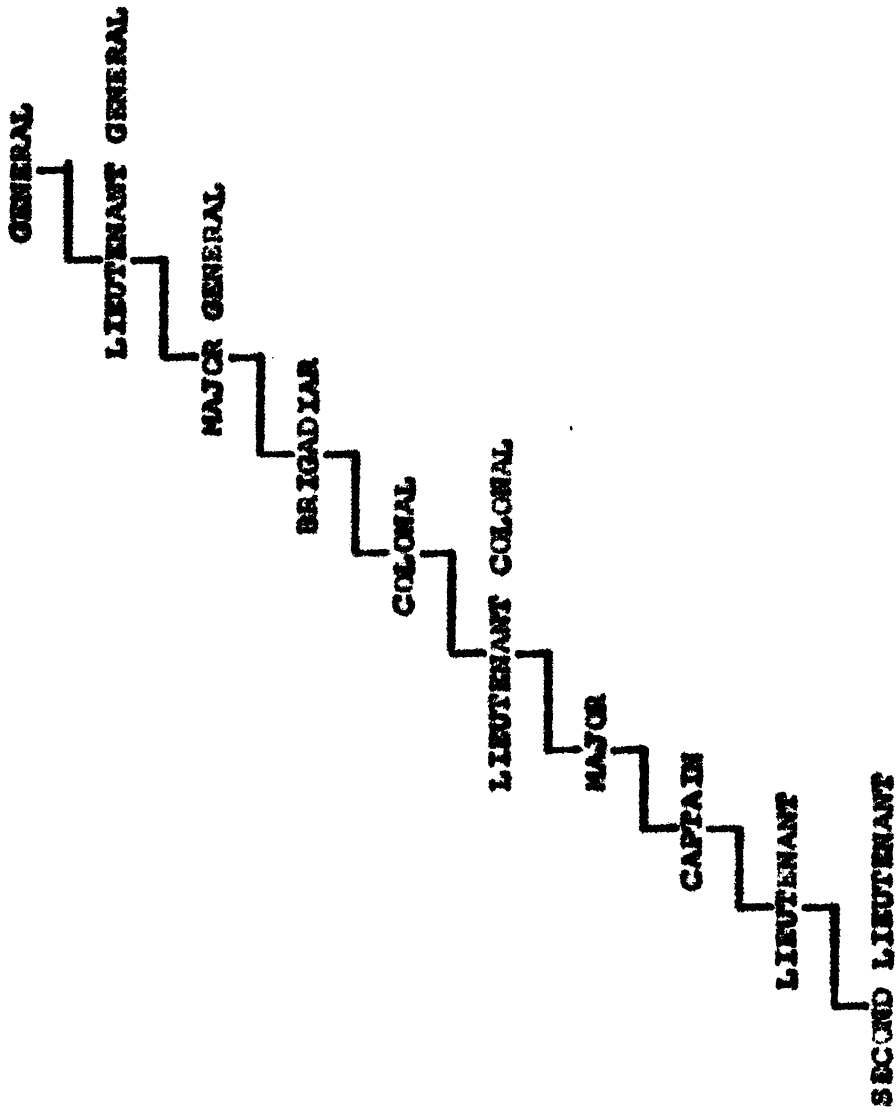
**C & MD**

**GM**



- C & MD** - Chairman & Managing Director
- GM** - General Manager
- CM** - Chief Manager
- SME** - Senior Mechanical Engineer
- SNA** - Senior Naval Architect
- XME** - Executive Mechanical Engineer
- NA** - Naval Architect
- AXME** - Assistant Executive Mechanical Engineer
- ANA** - Asst. Naval Architect

Organizational Structure of the Army



### 2.6.1.2 Organisational climate

'Climate' is the perception employees have of their company. It has two dimensions. The climate generated by environmental factors is the first. The second is the climate which the organisation develops itself influenced mainly by internal needs, and also of external factors. It encompasses the company's organisation, its procedures and its policies.

Organisational climate refers to the manner of managing business which lays stress on the development and growth of people at all levels through guidance training, counselling, delegation and communication. "The growth process is largely influenced in the home environment of the company by the way superiors and peers manage, the way they treat people, how they delegate how they advise, coach, communicate and train, how they encourage ideas, initiative and enterprise, how they provide opportunities to experiment and test new concepts tools and techniques, how they project company, goals, policies and philosophy".<sup>31</sup>

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<sup>31</sup> Balch, D.E., "The Problem of Company Climate" in Developing Executive Skills, (eds.) H.F. Merrill, and Elisabeth Harting, D.B. Taraporewala Sons & Co. Pvt. Ltd., Bombay, 1958, p.66.

"The greatest influence on a man within a company is his working environment including company policies, his associates, the way he is being treated, the instructions, information and advice furnished to him, the examples set for him, his working conditions, the interest displayed in him and the things the company emphasises and stands for".<sup>32</sup>

Each individual, if he is to develop fully, must exist and function in an environment favourable to the development of his potential. The environment or climate gives directions, stimulates and moulds the executive. "Each company possesses a climate, atmosphere or spirit that either stimulates the growth of executives or hinders it. Top management's approach to its job largely creates this climate, which is reflected in executives attitude toward their work and their future in the company".<sup>33</sup>

Companies concede that some of their notable failures in attempting to develop managers occur when the climate of the firm does not complement its development programme. Thus, if a company wants its manager to adhere to high standards in dealings with customers, suppliers and employees, it must clearly define and explain the standards.

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<sup>32</sup> Op. cit., Gupta, S.P., p.33.

<sup>33</sup> Op. cit., Stols, Robert, K., p.287.

"A company's acceptance of changes is an important aspect of its management development climate. Successful managers do not all perform their jobs in the same way. If a company does not set its managers try out different approaches it claims that it wants to develop management men who are innovators will not be taken very seriously".<sup>34</sup>

For most employees, the immediate boss is the chief ingredient in the company's climate. The boss represents the firm's formal authority and defines its policies and objectives. It is he who determines the employees' assignments and his opportunities to learn on and from his job. Thus in a company climate, the boss plays a crucial role in determining an employee's, more particularly an executive's future in the company.

### 2.6.1.3 Organisational philosophy

The functioning of an organization consists of three broad identifiable elements viz. the input, the transformation process and the output.

Input --- Transformation Process --- Output

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<sup>34</sup> Chords, Max, D.A., William, A. Nielander, Readings in Management, D.B. Taraporewala Sons & Co. Pvt. Ltd., Bombay, 1971, p.958.

Inputs consist of raw materials, ancillary units, human beings, services, or the output of another organization which is used as its input. Outputs comprise consumer goods, ancillary units, human beings and services offered by organisations. "How inputs are converted into output depends on the purpose of the organisation and the achievement of that purpose through technology, hardware, capital investment and the management worker relationship".<sup>35</sup>

Thus it becomes clear that the most important aspect of organisational functioning is the transformation process. The style of the input-output relationship and the philosophy that underlies the relationship are of great significance.

The functioning of an organization is largely determined by two philosophical orientations namely the rational system model, and the social system model. Most often it is seen that organizations lean towards one or the other model. Now let us look into the characteristics of the rational system model and the social system model.

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<sup>35</sup> Op. Cit., Monappa, Arun, Mirza S. Saiyadain, p.1.

### 2.6.1.3.1 Rational system model

"The rational system model is a fundamental instrument of rationally achieving the goals of the organization and the extent of means and ways to reach these goals. To achieve each goal, several alternative actions are identified, and the most parsimonious one is adopted".<sup>36</sup> Because it guarantees maximum return on minimum investment, this model is considered rational. This model has been used as a blue print for the design of formal organizations.

#### Characteristics of the rational system model

(1) Impersonalization is an important characteristic of the rational system model. It frees the role from feelings and employees do have the attitude that they respond to the office and not to the individuals occupying the office. (2) The rational system model legalises reward and punishment by demarcating role boundaries. (3) As a result of formalisation, there is much control on human behaviour, and prediction is possible. Finally the rational system model is concerned with human behaviour only and it does not encompass feelings and attitudes.

### 2.6.1.3.2 Social system model

Since human behaviour is difficult to control, a new movement known as the human relations movement emerged. It

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<sup>36</sup> Ibid., p.2.

focuses on those aspects of organisational behaviour which are of no or little concern to the rational system model.

#### Characteristics of the social system model

(1) Non-economic rewards play an important role in work motivation. Usually man works not only for monetary benefits, but also to satisfy his other social and personal needs. Unless the other needs are taken care of, there is likely to be a relatively low level of job satisfaction, high absenteeism and turnover. (2) Human relations aspect is considered very important in the social system model. (3) The social system model is very much concerned with the attitude and feelings of the employees.

In fact both the rational system model and the social system model influence the functioning of various organizations to a great extent.

#### 2.6.1.4 Organizational ideology

In an organisational context, executives tend to develop a common managerial ideology.

"Ideology may be described as a combination of common beliefs, common values and common norms. Assumptions about people; goals of the organization or its mission as well as norms about what means of achieving them are proper and what are



not. Values regarding efficiency, service, innovation dominance, conservation democracy and self-fulfillment are key elements of management ideology. Ideology therefore represents the system of goals of management, its view of the good and the beautiful for the organisation".<sup>37</sup>

It appears that a strong ideological orientation gives direction to executive's relations. However, in the absence of consensus on major goals and policies, each executive will act in conformity with his own perspective and values.

In short, the organisational factors such as structure, climate, philosophy and ideology do exert considerable pressure upon an executive's functioning and his advancement in the growth ladder.

### 2.6.2 Individual Factors

It is indeed observed that several factors influence individuals in performing efficiently the tasks entrusted upon them. Besides the organisational factors the individual factors also influence an executive's profession. They include (1) age, (2) education, (3) family background, and (4) personality characteristics of the executives.

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<sup>37</sup> Chaudhari, Shekhar / "Technological and Economic Perspective in Corporate Strategic Decisions", Lok Udyog, Vol. XVIII, No.1, April 1984, p.19.

∟ and Sunder Shyam

### 2.6.2.1 Age

Age is often considered to be a factor in growth. In the present study the age of the executives varies from 28-60. Moreover, executives with a high rate of achievement belong to a specific age group of 40-45. Next in importance is the age group of 52 and above. It is also seen that relatively young executives are in the lower rungs of the ladder, for they lack experience and necessary skills to reach the top. But as time goes on, they may mature to a point where they become outstanding. As compared with managers in some other countries, Indian managers are relatively young. "A study of British managers (all those above the level of foreman and below that of executive director) found their average age to be 46 years, and the average age of the top managers to be 50 years".<sup>38</sup> Similarly a study of top level business executives in the United States found their average age to be 53 years".<sup>39</sup> The explanation for the relatively young age of Indian managers is found in the fact that generally they start their career in relatively high level occupations. This enables them to climb into managerial positions at a young age.

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<sup>38</sup> Op. cit., Jain, S.C., pp.24.

<sup>39</sup> Warner W. Lloyd and James C. Abegglen, Occupational Mobility in Business and Industry, 1929-1952, University of Minnesota Press, Minneapolis, 1955, pp. 40 and 271.

#### **2.6.2.2 Education**

It seems that the careers of the executives have been largely influenced by their education. By and large, the executives require a certain degree of higher education to secure a managerial position and to rise into a high level occupation. The data collected for the present study indicate that managerial class as a whole is highly qualified. About 30 per cent of the executives hold professional degrees and have undergone training in one or other management areas. Thus, it appears that additional educational qualifications have always a bearing upon one's profession. Therefore it is not surprising if an executive with relatively high academic prospects start his career in high occupations and advance much above his colleagues with less educational qualifications. In fact higher education and higher occupation go together. However, other factors like occupational, religious, caste and regional origins also exert varying degrees of influences on the careers of the executives.

#### **2.6.2.3 Family background**

This is the most important avenue through which the influence of social origin comes to bear on an individual's career. Family background of an executive often

projects his occupational status. The reason is those with sound family background can receive advanced education which ultimately qualify them for coveted executive posts. A common phenomenon is that sons of Government Officers, business executives and professional men reach the top positions more rapidly than their counterparts of poor background. Our data lend considerable support to this fact.

#### 2.6.2.4 Personality characteristics

Research shows that personality has much to do with the executive behaviour, performance and success. Every individual has his own personality, a unique combination of abilities, potentials, needs, desires, fears and values. Some of these characteristics may be assets for his professional advancement as a top executive. Others may be liabilities and still others may be neutral in character. But these cannot be ignored because these provide the raw materials for his advancement. Personality characteristics can play a role in determining the direction and extent of the individual's development as a successful executive. "The individuals personal goals and ideals affect his motivation to develop in every particular direction. His ability to admit the need for further growth and the consequent admission of some degree of present inadequacy can help to determine, whether he even undertakes to develop as a manager".<sup>40</sup>

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<sup>40</sup> Op. cit., Chords, Max, D.R. and William A. Nielanden, pp.953-954.

Warner and Martin state,

"It is clear that certain kinds of personalities make successful leaders and other kinds seem to doom men to failure. These personalities which hinder or help them achieve and rise to power and position, are formed in the ordinary cultural matrices in which all of our personalities come into being. Yet research evidence indicates that particular milieus, and experiences within them, have peculiarities that are identifiable and significant in the careers of successful men".<sup>41</sup>

Thus, the individual factors like age, education, family background and personality characteristics do influence a person's ability to gain entry into an executive position and to advance further in his career.

**2.6.3 Environmental Factors**

It is widely accepted that environment has a bearing upon an individual's growth potential; and it controls the individual at any period of time. Of the various environmental factors of growth, (1) the economic, and (2) social background of an executive are considered to be very decisive.

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<sup>41</sup> Warner W. Lloyd and Norman H. Martin (eds.), Industrial Men, Businessmen and Business Organizations, Harper and Brothers, New York 1959, p.21.

### **2.6.3.1 Economic background**

It is commonly seen that executives come from families having elite occupations. It is indeed obvious that men having higher occupational origins get more education than those having lower occupational origins. "In a country like India, where educational facilities are not uniformly available and higher education is beyond the means of most of its people",<sup>42</sup> Hence how much education one has acquired is likely to depend on his economic background.

### **2.6.3.2 Social background**

The social background of an executive is defined in terms of his (a) occupational, (b) religious, (c) caste, and (d) regional origin. It is noticed that in the Indian context, social origin has a powerful influence on the persons' ability to gain entry into industrial management and on his career.

#### **2.6.3.2.1 Occupational origin**

There is a general tendency for the executives to come not only from the upper occupational groups, but also from the upper layer within each group. For example the sons of white-collar workers start their career at a lower level

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<sup>42</sup> Op. cit., Jain, S.C., p.171.

than the sons of fathers in elite occupations. Thus superior occupational origins enable an individual to get a higher start initially. But occupational origin seems to matter only at the time when the executives start their career. And its influence gets gradually neutralised during the later stages in the career of these men.

#### 2.6.3.2.2 Religious origin

Regarding religious influence a certain degree of favouritism is noticed in the Indian context. According to S.C. Jain all major religions of India are not represented equally in the executive ladder. Jain has pointed out in his study that 'while some religious groups like Zoroastrians and Jains have disproportionately large shares of managerial jobs, a group like Muslims has gone almost completely unrepresented. Certain castes among the Hindus, the Sikhs, Jews and Budhists are also not adequately represented, but Christians are over-represented.'<sup>43</sup>

#### 2.6.3.2.3 Caste origin

It is generally observed that caste is an insurmountable barrier in the path of social and occupational mobility. Some caste groups often enjoy certain advantages over others. "For the vast majority of Hindus caste still provides a

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<sup>43</sup> Ibid., p.86.

crucial frame of reference for the determination of their social status, for their effort toward social mobility and for their occupational choice".<sup>44</sup> So much so it may be noticed that the behaviour and attitudes of Indian managers are moulded to an extent by the systems of joint family and caste. "Belonging to a caste or group which traditionally has been involved in business occupations either stimulates such an interest in individual members or in some other way influences and encourages a decision to take up a managerial career".<sup>45</sup> It is to be noted that caste origin has been a lasting influence on the careers of executives than occupational origin.

#### 2.6.3.2.4 Regional origin

It is presumed that executives with urban origin have more chances of reaching the top positions than the others. This is because they belong to families who are engaged in occupations which are urban-based professions, civil service, business executives, etc. S.C. Jain in his study noted that regional origin do not have significant influences at the beginning of a career. But as the career progresses, those coming from the same States as their employers rise faster than the others. S.C. Jain, in his study on Indian Managers, further argues that regional origin is mainly the factor behind the rapid career advancement of the Rajasthan and Gajarathy Managers.

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<sup>44</sup> Ibid., p.92.

<sup>45</sup> Ibid., p.171.



"Rajasthan and Gujarathy Managers gravitate toward employers who belong to Rajasthan and Gajarath who treat them with special consideration. Bengali, Bihari, Maharastrian managers and the managers from several other States cannot do so because of the absence of native enterprise. They must work in concerns owned by people who do not share with them their native culture and language. In these concerns they rise but at a rate slower than the one at which those who share the culture and the language of the employers are able to rise".<sup>46</sup>

All in all, it seems that social origin has a powerful influence on a person's ability to gain entry into industrial management and on his career 'firstly, to be able to secure a managerial position and to rise into a high level occupation, one needs a college education. Only persons having affluent parents can afford such an education. Secondly, social origin, through the force of tradition, encourages certain caste and religious groups to seek business careers and discourages other groups from doing so. Lastly, employers tend to give somewhat preferential treatment to persons from their own community. This puts certain religious, caste and language groups in a favoured position'.<sup>47</sup> However, it is

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<sup>46</sup> Ibid., pp.160-161.

<sup>47</sup> Ibid., p.173.

arguable that the influence of social origin is not categorical and absolute. There are other factors also which are decisive. Sometimes it is seen that people driven by ambition have risen to high level management positions, despite their low social origins and poor education.

## **2.7 Conclusion**

To conclude this discussion on executive growth, it may be reiterated that a large number of factors influence the professional competence of an executive; of which the important ones include organisational factors, individual factors and environmental factors. All these factors are interrelated to each other and contribute in one way or other the upward mobility of an executive.

In addition to the above described and known factors, there may be other influencing factors as well. One of the most important among them, it may be argued is Wives' contribution to Executive Growth. Our choice of the subject for this dissertation has been motivated by two reasons: (i) no known studies have been made in this area in India or elsewhere and (ii) we believe that there is a definite relationship between a housewife's role and her executive husband's professional growth. In the following chapters, the data is presented, analysed and conclusions are drawn.

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## CHAPTER - III

### STATUS AND ROLE OF HOUSEWIVES

#### 3.1 Introduction

This chapter purports to discuss and provide the background of Indian housewives. First traditional societies, both urban and rural are discussed. This is followed by a description of changes in traditional societies affected by the influence of western industrial and urbanised societies and women's changing role. These discussions set the framework to understand the changing pattern of women's role in India. Thus, this chapter provides the background for the more detailed analysis in the subsequent chapters.

It is generally accepted that women everywhere play a very important role as managers of the universal microcosm of family life. 'Most women, who have ever lived, have become wives sometimes or other during their life'.<sup>1</sup> For the most part, the history of women has been

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<sup>1</sup> Roberts Jane, Chapman and Margaret Gates (eds.), Women into Wives, Sage Publications Ltd., London, 1977, p.9.

the history of wives. Their status as housewives is something different and they play multifarious roles for the betterment of humanity as a whole. In the Indian family structure women occupy a pivotal position even when they are underprivileged and they continue to be the tangible elements of human power.

As times changed, the status and role of women have also changed. A glance at the Indian history reveals that this change has been manifested in all societies such as traditional, both rural and urban and modern.

### 3.2 Status and Role of Housewives in the Traditional Societies

A traditional society is small scale, homogeneous, custom bound and ascriptive. More over, it is organised in a rural setting. As a rule, women occupy relatively an inferior status, in comparison with men in the traditional Indian Society. The cultural values of Hindu Society had completely enslaved women in every field. The injunctions of Manu, the famous law giver, on which rested the fabric of Hindu society, put various restrictions on women. According to Manu, "a woman does not deserve freedom" and that her life should be one of dependence on man!<sup>2</sup>

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<sup>2</sup> Rao, Prakasa, Rao, Nandini, Marriage, the Family and Women in India, Heritage Publishers, New Delhi, 1982, p.173.

Another dictum laid down by Manu was that a woman should be subservient in all stages of her life - "in childhood to her father, in youth to the husband and his elderly kins and to the sons when widowed".<sup>3</sup> Women were debarred from all social activities at the time of Manu. The main duty entrusted on a housewife was to look after the children, husband and other family members. She was not expected to get involved in her husband's affairs. 'As a custom in a traditional village community of India, no respectable woman would plant her foot on village 'chappal' which was the traditional meeting place of village elderly men for solutions of village problems'.<sup>4</sup> They were not allowed to come out of their homes and take part in public affairs. Thus women followed a sheltered pattern of home life in the traditional society. The social institutions like joint family and kinship groups were patriarchal in nature and caste system was entirely male-oriented and male-dominated. Within this social framework, women were granted social and economic status as related to men. There never was any question of independent existence or status for women except in matriarchal societies. 'The ancient law giver

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<sup>3</sup> Ibid.

<sup>4</sup> Mahta, Sushila, Revolution and Status of Women in India, Metropolitan Book Co. Pvt. Ltd., New Delhi, 1982, p.100.

Manu described the status of women, as daughter, wife and mother. Her roles are important so far as they are complimentary to that of man. A woman in such a society had no independent existence. She had no right as a citizen in her own independent status'.<sup>5</sup> So also women did not have any right to own or hold property. They lived in the joint family and were entitled to residence, maintenance and marriage expense. When the property was divided they did not have a share in it. Another evil practice prevalent in the traditional society was child marriage. Since the boys did not have to take the responsibility of earning a living soon after their marriage resulted in its wider popularity. On the whole the customs and social practices were found to affect and gravely undermine the social status and role of women in India.

Indeed the history of Indians of the last thousand years is an eloquent testimony to this correlation of position of women and progress as a nation. Reacting to this, Mahatma Gandhi wrote "Man has converted her into a domestic drudge and an instrument of his pleasure instead of regarding her as his helpmate and better half. The result is a semi-paralysis of our society".<sup>6</sup> The cultural values of Hindu society was also responsible for the

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<sup>5</sup> Ibid., p.32.

<sup>6</sup> Ibid., p.2.

inferior position of Indian women. About this peculiar culture, Gandhiji lamented, "Hindu culture had erred on the side of excessive subordination of wife to the husband and had insisted on complete merging of the wife in the husband. This has resulted in the husband sometimes usurping and exercising authority that reduces him to the level of the brute".<sup>7</sup>

Thus it appears that in the traditional society, the peculiar social system conferred an inferior status on the womenfolk. Traditional India had seen a woman only as a member of the family or a group - as daughters, wives and mothers and not as an individual with an identity of her own.

### 3.2.1 Women in the rural societies

The status occupied by women in the rural societies was somewhat different from the rest, as the rural societies themselves witnessed differences. It is found that the status and role of woman would vary according to the caste or social class to which she would belong to. Often it has been observed that the high caste Brahmin women suffered from disabilities than the rest. The orthodox customs and practices prevalent in the society restricted their very movements in and outside the household.

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<sup>7</sup> Ibid.

They were completely kept away from the main-stream of social life. Those who were bold enough to raise a finger against the social evils suffered from ostracism. Widow remarriage was unheard of, and child marriage was very common. In general the Brahmin women's freedom was curtailed in every possible way.

Amongst the Muslims, women followed a peculiar life style. Here women had to hide themselves behind purdah or burka. Purdah was veiling their faces by women in presence of outsiders or elderly men; whereas burka was covering the whole body by their cloth while going out of home. No doubt these practices restricted women's movements to a great extent. It also curtailed their freedom to participate in socio-economic activities and public life. Besides, Quran, the Holy Book, advised women not to display their beauty or ornaments and did not allow women to participate in community prayer with men or public activities. It also lent extra support to women in order to avoid social contacts. In these circumstances, it is not surprising to learn that the Muslim men and women lived in two different worlds. On the whole, the Muslim women have been treated as inferior.



On the contrary, the ordinary women enjoyed better status and image. Generally these women belonged to the agricultural classes and they worked in fields along with their male counterparts. Naturally they played an important role in economic activities. They also had a role in the decision-making process. Here women got more freedom to move out of their houses and participate in many of the social practices of the period. Often these women were found to be talkative and gay. They would decorate themselves according to their whims and fancies, and nobody would object to their very actions. The artisan class also enjoyed such freedom. Women worked along with their men-folk and enjoyed such power and authority compared to the middle and higher class women. But still, they were not considered as equal to men; a sort of subjugation was always there.

### 3.2.2 Women in the urban society

In contrast to the rural society the urban society is industrial or commercial in nature. As a result of this, its members have higher living standards in material goods, leisure time, comfort, health and longevity in comparison with the rest. In the urban society, the status and role of woman is also different from that of her rural

counterpart. The high status women were often seen as leading a more comfortable and sophisticated living. However, many of them preferred to be mere housewives. Generally most of the urban housewives devoted an appreciable part of the work week in taking care of the family and of the house. The domestic role was thus a full time job for many women.

In the urban set up, more amenities are available to ease the domestic workload. Naturally women got more leisure time to involve in other activities outside their homes. As a consequence, educated women stepped out of domesticity to play an active part in society. They participated in social functions and visited clubs when the occasions demanded. On the whole life in the urban society was more comfortable and placid compared to that in the rural society.

### 3.3 Modern Trend in the Industrial Societies

'Modern industrial societies are continuously dynamic, heterogeneous, progressive and indeed appear to change at a speedy accelerating rate'.<sup>8</sup> It is universally accepted that centuries old traditions die hard. Not long ago it was an accepted Indian tradition that women's

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<sup>8</sup> Biesans, John, Biesans, Mavis, Modern Society, Prentice-Hall Inc., New Jersey, 1971, p. 298.

place was in her home. Even a generation ago, most middle class and upper class women were supposed to stay home as mere housewives. The age old customs and social prejudices have been fast disappearing as a result of many factors of social change. Following are the important factors which brought about considerable change in the status and role of Indian women.

### 3.3.1 Westernisation

Amongst the influences which affected change in the social outlook on proper place of women in society, the first and foremost were the western influences. About the impact of the west on Indian culture and civilisation O'Malley had observed "The impact of west on Indian culture and civilisation has brought about changes that are more fundamental to the case of women than men. To men it brought new conception of the world of its material resources, ethical standards, and political possibilities, but to women it brought slowly but potently a new conception of themselves. If men reassessed themselves as citizens in a new India, women revalued themselves as human beings in a new social order".<sup>9</sup>

The close contact with western cultural traditions, literature and education had deep impact on

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<sup>9</sup> O'Malley (L.S.S.), Modern India and the West, Oxford University Press, London, 1961, p.445.

the Indian intellectuals which gradually percolated to the literate masses. Under the influence of western ideas about equality and liberty, some social movements emphasised reforms in the caste system also. The reformers agitated against the deplorable conditions of women, and traditional outdated values regarding child marriage, and evil practices associated with child widows. The enlightened leaders had promoted education of the masses, including women. British Missionaries had started schools among the downtrodden masses. Prominent women leaders like Maharani Tapaswani, Panditha Ramabai and Ramabai Ranade campaigned for women's education. Child marriages were condemned and prohibited by law. Widow remarriages were encouraged, which ultimately projected a new attitude towards women. Again due to the sustained efforts of the reformers, the 'Hindu Widows' Remarriage Act was passed in 1856. But the tragic aspect was that it remained a red letter for many decades. But in course of time, the taboo attached to widows gradually disappeared and widow remarriages became common in the society. With regard to dress and appearance also, tremendous change had taken place. Observance of purdha was relaxed, and women started wearing fashionable dresses. Moreover, they had gone outside their houses in search of employment and they mixed freely with menfolk. On the whole, the

concept of equality got momentum, as a result of western impact. In fact, women who are deeply submerged under social disabilities were thus awakened to a great extent.

### **3.3.2 Industrial development and women**

The next important factor which brought about changes in the Indian social structure was industrialisation. It is a fact that in the last phase of the present century, there were sweeping changes in the economic and industrial developments of the country. But different opinions were put forward as to the extent of changes in the social status and economic conditions of women. As O'Malley has pointed out "The industrial revolution has brought about changes that are more fundamental in the case of women than men",<sup>10</sup>

It is noticed that industrial changes started in the country at the turn of the century, though at a snail's pace. The social trends and practices of the period were partly responsible for this slow pace. As a result of industrial changes, family life both in the rural and urban set up was affected. The urban educated women had to adjust to the demands of the transitional society. Simultaneously the urban man also had to adjust

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<sup>10</sup> Mehta, Sushila, Op.cit., p.72.

to the new trends of work and employment. Again, the educated urban middle class adopted western social customs and became a mixture of east and west. About this social situation Panditji said "I have become a queer mixture of east and west, out of place everywhere, at home nowhere. Perhaps my thought and approach to life are more akin to what is called western than eastern, but India clings to me, as she clings to all her children, in innumerable ways; and behind me lie, somewhere in the unconscious, memories of a hundred, or whatever the number may be, generations of Brahmins. I cannot get rid of either that past inheritance or my recent acquisitions. They are both part of me".<sup>11</sup> This clearly reveals the industrial transition in India and its impact on the socio-economic life of the new urban middle class. It also affected the lives of the rural people. Since the British discouraged cottage industries, and handicrafts, industrial development was one sided. As a result many were thrown out of industries to agriculture for livelihood. Since the land could not hold many, there was a continuous flow of people from rural to urban areas. 'Thus, two great phenomena in India's economic and social life were created

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<sup>11</sup> Ibid., p.73.

(1) there arose a floating mass of agricultural landless labour force, (2) a steady drive of rural people to urban areas in search of employment'.<sup>12</sup>

### **3.3.3 Urbanisation**

As a consequence of industrial advancement, the process of urbanisation took place. Migration from rural areas to urban areas has changed community life and created stresses for business and community. Urbanisation has great sociological significance as far as social change is concerned. For urbanisation carries with it profound influences on social structure and therefore on the conduct and thoughts of men and women. It has also influenced the attitude of people towards women, their education and their role in disciplining children. The growing cities of India are the melting pots of the old social structure. It is here we find the melting away of the caste taboos and prejudices, the breaking away of the joint families, relaxing the controls on the younger generations and daughters in-law, and the weakening customs that held women inside the four walls of their homes.

The process of urbanisation has greatly affected the structure and function of the joint family system.

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<sup>12</sup> ibid., p.74.

The transition from joint family to unitary family has an important bearing on the social roles of women. In the transitional society, the women escape the discipline of the mother-in-law entirely and set up a new household in the city entirely on her own. Social life of the women is altered because the husband and wife are beginning to share a new social life, because of the new emotional relationship they share, which was absent in the traditional family. 'While the father was the pivot of the joint family, the mother now becomes the centre of the nuclear family. She organizes a complicated family schedule regarding meals, work, education, recreation etc., of the various members. This alters the hierarchy with respect to power and authority. When the family unit becomes independent, the father's authority tends to equalise with that of the mother's'.<sup>13</sup>

With urbanisation and breaking of the joint families, women had to play different social roles and their life and behaviour deviated significantly from previous practices in rural communities and joint families. 'These deviations could be grouped together according to four criteria: (1) observance of purdah and caste customs of inter dining, (2) confinement to household work or

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<sup>13</sup> Kuppuswamy, Social Change in India, Vikas Publishing House, New Delhi, 1972, p.357.



going out to work; (3) following up careers with rational and thoughtful purposes; (4) active participation in emancipation work, social or political. The level of education might be regarded as the initial factor in such deviations and it might also influence the later retainment of such deviations'.<sup>14</sup>

#### **3.3.4 Women's employment and changing rôle**

As a result of industrialisation, urbanisation and growing educational facilities, the ideas and outlooks of women have changed considerably. Women in increasing numbers have come out of their sheltered homes and are on the look out for employment. As a consequence they are advancing in organisational and professional careers. The employed women, as a result of their professional status, are endowed with competence to defy any attempts of enforcing the old ways upon them. They further demand more consideration from their husbands and their family. In spite of all these, they have a social standing of their own in the wider society.

It is indeed gratifying to note that the influence of an educated and employed housewife is considered much greater in the modern industrial society.

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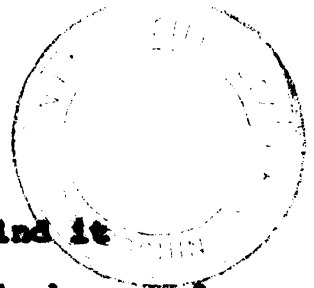
<sup>14</sup> Mehta, Sushila, Op.cit., p.82.

Women who are educated in school and college develop individuation and autonomy in values and ideologies. 'These values have enabled them to function as individuals with rights of their own and no more a property of the fathers and husbands to be disposed of. A woman is a wife, friend, companion and consultant to her husband not merely a daughter, daughter-in-law, mother and mother-in-law'.<sup>15</sup> An employed wife finds her power over others increased, and her general pattern of life transformed. She is in an advantageous position to organize her family relations and in-law relations in her own favour. Economically also, she experiences a new freedom and status. She is brave enough to defy the traditional ideals of wifely submission. She also would not tolerate men's double standards of morality. However, she would partially submit to her husband's dominance, in the style of modern western woman.

It can be said that wives are playing dual roles in an industrial society; she functions at two levels. She has a domestic role and a work role. But the domestic role is not considered as work. So much so, working women are tossed between home and work. In such a situation they

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<sup>15</sup> Saiyed, A.R. and Saiyed, V.V., "The Muslim Family in Transition, Orthodoxy and Change in a Minority Group Family" in The Indian Family in Transition, Augustine Johns S. (ed.), Vikas Publishing House, Pvt. Ltd., New Delhi, 1982, p.147.



sometimes experience mental conflicts. They find it difficult to devote more time and energy to their home and children. 'Role conflict often makes employed housewives try themselves out, giving personal service to the husband and attending to various tasks which are often beyond their physical capacity and endurance'.<sup>16</sup> A wife may have to carry a greater share of household affairs. It is still foreign to the husband's role to engage in more than a minimum household chorus. When both the husband and the wife work, there may be important status differences in the jobs they hold. If he has the higher status job, the wife is secure in her own way. Since man has developed a particular mental make up in dominating his wife from time immemorial, it is difficult for the husband to tolerate a wife who is higher in status than him. In most cases, husbands often consider their wives, a step lower to them. Therefore, an employed wife is generally careful about her job, position, so that she could avert interpersonal clashes. When the husbands have the lower status position, adjustment problems are greater. The wife needs to be aware of the attitudes and feelings of her husband regarding

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<sup>16</sup> Government of India, Report of the Committee on the Status of Women in India: Towards Equality, Department of Social Welfare, Ministry of Education and Social Welfare, December, 1974, 1974, pp.90-91.

this status differential. Although social norms are changing, an employed wife with a nonworking husband has to play again rather complicated and frustrating roles. She needs to be very sensitive to his feelings of inadequacy, jealousy or resentment. Similarly a successful wife with an unsuccessful husband also faces such problems. Hence an employed wife, has to play a role, which will minimise the divisive and stressful impacts that often cause strain or tension in marriage. It is noticed that a wife in the modern world has to fulfil the demands of her household and also those pertaining to her job.

Her role as a wife is more important than her job and success in this role is expected to be her chief concern. The job she does outside home is considered a part of this role fulfilment.

#### 3.4 A Changing Pattern in India

'The Gandhian era and the decades after independence have seen tremendous changes in the status and position of the women in Indian society'.<sup>17</sup> A multiplicity of factors like the country's independence, the social reforms, educational opportunities, employment facilities, and economic

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<sup>17</sup> Kuppaswamy, Op.cit., p.239.

emancipation have brought about changes necessary for the awakening of Indian women. The domesticated and family oriented women have emerged from a passive state to an active one as a result of these changes. However, the change from a position of utter degradation of women in the nineteenth century to a position of equality in the twentieth century is not a simple case of progress of Indian women. It is, in fact a sign of recapturing of the position they held in the early vedic period.

It can be said that emancipation of women in India started with the independent movement in the country. Since independence elevating the status and position of women has become a major national goal. Great leaders like Gandhiji and Jawaharlal Nehru provided the necessary ideological support to counter traditional prejudices against Indian womanhood and to women's equality with men. Women were brought into active participation in society and political leadership mainly through the efforts of Mahatma Gandhi. As O'Malley observes "The call of Mr. Gandhi for active support from women in his campaign appealed at once to their sense of nationalism and to the spirit of selfless devotion which is characteristic of Indian womanhood. They came out of purdah in thousands. There are

great public gatherings of emancipated women which would have been unthinkable twenty years ago".<sup>18</sup> 'The greatest advantage of women's participation in national life was that it brought them to the forefront and Indian women after independence acquired rights that could be won only after a long struggle by women in the west'.<sup>19</sup> The Indian constitution is framed in such a way that it has ensured women with a new status. The right to equality of status, and opportunity in education, public employment, and participation in political life were guaranteed to all citizens, irrespective of men and women by the constitution. Articles 14, 15 and 16 ensure, equality before the law prohibits any discrimination and guarantees equality of opportunity for all citizens in matters relating to employment or appointment to any office under the state and forbids discrimination on the grounds of religion, race, caste, sex, descent, place of birth, residence or any one of them. The directive principles of state policy impose certain special obligations, on the state to promote women's welfare, particularly the protection of their health as mothers, and their dignity as individuals.

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<sup>18</sup> Asthana Pratima, Women's Movement in India, Vikas Publishing House, New Delhi, 1974, p.129.

<sup>19</sup> Dasgupta Kalpana (ed.), Women on the Indian Scene, Abhinav Publications, New Delhi, 1976, p.8.

There have been several programmes for women's upliftment; welfare boards have been set up to enable women to play an effective role in nation building.

Partly due to these legal measures and partly due to the general trend of social change, the status of women has changed considerably. 'Women's role began to move toward greater emancipation from the clutches of man's domination. Consequently the role of wife-mother was also affected by this new freedom'.<sup>20</sup>

In a way, the vast economic changes which have been sweeping the country since the beginning of the twentieth century are forcing women into more and more new social roles. The age old social customs and prejudices have been fast disappearing. It is rather surprising that until a few years back women considered it below their status to seek employment outside. Due to the rising cost of living and new trends of modern necessities of life, women in large numbers are coming out of their homes to enter into activities that were traditionally the exclusive preserves of men.

Today there are no fields of enterprise which women have not entered and where the best of them have not

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<sup>20</sup> Rao Prakasa, Rao Nandini, Op.cit., p.177.

made outstanding success. The entry of women into various professions indicate the marked changes that took place in the latter part of the twentieth century. To begin with, women have started with occupations like medicine, teaching and social work. In recent years women have made their mark in such difficult and dangerous pursuits as entrepreneurship, management, mountaineering, aeronautics, etc. Women are also occupying high managerial posts like that of Mrs. Sumati Desai, who has been working as Managing Director of a Shipping firm. Women have also started entering administrative services, technical occupations, scientific pursuits, business and legal professions. It is note-worthy that in the recent Antarctic expedition by the Indian Scientists, two women also took part. In the field of mountaineering also women have made their mark.

In the modern era, politics has become a costly and dangerous game. Still women have shown considerable skill in holding highly responsible positions as prime minister, chief ministers, governors, members of parliament, assemblies and local administrative bodies.



**Men and Women Members of Parliament from  
1952 to 1971**<sup>21</sup>

<b>Lok Sabha Election Year</b>	<b>Total Members</b>	<b>Men</b>	<b>Women</b>
1952	489	471	18
1957	494	468	26
1962	494	462	32
1967	520	490	30
1971	518	496	22

On the whole it is noticed that the proportion of women members has increased steadily from 1952-1971. But the proportion of women members in contrast to men is not narrowing down with speed. It seems that even though the term equality is accepted in principle, political leaders hardly take note of its enactment while selecting candidates for elections.

Recently, it is observed that women have started occupying professions like Librarians, archaeologists, archivists, translators, interpreters, counsellors, career makers, vocational guidance officers etc. By all means

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<sup>21</sup> Mehta, Sushila, Op.cit., p.150.

women have proved that they are as much competent as men to take up careers and professions.

However, it is noticed that, women mostly from the urban elite are in the forefront in political, economic, educational and cultural fields both at home and abroad. But a majority of the rural womenfolk remain virtually without corresponding changes. Many of them are still subject to the degrading purdah system and are made victims of social evils. This only indicates that the wind of social change has not been so strong to affect all sections of womenhood throughout the country. Or it could be that the traditional social customs have been too strong to be swept away inspite of continuous efforts over decades to change them. In case, changes are visible in all walks of life and it is only a question of time that the phenomena gets wider acceptance.

#### 3.4.1 The concept of equality and women's movement

For the average Indian woman, the concept of equality is something she has never bothered about and consequently she happily accepts her age old domestic role. But it is not the case with the educated, woman; she has realized that she cannot remain confined to the

four walls of her home idly. She knows that she is progressive enough to accept new challenges. She realizes her equal position with man, and is not ready to consider herself subordinate to him. The awakened Indian woman wants to achieve equality in occupational, educational, and social spheres of activities.

In the international women's year, the Mexico World Conference, emphasized women's right to work and to get equal pay for work of equal value in these words:

"The right of women to work, to receive equal pay for work of equal value, to be provided with equal opportunities for the advancement in work and all other women's rights to full and satisfying economic activities are strongly reaffirmed".

For 'equality' according to the conference is nothing less than equal opportunities as expressed in the following words "Equality between men and women means equality in their dignity and worth as human beings as well as equality in their rights, opportunities and responsibilities."<sup>22</sup>

#### Women's movement

The Manusmriti concept which has conferred a low status upon women contributed indirectly to the origin

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<sup>22</sup> Ibid., p.221.

of a women's movement in India. Social reformers' efforts also established some pre-conditions for the development of the movement. Another factor which contributed to the development of the movement was the women's liberation movement in the west. 'Women felt an inner urge of consciousness and showed will and determination to retain the goal of emancipation.'<sup>23</sup> With sustained efforts on the part of the women leaders, a well organized movement set in. Pandita Ramabai and Ramabai Ranade were the pioneers in this context.

However the emergence of rudiments of Indian women's movement can be seen in the foundation of women's associations. These rudiments were oriented toward improving the status of women and aiding national development. There were mainly two conceptions inculcated in the ideology of the women's movement. One was women's uplift and the other was 'equal rights'. By women's uplift' meant reform of social practices to enable women to play important and constructive roles in society. By 'equal rights' meant the extension of the civil rights enjoyed by men in the political, economic and familial

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<sup>23</sup> Asthana Pratima, Op.cit., p.1.

spheres to women. Women's uplift can be seen as a corporate goal and equal rights can be seen as a liberal feminist goal, in the real sense.

'The goal of equal rights concerned the removal of barriers - in the form of legal and social inequalities - which prevented various groups from realizing their full capacities. By removing these barriers, the achievement of equal rights would expand the number of groups that could perform the roles previously restricted to urban educated men'.<sup>24</sup> This conception valued the capacity of women to perform roles crucial for development; those of educators, workers, citizens and responsible family members.

'At the turn of the century women's movement in the country gathered momentum'.<sup>25</sup> More and more women's organizations were started. Among these the most outstanding was the All India Women's Conference, which took up the cudgels against orthodoxy, injustice, and discrimination and worked successfully in the field of women's education.

Thus it was realized in the country that "the woman's movement holds the key to progress and the results

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<sup>24</sup> Everett Jana Matson, Women and Social Change in India, Heritage Publishers, New Delhi, 1981, p.83.

<sup>25</sup> Asthana Prathina, Op. Cit., p. 147

it may achieve are incalculably great. It is not too much to say that India cannot reach the position to which it aspires in the world, until its women play their due part as educated citizens".<sup>26</sup>

"It must, however, be said that Indian feminism, unlike that in the west, did not take the form of a craving to acquire man's outlook, man's ambitions, man's freedom, and man's power whose very outlook is to transcend femininity and its tendency is to achieve an independence which on the one hand leads to a duplication of the virtues and the defects of man, and on the other to the production of an asexuality suicidal for the race".<sup>27</sup>

In fact Indian woman seems to be moving towards a balance between traditional and progressive values. "She wants to retain her intrinsic love for home, the children and the family and combine them with her determination to play a vital role in the socio-economic structure of modern India."<sup>28</sup>

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<sup>26</sup> Report of Indian Statutory Commission, Vol.I, 1930, p.53.

<sup>27</sup> Nadia, A.R., The Ethics of Feminism, London, 1923, p.239.

<sup>28</sup> Khanna Girija, Varghese Mariamma, Indian Women Today, Vikas Publishing House Pvt. Ltd., New Delhi, 1978, p.203.

To conclude one can say that women's movement in India struck a new path and operates with a new vision for the millions of womenfolk. It aroused new hopes and aspirations of service in the wider arena of global life too.

#### **3.4.2 Kerala women**

Kerala with its rigid social customs and traditions which of course is fast changing, but yet projects a peculiar class of women compared to those in other States of India. The orthodox religions and philosophies emphasising the unequal role and image of men and women imposed severe moral codes on the women. The prominent communities in Kerala include Hindus, with innumerable castes, Christians and Muslims. At least in two Hindu communities matriarchy was prevalent which allowed women to enjoy much power and authority. In others, the system of patriarchy existed where power and authority were vested on men. In this system women were deprived of their many rights and were treated as individuals with no entity of their own. But as a result of the various phases of social change, Kerala women showed remarkable ability to respond to the new situations in the changing world. The ever-changing socio-economic conditions have widened their educational and employment potential. It has

been observed that the joint family system, typical of the Hindu Society, has disintegrated and nuclear families have come into existence. Hindu women have started to discard their earlier shattered pattern of life and are coming out in the open to shoulder responsibilities similar to men. In the case of the Christian women, education and employment came much earlier. Hence, we find their position different to that of Hindu women. As a result, they have started various women's organisations, through which they are channelling their activities. One of the prominent organisation is the Y.W.C.A. Christian women in large numbers have also joined the professions like teachers, doctors, nurses etc. and some of them have even achieved distinctions at national level. It is seen that they outnumber their Hindu and Muslim sisters. Many of them are also working abroad. It has been noticed that the position of Muslim women is not even comparable to Hindu and Christian women, because majority of Muslim women are illiterate. A noticeable trend is that they are also advancing in the changing society.

#### **3.4.3 Women as outstanding housewives**

Kerala, has to its credit many distinguished housewives who have contributed to the success of their husbands. Mrs. Ashamma Mathai, wife of late parliamentarian Dr. Jehn Mathai is an exceptionally accomplished



housewife in this respect. Mrs. Lakshmy N. Menon is another outstanding lady, who represented India in the United Nations, many times. With her charisma and political experience she is still an inspiration to many in the Kerala Society. Similarly Mrs. Susheela Gopalan, wife of veteran political leader Mr. A.K.Gopalan, has contributed a lot for the career success of her husband. Both of them worked together for the common cause of eradicating poverty and uplifting the downtrodden masses. There are still other known and unknown ladies who are excellent housewives and whose contributions are no doubt meritorious.

### **3.5 Women in Other Countries - A Comparative Study**

In the preceding paras, we have attempted to give a descriptive account of the role of housewives in the traditional Indian society, modern trend in industrial society and the changing pattern in India. A brief comparative study of the role of housewives in other continents, we considered, would be appropriate here to understand the theme of this study with clarity. We have, therefore, attempted to describe the role of housewives in the American continent, in Europe and in the Asian scene. For describing American continent, we have chosen only the United States of America which influences the

neighbouring societies. For the European Continent, our choice fell on the French. Among the Asian, we felt Japan and China ought to be included. We have also included Philippines a fast developing country with multi-races for our comparative descriptions.

### 3.5.1 Women in the United States

'The expanding frontiers of the United States created a vague feminist bias, which accorded more privileges to women than to their counterparts in Europe in the early years of the Republic. But it was the industrial revolution which provided the necessary impetus for change in their status. It provided women, the opportunities to follow men out of the home. In a sense the industrial system not only reshaped the ideas of rural men, but also reshaped the role of women'.<sup>29</sup> The most important alteration in the image of woman came after the first world war with an upsurge in women's employment. During the second world war, the changes in the position of women were so drastic that they can be spoken of as "revolutions". First there was the 'suffrage revolution' for equal rights in which a success of strong-minded women broke into previously barred

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<sup>29</sup> Jain, R.B., "Women in the United States" in Women of the World, (eds.) Urmila Phadnis and Indira Malani, Vikas Publishing House, New Delhi, 1978, pp.216-219.

professions and won the right to an equal education with men, to speak in public to vote for and hold office. Second there was the 'sexual revolution', directed against the double standards of morality. Then came the 'revolution of manners' with women shedding their garments and adopting firm-fitting clothes and swim-suits, taking part in sports, driving cars, and even piloting planes, serving in wartime, smoking cigarettes and drinking in public. Then there was the kitchen revolution, with mechanized kitchens and canned and prepared foods. This provided greater leisure for some women, and industrial and clerical jobs for some others. Finally there was the 'job revolution', which transformed the American working force, as it also transformed women's role in economy. In 1920 there were eight million women holding jobs.

At the turn of the Century American women had a set course through life. Working women had to support themselves and their families. Married women devoted their time to home and children.

The factors which contributed to changing patterns in the American women's lives are related to so many other changes that took place in the society; the change from a predominantly rural culture to an urban society, the change

from a simple small scale production methods to the mass production, change from a society in which the home was self-sufficient and self-supporting to one in which the home is dependant upon all facets of economy. By late twenties the ordinary woman was closer to man in social behaviour expected of her in the economic oppertunities open to her and in the intellectual freedom enjoyed by her at any time in history.

Eventhough many changes took place in the status and role of American women, the most important role of women remains that of a housewife. Wives generally devote most of their time to domestic activities. The behaviour of most wives coincide with their traditional role. In fact, women rural or urban whether they like it or not devote a large portion of their time to the home-making role.

#### Women's 'lib' movement and the 'new feminism'

Eventhough American women is better educated, better dressed, and more comfortable, she seems to be restless, quite restless in her familiar familial role. This is evident from the women's liberation movement and the new cult of 'new feminism' which has demanded full social equality for women. 'The vast majority of the women in America may not actively take part in the 'lib' movement

and the 'new feminism' may actively involve only a small fraction of the female population of the U.S. but many of them are in search of a new role that is more independent and less restricted to the traditional triangle of children, kitchen and the church'.<sup>30</sup>

### The 'new feminism'

To most of the American women, it means rejecting the stereotypical model of woman as playmates or smiling airline stewardess. It includes equality with men in the job market and in clubs. On the whole this movement has affected the lives of young women to a great extent. It has influenced young women to stay single, and also affected marital ties by questioning women's position as a wife.

### 3.5.2 Women in Japan

The position of women was radically changed after the declaration of war against China and the invasion of Manchuria. Women were selected for work in plants that produced ammunition. Before the war their status was a mixture of oriental and occidental patterns.

The old Japanese proverb "Obedience, and modesty are the essential virtues of the Japanese woman" was

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<sup>30</sup> Ibid., p.237.

translated into laws making women the property first of their parents and then of their husbands',<sup>31</sup>

After the declaration of war, the attitude towards women was changed. The government recognized the worth of women's participation, in the production of guns, amunitions and other war needs. The industrialisation programme also did much to awaken the Japanese woman. She came to realize that she was first of all an essential member of the economic society, and secondly that her age old role of "obedience" was not in her own interests. The demands of war compelled women to take a political, economic and intellectual role that would have taken many years to achieve had not the war occurred.

Gone were the days when women were treated as the private property of men when they were denied political rights on the plea that the burden of politics imposed was beyond the capacity of women to bear. At one stroke the authorities declared that men and women were equal for all purposes and provided legal remedies against discrimination. Japanese women are today to be found inconsiderable

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<sup>31</sup> The World Book Encyclopaedia W-X  
Field Enterprises Educational  $\frac{Y-Z}{20}$   
Corperation, 1970, U.S.A., p.320.

strength even in fields which were before considered as beyond their reach; education, administration, law, medicine, literature, public services, science, construction engineering, etc.<sup>32</sup> But it is surprising to note that, the younger generation of women are not satisfied with mere political rights. They want full and complete freedom from social, financial, and legal restrictions. They now pursuing their struggle to assert their position as free individuals of a free society.

### 3.5.3 Women in China

From the earliest records available it is seen that, an attitude of tribal equality existed between man and women. Women were accorded high status, and a sort of matriarchy was prevalent in ancient China. Later developments in the country suggested that woman was no longer viewed as a nourishing mother. Several moral and legal counterparts of changes occurred in the late periods. Firstly, discrimination against women from birth to death, secondly, women were excluded from all important socio-political affairs, and lastly the situation of 'de-facto' slavery was highly idealised in the society. The pre-modern period suggested the ideological transformation in

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<sup>32</sup> Narasimha Murthy, P.A., "From Hakoiri Musume to a Free Individual" in Women of the World, Op.cit., p. 136.

modern China. There had been measures indicating a progressive revaluation of certain ideas to bring about women's equal status with men. By 1929-'30, the civil code of the Republic of China was promulgated. This code outlawed all major forms of discrimination, practised against women. The new code transformed the social scene in China. Ascriptive inferiority of women was replaced by egalitarian feminism. The increasing economic power, together with the liberating impact of education, produced a new sense of dignity for women. Women's liberation movement gained new momentum under communist rule. 'Mao encouraged women to participate actively in agricultural work, industrial production and political activities in order to gain equality. He is reported to have said that times have changed and today men and women are equal. Whatever men comrades can accomplish women comrades can accomplish equally well.'<sup>33</sup>

Many women entered professional careers, including politics. In agricultural labour, industrial production and professional services, the proportion of women has increased. The participation of women in government bureaucracy has been impressive although the numbers are

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<sup>33</sup> Gupta, K.P., "Emancipation and Enslavement" in Women of the World, Op. cit., p.110.



disproportionate to population ratio. Eventhough Chinese women are marching towards progress in their status and role, several problems still remain unsolved. 'Several campaigns have been put to enforce with the provision of "Equal pay for equal work". But it was of no use. Ascendancy of status rejects "bourgeois" concepts of freedom and equality. Moreover under the legalist practice men and women were considered to be directly and indirectly subservient to the state'.<sup>34</sup> 'However China's past was neither purely feudal nor is China's modernity wholly revolutionary. Between these two abstract periods, women's status in China has changed remarkably without essentially changing the man-women equation'.<sup>35</sup>

#### 3.5.4 Women in the Philippines

Here the position of women is more advanced than any other oriental country. The original family system of the primitive Philippines was the matriarchy in which the woman was the head of the family. After the spanish invasion, they were reduced to a subordinate position economically, politically and socially. Low class women enjoyed only very little educational or

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<sup>34</sup> Ibid., p.122

<sup>35</sup> Ibid.

intellectual privileges. The pattern of equality was restored when the united states took control of the Philippines.

'Since the Philippines gained independence, women were released into dynamics of modernisation. In politics, education and business they have held their own and steadily advanced.'<sup>36</sup>

A peculiar feature of the Philipinos wife is that she seems to content to prefer "Security of marriage to the hazards of divorce.

### 3.5.5 Women in France

The Civil Code, edicted by Napoleon the First in 1804 formed the basis of the status of French women. He placed French women in a position of dependance which affected them throughout the 19th century. This code is still in operation in France. But it is gratifying to note that several modifications have been introduced which have reduced the fundamental inequalities between the respective status of men and women. 'The traditional role of women was to look after their husbands and children, and to fulfil it, to remain at home. Women

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<sup>36</sup> Mahagani Usha, "Women's Status and Modernisation in Southeast Asia" in Women of the World, Op. cit., p.80.

worked only when they were in need of financial assistance but the attitude has changed in the last decades'.<sup>37</sup> The new conditions of life enabled them to go for employment. However, inspite of the legal provisions, one can notice that women still do not have access to all the service careers.

Regarding the legal emancipation of women, it came rather late, without revolutions or violence. Even now the women's liberation movement is much calmer in France than in England or the U.S.A.

It is worth mentioning that a new concept of family life is slowly emerging in which both husband and wife share the burden of family life. Eventhough women started working, family life is considered to be the most important of anything.

### 3.6. Conclusion

The foregoing pages conclusively prove beyond any doubt that the status and role of women all over the world have changed considerably with varying degrees :

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<sup>37</sup> Bhattacharya and Kirpalani, "The French Women" in Women of the World (eds.) Urmila Phadnis and Indira Malani, Vikas Publishing House, New Delhi, 1978, pp.188-189.

in different cultures. The rapidity of such changes felt or manifested earlier in industrialised countries. They still make a lead. Women in other countries are also making rapid changes liberating themselves from the past, a limited role confined to their homes. It is only a matter of few decades from now that those who are lagging behind their more progressive sisters, catch up with the rest and play a role befitting their position in their families.

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## CHAPTER - IV

### REALITIES OF HOUSEWIVES OF BUSINESS EXECUTIVES

#### 4.1 Introduction

A business executive is one who leads a business organisation or some element of it toward the accomplishment of business objectives with certain degrees of effectiveness. It is known that a forward looking executive lives in an exciting world. More over his job continuously poses new challenges and there are always a variety of new goals to achieve. In a situation like this, the wife of the executive has a great responsibility in working with her husband and helping him to achieve his goals, aspirations and ideals. But has she ever been moulded to play her role or officially given a chance of shouldering this responsibility? Alternatively, has she been treated as an ordinary housewife with nothing to contribute to her husband's professional life? A general perspective of the realities of housewives of business executives in the past and present will clearly answer these questions.

#### **4.2 Realities of Housewives in the Past**

It is indeed surprising to learn that for a long time the wives of most of the executives confined themselves to their houses, keeping away from the main stream of social life. Their major task was to look after the children's well-being. The management of the household was also on their shoulders to a certain degree. In fact, they were treated as mere housewives. The entire world of business was kept away from them, and it was meant exclusively for the men folk. There had been neither any discussion nor consultation with the wives regarding business affairs, their transfer, touring, further training, away from house etc. The process of decision making was solely bestowed upon the executives, and their wives did not have a say in matters of importance either. Every decision would be taken by the executives without any interference from their wives.

Regarding social activities also a similar trend was observed. As a consequence social activities were rare and the housewives seldom took part in them. There never was any practise of attending seminars, conferences and workshops by the wives, along with their husbands. They did not even accompany their husbands in their business tours. In short, wives' involvement and active participation in their husbands' career was not at all welcomed. Certainly she

made no job decisions for him, nor interfered with his advancement in the ladder. So much so the 'corporate wife' was having a low profile among her husband's peers and supervisors.

#### **4.2.1 Changes from the past**

Today's world is a rapidly changing one. It affects every one. Hence the process of change has also affected the world of housewives. The emergence of new trends of awakening in all walks of life served as an eye opener to the executives' wives in general. The new trends constituted, education, employment and modern technology which certainly had their impact upon the executives' wives, in their outlook, response to situations and general conduct. In addition certain women's organisations also played their due share in bringing about substantial changes in the attitudes and outlooks of the wives.

#### **4.2.2 How the change has manifested?**

One of the most fundamental and remarkable changes is the relative emancipation of women, and their participation in activities outside their homes.

Long confined to their traditional role of wife and mother, the corporate wives are trying to cope with new

opportunities and challenges. New ideas and outlooks towards life have extended their world of action to the outside world. Gone are the days when wives were treated as mere shadowy appendages of their better known halves. Their lives are much more exposed to the outside world compared to the old times.

It is not surprising that most of the wives are members of one or the other club. Club-going is becoming, if not already become part of their routine. These clubs not only provide a relaxed atmosphere for social relationships, but also helps to serve the society through humanitarian work. Most of the wives do take part in some social activities conducted by these clubs.

As job opportunities for women have increased, the working 'corporate wife' has become a fairly common phenomenon on the employment scene. Her status has further enhanced and she is no more treated as a silent observer of her husband's deeds. Her new role is that of a companion to her husband and she is competent enough to take part in business discussions along with her husband.

The process of decision-making has also undergone significant change. As a consequence joint decisions are taken by the husband and the wife regarding the several aspects



of family life such as home management, education of their children and financial management. Some of the wives are even capable of running business firms of their own without any assistance from their husbands; and they are the sole decision-makers too.

Another phenomenal change is the growing revolt by executives' wives. Perhaps nudged into awareness by activist women's groups, exposed to more of the world via. travel and the media, usually better educated than the average, these wives appear to be demanding a greater say in decisions affecting their own lives. The executive wife's resistance to transfer is the most obvious sign of her new attitude. It is observed that a few years ago a decision would probably have been made by the executive without any interference from his wife. She might not even have been there when he went house-hunting. Today when a promotion is on the way with a transfer, the wife is first consulted. Sometimes it is seen that executives turn down job moves because of disinterest from their wives' side.

Her growing sense of independence has also led the corporate wife to question certain corporate traditions. As a result more wives are invited to executive seminars and workshops at least to the opening and concluding sessions besides to social gatherings. This is certainly a great leap from the

past. This gives them an opportunity to know, what their better halves are doing at seminars and workshops. Again larger business houses encourage the wives of top executives to accompany their husbands in their business-~~con~~-pleasure or educational trips within the country and abroad. This is yet to become too common. James C. McDermott, Assistant Dean at Fordham University's Graduate School of Business Administration says "More corporations had better start taking notice of the executive wife because increasingly she is the third party in most of the decisions made between her husband and his company. More companies will discover that one of the reasons they cannot attract good managers is that they are not involving the wife in corporate decisions affecting her husband's career and subsequently her life".<sup>1</sup>

#### 4.3 How the Status and Role can Influence Husband's Executive Growth Prospects

Every successful man they say has a woman behind him. This statement appears to be quite valid in today's complex industrial society. No doubt woman plays an important part in man's life and the most significant one is that of a wife. As a wife it is her vast potentiality that can make a man successful in life. On the other hand she can also drag him to failure, if she desires.

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<sup>1</sup> Berkwitz George, J., "Corporate Wives: The Third Party", Dun's Review, Vol.100, No.2, August 1972, p.62.

Today when life has become so difficult, a business executive has to cope with many a tough situations in his daily routine. However, he can face all the daily trials more courageously if he is happy at home. If he knows that it is a place where he can await a warm heart, he will be able to face life smilingly. Thomas Tusser, the English poet says "seek home for rest. For home is best". Indeed it is homewards that a man turns for the soothing balm of love and understanding after the day's stress and strain. A man may be a strict task master or a learned professor or busy executive or a business magnate; but the moment he turns homewards he sheds his stern mein and is a different man among the members of his family. It is for the wife to give him the desired comfort and happiness at home. Bacon says "wives are youngmen's mistresses, companions for middle age, and old men's nurses".<sup>2</sup> If a woman can be a combination of all these she will be successful in making a happy home and consequently her man will be successful in life.

But if the wife is nagging the picture is different. The man will be miserable at home in the company of such a wife. He will be difficult to tackle and irritable and

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<sup>2</sup> Social Welfare, Vol. XXIII, No.3, June 1976, p.38.

consequently his work in his office will suffer. It is possible that a disgruntled unhappy wife not only makes her husband's life difficult but that she also transmits directly or indirectly adverse attitudes towards business to their children.

It is worth noticing that an executive's wife has to play different roles depending on the situation, which enables her to be an effective wife. "Men differ in the extent and variety of their needs and expectations with respect to their wives. Some have a constant insatiable need to discuss the day's events each evening, others may be secretive and taciturn. The sensitive wife listens and understands the working husband's needs and expectations fulfilling with judgment and good sense".<sup>3</sup> Thus one of the primary roles a wife plays today to a man who is dedicated to his work and is filled with ambition to succeed is to be a good listener. And to be a really good listener she must be genuinely interested and empathetic. "Most top executives are very lonely people as one puts it. The greatest thing a man's wife can do is to let him unburden the worries, he can't confess to

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<sup>3</sup> McFarland, Dalton, E., "Action Strategies for Managerial Achievement", AMACOM, New York 1971, p.138.

in the office".<sup>4</sup> Sometimes the wife is a driving force for the executive. He discusses his career and its importance with his wife. The wife, to some extent gets involved in those positive aspects which prompt him to work ceaselessly for achieving the professional goal set by him. She may even discover the so far unrecognised and untapped potentialities in him which may be helpful for his professional growth. Ramayana, the great Indian epic, projects the image of such a wife. She is Kaikei, king Dasaratha's wife who won him the battle at the cost of her finger.

It can be said that wives who are good home makers are a vital factor in the success of their husbands. "It is seldom possible for the wife of a manager, administrator or executive to be completely separated from the context of her husband's working or professional life. This is true for several reasons. First, formal and informal social demands confront her to a greater or lesser degrees. Second, the organization itself may demand or expect that she play some part in her husband's work activities, such as helping to entertain customers. Third, her husband may need her as a listener, counselor or sympathetic sounding board by which to judge his actions or make future career plans".<sup>5</sup>

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<sup>4</sup> White Jr. William, H., "The Wife Problem", in The Other Half: Roads to Women's Equality, (eds.) Cynthia Fuchs Epstein, William J. Goode, Prentice-Hall Inc., New Jersey, 1977, pp.80-81.

<sup>5</sup> McFarland, Dalton, E., Op. cit., pp.137-138.

But it is worth mentioning that every wife should take care not to overburden the executive with her problems. Certainly there has to be several problems in the home front. An efficient wife presents only the serious concerns before her husband, thereby leaving the executive free from unnecessary worries. In this context, Mrs. Shanteri Prabhu, wife of Custodian of Canara Bank says "I feel that the least an executive's wife can do to help her husband is to be able to shoulder all the burdens of family life and not take problems to him when he comes home after tackling them in sufficient numbers at the office".<sup>6</sup> So also, Mrs. Indira Soundararajan, wife of Soundararajan, Chief Executive, Mukand Iron and Steel Works Ltd., says, "There were just two of us in the home and even if the house were to turn topsy turvy I would not bother him, but handle the situation myself".<sup>7</sup>

Another role to be fulfilled by a wife is entertaining guests at home. There are all kinds of thesis regarding the usefulness of entertaining business associates at home. An intelligent wife does not consider this as a burden or

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<sup>6</sup> Integrated Management, Vol.69, January 1972, p.64.

<sup>7</sup> "Women Behind Corporate Heads" (Editorial), Industrial Times, Vol.XXV, No.8, April-May 1983, p.7.

duty but appreciates it as an opportunity to discover and exchange ideas among people with whom she already has something in common.

"In some positions the role of the wife is genuinely and intrinsically related to the husband's task performance. For example, university presidents or college deans may be expected to do a lot of official entertaining often of large groups in their own homes. More over, faculty wives tend to form cohesive groups so that the president's wife either formally or informally becomes the leader or person of influence among all wives. The higher the level of the husband the more likely it is that the wife will be drawn into semi-official obligations of this type".<sup>8</sup>

There is another aspect of her role which is considerably less passive. For the effective executive wife must be a social operator. In fact, she needs to be more adaptable than any other wife, for the social conditions she meets are varied. One year she may be a member of a company community, another year a branch manager's wife, expected to integrate with local community or in some cases to become a civic leader. Here she can assist and compliment the efforts of her husband by social activities such as

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<sup>8</sup> McFarland, Dalton, E., Op. Cit., p.138.

entertaining people, welfare activities for the employees and public relations through social welfare activities. It is gratifying to note that these extra-professional activities of the wife can have significant bearing upon husband's executive career.

A wife has a great responsibility in working with her husband and helping him to achieve his goals, aspirations and ideals. If she doesn't know his aims his aspirations, his job responsibilities, what he is striving for, chances are that she may be at odds with what he is trying to do. There are many ways by which a wife can involve into her husband's business matters. She can do reading books for him and tell him the gist. She can do writing and prepare notes for him, can type and correct his drafts. She can attend to his telephone calls and callers at house, and make his task easy. It goes to such an extent that she can even represent him at parties, receptions and seminars in case of his being busy otherwise, she can accompany him in his business trips also. In a way she may be functioning as a private secretary to him. A classic example in this respect is Mrs. Tarun Sheth who enjoys a perfect understanding with her husband Tarun Sheth Management Development Manager, Hindustan Lever. "I support, help and advice him. A wife's contribution lies in listening to her husband's various problems".<sup>9</sup> says Mrs. Tarun Sheth.

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<sup>9</sup> "Women Behind Corporate Heads", op. cit., p.12.



There is still another area, where the role of an executive's wife is very significant. Executives' transfer and subsequent relocation are always a headache to many of the wives. Problems come mainly when moves are too frequent or when they seem to arise out of corporate whim. Because of the relocation problem, many executives are reluctant to accept promotions. It is here a wife should act. An efficient wife can manage this situation tactfully with stress felt only nominally. In such a happy situation, the executive can accept the promotion without much effort.

However, the executive's wife should take care of certain matters. "It is important for the wife to avoid undue interference at her husband's place of work. Some wives are guilty of calling on their husbands at inconvenient busy times, or of making heavy demands on their husbands' secretaries for mailing out garden club notices and the like. The officious, demanding wife, can detract seriously from her husband's effectiveness just as the considerate thoughtful wife can be of immense help in his work".<sup>10</sup>

"Some wives feel that only manager in the role of a husband brings home stress from the office. They were not willing to look at the reality that they were also despatching a large part of the home and

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<sup>10</sup> McFarland, Dalton, E., op. cit., p.141.

its consequent stress to the office. They were forgetting that through their need to become senior managers' wives rather than middle managers' wives some time or the other they had been after their husbands, if they did not get promotion. They were forgetting that out of their anxiety for their children they had nagged their husbands to ask for company cars to drive children to school and so on. In effect they were denying the fact that just as the man has an obligation to draw a boundary between his two roles - that of a husband and that of a manager, the woman too has the obligation to draw a line between her two roles - an executive's wife and the wife of a man who is just her husband at home".<sup>11</sup>

It is indeed advisable for the wife to be careful not to create such a situation so that the executive can be relieved from stress to a great extent.

In all matters pertaining to an executive's wife it is important for the wife to understand her own preferences, limitations and beliefs. It is rather essential that she should preserve and nourish her own sense of identity and develop her own important role, that is satisfying for her, while at the same time contributing meaningfully to her husband's success.

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<sup>11</sup> Chathopadhyya Gouranger, P., "Omnipotence and Impotence: Two Faces of Immature Dependency", Indian Management, Vol. XIX, No. 11, November 1980, p.4.

Following are few examples of the contributions by wives of some of the top executives in the country. In this era of increasing sophistication, most of these wives had a distinct personality and contributed in no small measure in steering their spouses to success.

Mrs. Prathiba Tarun Sheth, wife of Tarun Sheth, Management Development Manager, Hindustan Lever, is a participant in all her husband's activities and lends a professional touch to the household chorus. "All over we have common interests. If he takes up a project, we discuss it at home. If he takes up a consultancy project I aid him".<sup>12</sup> says Mrs. Tarun Sheth. Much of the success of Tarun Sheth as a corporate head can be attributed to the professional management of his household affairs by his wife Prathiba who firmly believes that managing the home should also be done professionally. Prathiba Sheth is the classic case of a woman who is a manager both at home and out.

Another wife, Mrs. Snehalatha Podar, a well known figure in social and business circles is the moving spirit behind business magnets Kanti Kumar Podar. A devoted wife that she is Mrs. Podar accompanies her husband in most of his business and social assignments. "I take part in business discussions and try to understand his problems"<sup>13</sup> states Mrs. Podar.

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<sup>12</sup> "Women Behind Corporate Heads", op. cit., p.12.

<sup>13</sup> Ibid., p.13.

Mrs. Taramani Mandelia better-half of Surya Prakash Mandelia, President of Century Rayons, insulates her husband from domestic worries and takes part in religious rites. "An ideal wife, Mrs. Mandelia defines should insulate her husband from the tedious task of running the household. "My husband is a professional executive. Considering my lack of formal education there was no question of my helping him out in his career or his seeking my advice. Under the circumstances the only thing I could have done was to see to the smooth functioning of the house. And I have done this quite well. I also accompany my husband to parties and his outstation tours".<sup>14</sup>

#### 4.4 Conclusion

To conclude one can say that the executive's wife plays an important role in making the executive's life a success. Resolutely antifeminist the executive's wife conceives her role to be that of a 'stabiliser' the keeper of the retreat, the one who rests and rejuvenates the man for the next day's battle. Thus it can be noticed that the women's status and role have seen a sea change from the past to the present times. They are aware of the big task entrusted upon them and are acting accordingly for their husbands' career advancement.

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<sup>14</sup> Ibid., p.41.

## CHAPTER - V

### ANALYSIS AND FINDINGS

In this chapter, we propose to carry out the analysis of the data. This chapter is divided into five sections. Section one is a classification and description of the respondents. In sections two, three, four and five, the major part of the analysis is carried out. The hypotheses are tested and verified using empirical data. And finally possible and meaningful findings are drawn. Thus on presentation of all the hypotheses, with data pertaining to them and on their analysis, possible findings are integrated. Data based convincing conclusions, the net outcome of the study, are presented at the end.

#### 5.1 Classification and Description of the Respondents

A brief classification of the executives and a detailed description of the respondents viz. executives and their wives are discussed here.

### 5.1.1 Classification

Our questionnaire number one contained searching questions on biographical data of the executives such as age, job position level in the organization and the size of the organization. From this data we made an attempt to calculate the rate of advancement in their careers as managers. For the purpose of calculating the rate of advancement, we have not developed any scale or formula which itself could be a larger research project than what is attempted herein. For our purpose, it would suffice using Bernard M. Bass's formula on rate of advancement (ROA) which satisfies the requirement to measure the advancement rate in the present study.

"The rate of advancement of a manager was defined in terms of (1) the proportionate distance of a manager from the bottom level of management, (2) the manager's age to his nearest birthday, and (3) the size of the manager's organization in terms of the number of employees".<sup>1</sup> Operationally a manager's ROA has been defined as  $\frac{B}{T} \times S \times 1000$ , where

B = organisational levels below the manager,  
 T = total levels in the manager's organisation,  
 S = indexed size of the manager's organisation,  
 and A = age of a manager to his nearest birthday.

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<sup>1</sup> Bass, Bernard, M., et. al., Assessment of Managers, The Free Press, (A Division of the Macmillan Publishing Co. Inc.), New York 1979. p. 39.

Thus by applying the ROA formula, the professional advancement of the executives was recorded. Once the basis for measurement of advancement was accepted and applied, we classified the total number of executives into low, average, and highly advanced groups, by taking the 25th percentile, 50th percentile and 75th percentile scores.

Thus we find that, out of the total 284 executives, 71 fall in the low group, 142 in the average group and 71 in the highly advanced executives' group.

Table - 1

Distribution of the Executives According to their Rate of Advancement

<u>Number of Executives</u>			
<u>Low</u>	<u>Average</u>	<u>High</u>	<u>Total</u>
71	142	71	284

5.1.2 Description of the respondents

The organisational data, age, marital status, educational level, employment pattern and professional growth profile are described in this context.

**Table - 2**  
**Organisational Distribution of the Executives According**  
**to their Rate of Advancement (ROA)**

Type of the organisation	RoA	Low	Average	High	Total
Public sector		61	127	70	258
Private sector		10	15	1	26
<b>Total</b>		<b>71</b>	<b>142</b>	<b>71</b>	<b>284</b>

5.1.2.1 The executives represent twelve manufacturing units in the area and a wide spectrum of functional specialisation such as planning, production, marketing, finance, personnel and general administration. From the table it can be seen that of the total 284 executives, 90.85 per cent belong to the public sector and only 9.15 per cent belong to the private sector undertakings. This is peculiarly so because the geographical area covered under the study enjoys predominance of public sector undertakings.

**Table - 3**  
**Position Level of the Executives**

Management levels	RoA	Low	Average	High	Total
Top Management		2	7	41	50
Senior Management		22	123	30	175
<u>Middle Management</u>		<u>47</u>	<u>12</u>	<u>---</u>	<u>59</u>
<b>Total</b>		<b>71</b>	<b>142</b>	<b>71</b>	<b>284</b>



The sample represents top management 17.61 per cent, senior management 61.62 per cent and middle management 20.77 per cent. It is pertinent to observe here that we have deliberately left out junior management as it generally enjoys less upward mobility in job positions due to its insignificant period of service, except in the case of those who rose to the position from the rank. Inclusion of this category of junior management personnel would have given us a different data leading us to conclusions different from what follows hereunder. Our purpose has been to study only those who had ten or more years of service period for job advancement.

Table - 4

Age Distribution of the Executives

Age group	ROA Low	Average	High	Total
28-33	8	4	--	12
34-39	10	22	10	42
40-45	22	50	35	107
46-51	20	25	10	55
52 and above	11	41	16	68
<b>Total</b>	<b>71</b>	<b>142</b>	<b>71</b>	<b>284</b>

5.1.2.2 An examination of the age distribution of the executives reveals that the largest number of them belong to the age group 40-45, constituting 37.68 per cent of the sample.

The age group 52 and above stands next constituting 23.94 per cent of the sample. The third largest group of executives comprising 19.37 per cent belong to the 46-51 age groups. The age group 34-39 constitutes 14.79 per cent of the sample. It is to be noted that the lowest age groups constitute only 4.23 per cent of the sample of executives under study.

### 5.1.2.3 Marital status

All the 284 executives in the sample are married and are living with their spouses.

Table - 5

Duration of Marital Life

No. of years	RoA Low	Average	High	Total
0-5	4	12	--	16
6-11	25	27	14	66
12-17	16	41	30	87
18-23	17	41	16	74
24 and above	9	21	11	41
Total	71	142	71	284

The table shows that a very large number of executives, 30.63 per cent, are having 12-17 years of marital life. It is seen that twentysix per cent are having 18-23 years of marital life and only 5.63 per cent are having 0-5 years of marital life.

### 3.1.2.4 Education of the executives and their wives

It is noted that education is considered to be a decisive factor in the professional advancement of an executive. Data substantiate that executives with high rate of advancement are highly educated. Regarding the educational level of the executives in the present study, there has been a wide range of specialisation ranging from diploma to executive development programmes.

Table - 6  
Education Level of the Executives

Education	RoA	Low	Average	High	Total	Percentage
Diploma	-	7	1	---	8	2.82
Degree	-	8	6	2	16	5.63
Post-graduate	-	4	8	---	12	4.23
Professional degree	-	11	36	8	55	19.37
Training	-	1	1	---	2	0.70
Diploma & training	-	1	3	---	4	1.41
Degree & training	-	11	11	1	23	8.10
Post-graduation & training	-	6	14	9	29	10.21
Professional degree & training	-	15	40	32	87	30.63
Post-graduation & professional degree	-	3	11	6	20	7.04
Post-graduation & professional degree & training	-	4	11	13	28	9.86
Total	-	71	142	71	284	100.00

Data on the executives' education show that a high level of formal education has been one of the requirements for entry into executive positions. From the table it is seen that a good percentage (30.63) of the executives are having professional degree and training in various management development programmes. Those executives with only professional degrees constitute 19.37 per cent of the sample. Data speaks that 0.70 per cent of the executives attended only executive development programmes.

Education of the wives

The educational level <sup>OF</sup> the wives ranges from S.S.L.C. to professional degrees in the selected sample of wives.

Table - 7  
Education level of the Wives

Education	RoA	Low	Average	High	Total
S.S.L.C.	-	22	28	9	59
P.D.C.	-	17	22	6	45
Degree	-	21	54	32	107
Post-graduate	-	6	20	13	39
Professional	-	5	18	11	34
Total	-	71	142	71	284

From the table it is seen that 20.77 per cent and 15.85 per cent of the wives are having matriculation and pre-degree level of education respectively. Among the remaining 36.68 per cent are graduates. Post-graduates and professional degree holders constitute 13.73 per cent and 11.97 per cent. It is thus observed that majority of the wives are graduates.

#### Employment of the wives

Employed wives constitute a small percentage in the sample selected for study.

Table - 9

#### Employment Distribution of the Executives' Wives

Category	RoA	Low	Average	High	Total
Employed wives	-	20	40	24	84
Unemployed wives	-	51	102	47	200
Total	-	71	142	71	284

The table shows that 29.58 per cent of the wives are employed and 70.42 per cent are unemployed.

**Table - 9**  
**Employment Pattern of the Wives**

Designation	ROA	Low	Average	High	Total
Clerk	-	5	4	1	10
Teacher	-	8	10	4	22
Lecturer	-	2	13	8	23
Engineer	-	4	7	8	19
Doctor	-	1	6	3	10
<b>Total</b>	-	20	40	24	84

Table-9 shows that out of the employed wives, 11.90 per cent are clerks, 26.19 per cent teachers, 27.38 per cent lecturers, 22.62 per cent engineers and 11.90 per cent doctors. It is also observed from the percentage figures that the proportion of the lecturers, engineers and doctors is rather high in the case of the highly advanced executives wives.

#### 5.1.2.5 Professional growth profile of the executives

In order to get a clear picture of the executives' professional advancement, several details regarding their initial entry into the organisation, number of promotions they secured so far, and present occupational status were collected. The period for promotion ranged from 0 - 28 years.

Table - 10Relationship between Professional Growth Profile and the  
Rate of Advancement

No. of promo- tions	RoA Low				Average				High			
	a	b	c	d	a	b	c	d	a	b	c	d
1	0	1	0	0	1	2	0	0	2	0	0	0
2	1	0	2	6	6	10	3	0	5	6	0	0
3	3	12	3	9	6	40	19	14	4	15	12	4
4	0	6	6	5	4	5	15	9	0	7	10	3
5	0	2	5	6	0	1	1	3	1	0	1	0
6	0	0	2	2	0	0	0	3	1	0	0	0
<b>Total</b>	<b>4</b>	<b>21</b>	<b>18</b>	<b>28</b>	<b>17</b>	<b>58</b>	<b>38</b>	<b>29</b>	<b>13</b>	<b>28</b>	<b>23</b>	<b>7</b>

The above table represents the distribution of the executives' promotions within the prescribed periods. The letters a, b, c and d represent promotions within ten years, sixteen years, twentytwo years and twentyeight years respectively.

It is seen from the table that in the low group within a period of ten years, only 4 persons have got promotions varying from 1-6, whereas in the highly advanced group, there are 13 executives. So also, within sixteen years period, 25 persons in the low group and 41 persons in the high group secured promotions varying from 1-6. Again 43 and 64 executives in the low and high groups got promotions varying from 1-6 within a twentytwo years period.

Regarding the number of promotions secured by the low, average and highly advanced groups, there is difference. For example 4 promotions had been secured by 6 executives in the low group and 7 executives in the highly advanced group within 16 years period. Then 6 in the low group and 10 in the high group got 4 promotions within 22 years. Another observation is that 2 executives in the high group got 5-6 number of promotions and there is none in the low group.

On the whole the inference is that the highly advanced executives got more promotions within a shorter period than the less advanced executives. The growth is more conspicuous in the case of the higher group. This finding again supports the ROA formula by which the executives are classified into low, average and highly advanced groups.

#### 5.1.2.5.1 Personal goals of the executives

All human beings, by virtue of their human nature have goals. To be alive is to pursue a goal. The foundation of an executive's existence and subsequent growth is the application of scarce resources to the attainment of goals. 'A goal by definition is something that one intends to achieve'.<sup>2</sup>

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<sup>2</sup> McFarland Dalton, E., Action Strategies for Managerial Achievement, AMACOM, New York 1977, p.15.



The personal goals of the executives reveal some of their personal characteristics. The personal goals include the following; (1) to reach the top in their profession or organization; (2) job satisfaction; (3) happy family life; and (4) to become successful.

**Table - 11.1**  
**Relationship between Performance Goals and the**  
**Rate of Advancement**

Goals	Rate of Advancement					
	Low	Percentage	Average	Percentage	High	Percentage
To reach the top	- 41	57.75	77	54.23	56	78.87
Job satisfaction	- 3	4.22	12	8.45	6	8.45
Happy family life	- 3	4.22	8	5.63	2	2.82
To become successful	- 22	30.99	34	23.94	7	9.86
No specific goals	- 2	2.82	7	4.93	0	-
Any other	- 0	-	4	2.82	0	-
<b>Total</b>	<b>- 71</b>	<b>100</b>	<b>142</b>	<b>100</b>	<b>71</b>	<b>100</b>

Table-11.1 focusses on the personal goals of the executives. The table is classified into low, average and highly advanced executive groups horizontal-wise and their personal goals vertical-wise. It is observed that at the beginning of

the professional career of 57.75 per cent executives in the low group and 78.87 per cent executives in the highly advanced group, the life goal was to reach the top. Here, there is clear differentiation between the low and highly advanced groups with regard to the importance attached to the goal. The faster climbing or the highly advanced executives attached more importance to the goal pertaining to reach the top, compared to the slow-climbing or less advanced executives. 4.23 per cent in the low group and 8.45 per cent in the highly advanced group opted for job satisfaction. Here the percentage is a bit higher with respect to the high group. Regarding happy family life the percentage is rather low in the case of the highly advanced group and it is high with the low group. About the goal to become successful, 30.99 per cent in the low group and 9.86 per cent in the highly advanced group responded. This goal is poorly responded by the high group because a majority have already reached the top, and are satisfied with it. But in the low group, a greater percentage is still at the bottom level and they wanted to become successful. It is to be noted that 2.82 per cent of the low advanced executives had no specific goals, and in the highly advanced group, there is no such personnel.

A striking finding is that both the categories of executives have not given much importance to the goal pertaining to happy family life. It is presumed that happy family

life is the by-product of all other goals. In general it is seen that the highly advanced executives are goal oriented and are motivated in some way or other to reach the goal; and they have attained it too. But the low group are also goal oriented, but they have not reached their target. So the importance attached to the different goals varies with respect to the low and high groups. It is generally accepted that most executives do not achieve as much as they could because they do not have sufficiently high expectations of themselves. George Odiorne expressed these ideas well,

'Excellence in management consists of setting great goals and in achieving them. The two parts of the process are essential in measuring excellence without goals and objectives chosen in advance, the final results may not be measured, since the achievement may be due to windfall alone. Great goals without matching achievement may be the sign of an idle dreamer'.<sup>3</sup>

Table - 11.2

Relationship between Goal Attainment and the Rate of Advancement

Yes/No	Rate of Advancement						
	Low	Percentage	Average	Percentage	High	Percentage	Total
Yes	57	80.28	103	72.54	65	91.55	225
No	14	19.72	39	27.46	6	8.45	59
Total	71	100	142	100	71	100	284

Table value = 5.991

df = 2

Chi. square value = 10.461

<sup>3</sup> McFarland, Dalton, E., op. cit., p.22.

The above table displays the positive and negative responses of the low, average and highly advanced executives to the question whether they attained their goals or not. The observed frequencies for the positive answers are 57, 103 and 65 and those for the negative answers are 14, 39 and 6. When the Chi. square test is applied using the formula  $\chi^2 = \frac{(fo - fe)^2}{fe}$  where  $fo$  is the observed frequency and  $fe$  is the expected frequency. The value at .05 level of significance is found to be 10.461, which is more than the table value of 5.991. The result thus shows that there is significant difference between the low, average and highly advanced executives, in attaining the concerned goals. It is seen that 80.28 per cent in the low group, and 91 per cent in the high group are goal achievers. So also, 72.54 per cent in the average group are goal-achievers.

Table - 11.3

Relationship between Degree of Goal Attainment and the Rate of Advancement

Degree in percentages	Rate of Advancement					
	Low	Percentage	Average	Percentage	High	Percentage
More than 80%	12	21.05	24	23.30	19	29.23
70% more but less than 80%	21	36.84	51	49.51	43	66.15
60% more but less than 70%	18	31.58	25	24.27	3	4.62
50% more but less than 60%	5	8.77	2	1.94	0	-
Less than 50%	1	1.76	1	0.971	0	-
Total	57	100	103	100	65	100

Table-11.3 shows the degrees of goal attainment of the low, average and highly advanced executives. It is observed that 21.05 per cent in the low group, 23.30 per cent in the average group and 29.23 per cent in the highly advanced group achieved more than 80 per cent of their concerned goals. For 36.84 per cent, 49.51 per cent, 66.15 per cent executives in the low, average and highly advanced groups, the degree of goal attainment was less than 80 per cent, but more than 70 per cent. This degree level is the highest in all the three categories of the executives. For the next degree level - 60 per cent and over but less than 70 per cent, there were 31.58 per cent persons in the low group and only 4.62 per cent persons in the highly advanced groups. For the next two degree levels there were none in the high group. It is noticed that for a greater proportion of the highly advanced executives (95.38 per cent) the degree of goal attainment is 70 per cent and above. Only 4.62 per cent is below 70 per cent. It can be seen from the table that in the low group only 57.89 per cent is above 70 per cent level and 42.11 per cent below 70 per cent level. It is thus conceived that the low and highly advanced executives differ much with respect to the degree of goal attainment.

Conceptually the goals, if attained, can be seen to satisfy Maslow's need hierarchy. Maslow postulated that individuals pursue their needs with varying intensities, depending

on those needs' importance to human life. Once individuals satisfy a need, according to Maslow, they move up in the hierarchy to the next need and so on'.<sup>4</sup> The professionally advanced executives follow such a pattern which ultimately result in their success. Perhaps this may be the reason for the high degree of goal attainment by the highly advanced executives.

#### 5.1.2.5.2 Role play and ranking

'A role is defined as an organised set of behaviours that belong to an identifiable position, and the behaviours are activated when the position is occupied'.<sup>5</sup>

As it is learned, there were many persons involved in an executive's professional success. Sometimes the role played by all these personalities may not be so significant as the executive is concerned. The following tables reveal the major role players in an executive's professional advancement and the subsequent ranking attributed to them. The six options for ranking given in the questionnaire include senior executives, colleagues, wife, relatives, friends and any other. The ranking given to the senior executives, colleagues and wives was separately analysed. Others like relatives, friends and any other were ignored as they were found to be very insignificant.

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<sup>4</sup> Maslow, A.H., Motivation and Personality, Harper and Row Publishers, New York 1954.

<sup>5</sup> Sarbin, T.R. and Allen, V.L., "Role Theory", in The Handbook of Social Psychology, (eds.) G. Lindzey and E. Aronson, Reading Mass, Addison-Wesley 1968, p.545.

Table - 12.1  
Ranking Given to Senior Executives

Type of Executives	Rank Orders				Total
	1	2	3	4, 5 & 6	
Low	40	9	7	15	71
Average	69	15	28	30	142
High	58	5	6	5	71
Total	164	29	41	50	284

Table value = 12.592  
df = 6  
Chi. square value = 19.54

Table - 12.2  
Ranking Given to Colleagues

Type of Executives	Rank Orders				Total
	1	2	3	4, 5 & 6	
Low	13	42	6	10	71
Average	30	72	13	27	142
High	5	35	26	5	71
Total	48	149	45	42	284

Table value = 12.592  
df = 6  
Chi. square value = 28.906

Table - 12.3  
Ranking Given to Wives

Type of Executives	Rank Orders				Total
	1	2	3	4, 5 & 6	
Low	5	6	47	13	71
Average	10	29	70	33	142
High	5	27	33	6	71
Total	20	62	150	52	284

Table value = 12.592

df = 6

Chi. square value = 23.418

Table - 12.4  
1st and 2nd Ranks Combined

	Type of executives	
	Low	High
Senior executives	49	60
Colleagues	55	40
Wives	11	32

Table numbers 12.1, 12.2 and 12.3 display the rank orders given to the senior executives, colleagues and wives, by the low, average and highly advanced executives. The rank order is from 1-6. Despite variations from one group to another, in their rate of advancement, 57.75 per cent of the



executives gave 1st rank to the senior executives. They feel that senior executives have played a major role in their success. So also, the 2nd and 3rd ranks were given to the colleagues and wives respectively. The test of significance or the chi-square test is applied to all the three cases, and the results are found to be significant at the .05 level of confidence. Hence it is proved that there is significant difference between the low, average and highly advanced executives in their respective rankings.

A striking observation is that even though wife is given 3rd rank in general, relatively more importance is given to the wife by the highly advanced executives (see Table-12.4). Here one can conclude that the role played by senior executives, colleagues and wives influence the executives in their professional growth, in that order. Since the executives consider the role played by senior executives and colleagues was important, it is assumed that the relationships at work also influence the executive's career to a great extent, other than the wives. 'Relationships at work include the nature of relationships and social support from one's colleagues, boss and subordinates. Moreover strong social support from peers relieve job strain'<sup>6</sup> which will ultimately lead to their

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<sup>6</sup> Davidson Marilgn, J., Cooper, C.L., "A Model of Occupational Stress" in Journal of Occupational Medicine, Vol. XXIII, No. 8 August 1981, p. 571.

career advancement. Surprisingly no executive is willing to accept that his wife has played a major role in his professional career. Perhaps this may be the peculiarity of the Indian culture, especially the Kerala set up, where the executives do not consider their wives, as the major role-players, with regard to their profession, eventhough they contribute much to the success of their husbands' career.

## **5.2 Education of the Wife and Executive Growth of the Husband**

In this section, the hypothesis number one is presented, followed with supportive data. Analysis of data is done thereafter.

### **Hypothesis No.1**

**"Higher the educational level of the wife, greater may be the professional upward mobility of the executive".**

It is universally believed that education is a key factor for the betterment of humanity. The basic objective of education is to build up human capabilities. This includes broadening over vision, development of skills and the inculcation of accurate work. Education has got much significance in the family context, for it is the smallest unit where skills first develop. Naturally, woman is the key element in inculcating education to other members of the family. So much so, the educational capabilities of the wife is taken into

consideration. 'A man who has a wife not educated like himself, has a major sector of his thoughts and activities not understood or shared by his wife, or family'.<sup>7</sup>

'It can be argued that a married educated woman is likely to give better training to her child than an illiterate woman, and therefore an educated woman is a valuable asset to the society, and a highly rated input or growth'.<sup>8</sup>

Table - 13

Relationship between Educational level of the Wives and the Rate of Advancement of the Executives

Education	Rate of Advancement						Percentage total
	Low	Percentage	Average	Percentage	High	Percentage	
S.S.L.C.	22	30.99	28	19.72	9	12.68	20.77
Pre-degree	17	23.94	22	15.49	6	8.45	15.85
Graduate	21	29.58	54	38.03	32	45.07	37.68
Post-graduate	6	8.45	20	14.08	13	18.31	13.73
Professional	5	7.04	18	12.68	11	15.49	11.97
Total	71		142		71		100

Table value = 15.507

df = 8

Chi. square value = 18.326

<sup>7</sup> Mehta Sushila, Revolution and Status of Women in India, Metropolitan Book Co., New Delhi 1982, p.229.

<sup>8</sup> Kapoor Premilla, The Changing Status of the Working Women in India, Vikas Publishing House Pvt. Ltd., New Delhi 1974.

Table-13 displays the distribution of the levels of education by the low, average and highly advanced executives' wives. The observed frequencies are shown in the concerned columns. Percentage scores are also given. As can be seen from the table, 20.77 per cent and 15.85 per cent of the wives are having matriculation (S.S.L.C.) and pre-degree respectively. Among the remaining, 37.68 per cent are graduates. Post-graduates and professional degree holders constitute 13.73 per cent and 11.97 per cent. To analyse further, a chi-square testing has been conducted and found the value at .05 level is significant. Thus the result shows that there is marked difference between the low, average and highly advanced executives' wives with respect to their academic qualification.

It is further noticed that graduates constitute the highest percentage, in all the three groups. Wives having matriculation and pre-degree are high in the low group, whereas their number is very low with regard to the highly advanced executives' wives. The percentage of graduates in the high group is 45.07, but the percentages of the low and average groups are 29.58 and 38.03 respectively. Similarly 8.45 per cent in the low group, 14.08 per cent in the average group and 18.31 per cent in the high group are post-graduates. Then 7.04 per cent in the low group, 12.68 per cent in the average group and 15.49 per cent in the high group are

professional degree holders. From all the above observations, it is evident that highly advanced executives' wives are having higher levels of education. For example the percentages of graduates, post-graduates and professionals are high in the highly advanced group, whereas it is rather low in the low group. For 78.87 per cent of the highly advanced executives' wives, the education level is graduation and above. Only 21.13 are below graduation whereas in the low group 45.07 per cent are graduates and above degree level, and 54.93 are below graduation.

From the above, it is clear that those with high academic qualification are the wives of the highly advanced executives. The common trend is that, less advanced executives' wives are not much educated. Hence we can attribute education of the wife as one of the factors affecting executive growth or mobility.

It is their education and training that placed executives in their position to start with. Later their skill and judgement helped them to climb up. A spouse with identical educational background appreciated the needs of the executive better and therefore acted in a way, which resulted in complementary effect. Interaction between them on professional matters, its level and degree varied depending on education and basic capacity to understand matters in the proper perspective.

### **5.3 Home management by the Wife and Executive Growth of the Husband**

This section considers hypothesis number two.

#### **Hypothesis No.II**

"Higher the degree and quality of home management by the wife greater may be the executive growth of the husband".

#### **Home Management**

It is generally accepted that a woman's world mainly centres round her family. A woman whether she is inclined to play her rightful role or not, she is best suited for the administration of home. 'Naturally Homemaker and Mother is a woman's most important role. The love and training she gives to her children are vitally important to the individual, the community and the nation'.<sup>9</sup>

"Home management is planning, organising, controlling and evaluating the use of resources available to the family for the purpose of attaining family goals. The use made of the family's resources and the extent to which family goals are realised depend in large measure in the managerial ability, interest and leadership of the two homemakers and their ability

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<sup>9</sup> The World Book Encyclopaedia, W-X Field Enterprises  
 Y-Z  
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 Educational Corporation, U.S.A. 1970, p.316.

to motivate all members of the group'.<sup>10</sup> Of the two home-managers, the husband and the wife, wife's role is more important. 'The wife has a great deal to say about the upbringing of the children, their work and play and their future employment and marriage and she exerts a strong influence in the management of the house'.<sup>11</sup> Here we analyse the role played by the wife as a homemaker, and try to find out whether it has got any significant effect on executive mobility. In the present context we include, housekeeping, financial management and education of the children under the major heading of home management. (Of the total 284 pairs of respondents, we take the responses of only 271 pairs for the analysis of the following hypothesis. (Hypothesis-II and Hypothesis-III), since the discrepant responses were set apart.)

### 5.3.1 Housekeeping

Housekeeping is an art which a woman develops, in varying degrees. It is generally believed that the way in which a house is kept, reflects the personality of the wife.

Inefficiency of a wife to manage the household affairs can increase conflicts in intra-familial relationships. Thus a housewife's role is not so simple as it is generally

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<sup>10</sup> Nickel and Dorsey, Management in Family Living, Wiley Eastern Ltd., New Delhi, 1976, p.81.

<sup>11</sup> Nagpaul Hans, The Study of Indian Society, S. Chand & Co. Pvt. Ltd., New Delhi, 1972, p.78.

believed. Now let us understand and analyse the wives' responses to the various probing questions regarding their role in housekeeping and how it affects executive performance.

Usually it is seen that the executives' wives spare their husbands from undue worries on the homefront. This provides him more time to concentrate on his work which in turn affects his rate of advancement in the profession concerned.

Table - 14.1

Relationship between No Worry in Homefront and the Rate of Advancement of the Executives

Wives Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	48	115	62	225
No	18	21	7	46
Total	66	136	69	271

Table value = 5.991  
df = 2  
Chi. square value = 7.477

The above table represents the positive and negative responses of the wives. Those who said 'yes' and 'no' to the concerned statement are put in the yes and no columns respectively. The terms, low, average and high denote the rate of advancement of the executives.



When the chi. square test is applied, the value at .05 level is found to be 7.477 which is more than the table value of 5.991. Hence the result is considered significant at 5 per cent level.

It is observed from the table that a majority of the wives spare their husbands from unnecessary worries on the homefront. Their percentage is 72.73 in the low group and 89.86 in the highly advanced group. It is presumed that a high percentage of wives of those executives with high rate of advancement are endowed with this talent.

Taking charge of home management is not at all a minor job for many housewives. It is seen that a larger percentage of the wives in our sample are efficient home managers. The following table brings out the exact situation.

Table - 14.2  
Relationship between Wives' Home management and the  
Rate of Advancement

Wives' Responses	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & Total High	
Yes -	56	125	69	56	194	250
No -	10	11	0	10	11	21
Total -	66	136	69	66	205	271

Table value = 3.841  
df = 1  
Chi. square value = 6.687

Table-14.2 shows the positive and negative responses of the executives' wives. The observed frequencies for the positive responses are 56, 125 and 69 for the low, average and highly advanced groups. So also the observed frequencies for the negative responses are 10 and 11 for the low and average groups. Since the column for the negative response is blank for the highly advanced group, another table has been prepared, where frequencies for the average and high groups are clubbed. When the chi. square test applied using the formula,  $\chi^2 = \frac{(fo - fe)^2}{fe}$  the value at .05 level is found to be 6.687 which is more than the table value of 3.841. Therefore the result is significant.

This result can be used to support the contention that a high percentage of those wives who take charge of home management completely are the wives of executives with average and high rate of advancement. In the low group also, wives take charge of home management, but compared to the average and highly advanced groups, their percentage is relatively low, i.e. 84.85. For the average and highly advanced groups, it is 94.63.

Generally, housewives who have been included in our sample are in the habit of keeping their houses and living premises clean and tidy. However one fact is very much noticeable.

The higher the positions of the executives greater is the care taken by their wives, in comparison with those at the lower levels.

Table - 14.3

Relationship between Maintenance of Home and the Rate of Advancement

Wives' Respondents	Rate of Advancement			Total
	Low	Average	High	
Yes	47	113	63	223
No	19	23	6	48
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 9.464

It can be seen from Table-14,3 that the wives of the less advanced and highly advanced executives differ much in their responses regarding keeping the house neat and clean. The percentage is 71.21 for the less advanced group whereas it is 91.30 for the highly advanced group.

Generally it is seen that the executive's wives do not pose as a hinderance to their husbands' official homework. Instead they do provide a congenial atmosphere at home for them to work.

Table - 14.4

Relationship between Not being a Hindrance to Official Homework and the Rate of Advancement

Wives' Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	49	114	63	226
No	17	22	6	45
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 7.128

A two-way analysis of table-14.4 shows that majority of the executives' wives try their best not to be a hindrance to their husband's professional work at home. Moreover, it is observed that the percentage score is high with regard to the highly advanced group, and it is rather low in the case of less advanced group.

In all the above cases, it is statistically proved that housekeeping done by the wives vary considerably with the low, average and highly advanced executives' wives, and it has got significant impact on executive performance.

### **5.3.2 Education of the children**

'A child needs consistent, clear, reasonable discipline and adequate freedom. Above all, he needs one system of laws and one method of management which can learn to accept from the beginning'.<sup>12</sup> Since children's education needs much care and attention the role played by the mother is very significant. It is an accepted fact that an educated woman is likely to give better training to her child than an illiterate woman, and therefore an educated woman is a valuable asset to the society and a highly rated input in growth. As the executive is too busy with his work, he may not get adequate time to devote to his children's education. In that case, he could very well entrust this task to his wife, if she is competent enough to carry on the task. If the wife is capable of taking decisions with regard to the selection of children's schools, their tuition and homework, it will be a great relief for the husband. Now let us see how far the executives' wives contribute to the education of their children.

The executives' wives, in most cases show remarkable ability in taking decisions with regard to the selection of

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<sup>12</sup> Bowley Agatha, The Problems of Family Life, E & S Livingston Ltd., Edinburg, 1948.

schools for their children. In fact they do not consider it as the sole responsibility of husbands to take decisions with regard to children's education.

Table - 15.1

Relationship between Education Management of Children  
and the Rate of Advancement

Wives' Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	49	119	61	229
No	17	17	8	42
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 7.041

From the table it is seen that 84.50 per cent of the wives take decisions with regard to the selection of schools for their children. Here the proportion of wives taking decisions is high (88.41%) in the case of the highly advanced executives' wives and it is 74.24 per cent in the less advanced executives' wives.

A good number of the wives make it a point to arrange tuition for their children. They do not drag their husbands to take up this responsibility even if the executives are willing to do so. By fixing the time schedule and minding children's study, these wives shield their husbands from a certain degree of strain.

Table - 15.2

Relationship between Childrens' Study and the Rate of Advancement of the Executives

Responses of the wives	Rate of Advancement			Total
	Low	Average	High	
Yes	44	108	58	210
No	22	28	11	61
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 6.427

Table 15.2 displays the positive and negative responses of the low, average and highly advanced executives' wives. It is to be noted that 66.67 per cent of the less advanced executives wives and 84.07 per cent of the highly advanced executives wives usually arrange tuition and fix the time schedule for the study. Here the executive is relieved of his big task which the wife is undertaking, thereby providing sufficient time for the executive to do his work or feel relaxed.

Another aspect of children's education involves liaison work with the teachers. Here also there is a favourable trend among the executives' wives.

Table - 15.3

Relationship between Liaison work with Teachers and the  
Rate of Advancement

Wives' Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	47	105	61	213
No	19	31	8	58
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 6.244

Table-15.3 shows that 78.60 per cent of the executives' wives meet the teachers and enquire about their childrens performances. But the proportion varies in the two groups as 71.21 per cent in the less advanced executives' wives and 88.41 per cent in the highly advanced executives' wives. Chi-square testing has been done and the result is found to be significant at .05 level of confidence.



Majority of the wives in the sample are proud enough to look after the children's needs. Indeed it is a great boon for the executives, because only a lesser part of their time is spared for this task.

Table - 15.4

Relationship between Fulfilling Children's Needs and  
the Rate of Advancement

Wives' Responses	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	54	131	67	54	198	252
No	12	5	2	12	7	19
Total	66	136	69	66	205	271

Table value = 3.841

df = 2

Chi. square value = 16.699

From the table it is found that 92.99 per cent of the wives look after children's needs. As usual, the proportion of the wives varies with respect to the low, average and highly advanced executives' wives, ensuring more prominence to the average and highly advanced executives' wives. Since the frequency for the high group in the 'no' column is very small, the frequencies of both the average and highly advanced groups are clubbed together for calculations. In all the above cases, chi-square testing has been conducted and the results are found to be significant.

By observing the above cases, it is obvious that, wives' role with respect to children's education is important. It is noteworthy that executives with high rate of advancement have wives who take much care for the education of their children; which indirectly enables them to concentrate more on their work and thereby increase their efficiency to an extent.

### 5.3.3 Financial management with regard to household affairs

Usually in traditional Indian homes, men handle financial matters independently. But times are changing, and as a matter of fact, wives in general proved that they are capable of managing financial matters as well.

Most often, the wives are maintaining a financial budget. For the successful management of the household financial budgeting has been very essential. The ability with which the wives maintain financial budget has its due share in an executive's career advancement.

Table - 16.1

#### Relationship between Wives' Maintaining Financial Budget and the Rate of Advancement

Wives' Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	40	102	54	196
No	26	34	15	75
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 6.230

As can be seen in Table-16.1, a major portion of the executives' wives maintain a financial budget. But there is differentiation between the low, average and highly advanced executives' wives with regard to their responses. The proportion varies as 60.61 per cent in the low group, 75 per cent in the average group and 78.26 per cent in the highly advanced group of executives' wives.

It is to be noted that majority of the wives in the sample do consult their husbands in financial matters. Most often, it is a shared arena for both the parties.

Table - 16.2

Relationship between Consultation in Financial Matters  
and the Rate of Advancement of the Executives

Responses of the wives	Rate of Advancement			
	Low	Average	High	Total
Yes	50	121	64	235
No	16	15	5	36
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 9.662

Table-16.2 shows that 88.72 per cent of the executives' wives do consult their husbands in financial matters. And the proportion of such wives is high (92.75 per cent) in the highly advanced group.

It is a fact that the executives' wives in general give much importance to budgetary control which is very essential for a successful living.

Table - 16.3

Relationship between Budgetary Control and the Rate of Advancement

Responses of the wives	Rate of Advancement			
	Low	Average	High	Total
Yes	49	116	64	229
No	17	20	5	42
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 8.957

From Table-16.3 it is seen that most of the wives in the highly advanced group live within their means. The percentage scores for the highly advanced and less advanced executives' wives are 92.75 and 74.24 respectively. In the above case chi-square testing has been conducted and the value at .05 level is found to be 8.957, which is more than the table value of 5.991. Hence the difference is significant.

It is seen that most of the wives are not extravagant types. They spend money in such a manner as to avoid the least possible financial waste.

Table - 16.4

Relationship between Avoiding Financial Waste and the Rate of Advancement

Wives' Responses	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	51	117	66	51	183	234
No	15	19	3	15	22	37
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 6.094

Since the negative frequency for the high group is very small, the frequencies of the average and high groups are clubbed together for mathematical calculations. From Table-16.4 it is observed that a great portion of the executives' wives do not waste money on unnecessary matters.

On the whole, it is noticed that most of the executives' wives are handling financial matters and they are doing it fairly well.

## Conclusion

The three aspects analysed under home management such as (1) housekeeping, (2) education of the children and (3) financial management with regard to household affairs, clearly reveal that the role of the executives' wives as home managers is significant. The executive's wife by virtue of her ability to fulfill home management duties successfully, is indirectly providing a congenial atmosphere at home for her husband. This is the profile of a highly advanced executive's wife. 'If the executive has a happy home life behind him, he is well adjusted to deal with business problems. He is able to give his full attention to his work, unharassed by personal worries'.<sup>13</sup> In an interview, published in *Integrated Management Journal*, Mrs. Shanteri Prabu, wife of K.P.J.Prabhu, Custodian of Canara Bank expressed her views in this context. "I feel that the least that an executive's wife can do to help her husband is to be able to shoulder all the burden of family life and not take problems to him when he come home, after tackling them in sufficient numbers at the office".<sup>14</sup>

Since, all the aspects of home management are found to be statistically significant, the hypothesis that higher the degree of home management by the wife, greater may be the executive growth of the husband stands proved.

<sup>13</sup> Light, H.R., The Business Executive, Sir Issac Pitman and Sons Ltd., London, 1969, p.138.

<sup>14</sup> Integrated Management, Vol. 69, January 1972, p.64.

#### **3.4 Interpersonal Relationship between the Spouses and Executive Growth**

In section four, hypothesis number three is dealt with.

##### **Hypothesis No. III**

'Higher the acceptance in the interpersonal relationship, greater may be the upward mobility of the executive in his profession'.

#### **Interpersonal Relationships**

'Man is a social animal and his success in dealing with others will greatly influence the course of his life, and the satisfactions he derives from it. Success in attracting a desired mate, in establishing a happy marriage, in raising children, in achieving occupational advancement and in making friends, depends heavily upon the individual's skill in dealing with other people. In interpersonal relationships, each individual has certain needs which he attempts to meet - whether these be affection, social approval, feelings of self-worth increased adequacy in attaining certain goals, or simply feeling related to other where the relationship tends to meet one person's needs but frustrates or fails to meet the needs of the other person, it becomes difficult to maintain'.<sup>15</sup>

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<sup>15</sup> James, Coleman, C., Personality, Dynamics and Effective Behaviour, Scott, Foresman and Company, Chicago 1960, p. 348.

In the context of what has been mentioned above it is important to mention that healthy interpersonal relationship reflects the healthy personality of individuals. To study the extent of interpersonal relationship between the spouses, several characteristics like personality, involvement, decision-making and emotional stress of the wives were taken into consideration.

#### 5.4.1 Personality

Personality is the sum total of attitudes, beliefs, ideas and knowledge acquired by man as a member of the society. Personality often is considered as the sum total of an individual's behaviour. Hence the personality of an individual is considered to be an important element for the success of endeavours, he is undertaking. Here we analyse some of the personality traits of the executives' wives to see how far they are influencing the rate of advancement of the executives.

True, that the personality of the individual executive is the crucial aspect in his advancement. Personality is generally formed and developed to a certain stage or level even before he finds his spouse. But the same can be further developed in healthy lines with supportive role of life partner. Similarly further development may be arrested due to one's own experiences and frustrations originating from life partner. Some benefit from family, whereas others suffer from it. It is this aspect that is probed in the following paras.



It is generally seen that some wives are assets to their husbands, whereas some others are permanent liabilities. In the present study, our sample of executives' wives, excluding a few, consider themselves as assets in their husbands' social acceptance.

Table - 17.1

Relationship between Wives' Being Assets and the Rate of Advancement of the Executives

Wives' Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	49	118	61	228
No	17	18	8	43
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 6.486

Table-17.1 displays the positive and negative responses of the wives. The observed frequencies for the positive answers are 49, 118 and 61 respectively for the low, average and high groups. So also the observed frequencies for the negative answers are 17, 18 and 8 for the three categories of executives' wives. When chi-square test is applied, the result is found to be significant. It is noticed that a great majority (84.13 per cent) of the wives consider that

they are assets in their husbands' social acceptance. Among the low and high groups, 74.24 per cent belong to the low group and 88.41 per cent belong to the highly advanced group.

The executives' wives in general exhibit social interests, and manifest them in different ways. Occasionally they go for parties and social gatherings, they also mingle with the wives of other executives and maintain healthy social relationships.

Table - 17.2

Relationship between Social Interests of Wives and the  
Rate of Advancement

Wives' Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	39	103	62	204
No	27	33	7	67
Total	66	136	69	271

Table value = 5.991  
df = 2  
Chi.square value = 17.186

As seen from Table-17.2 majority of the executives' wives are interested in parties and social gatherings. Their proportion varies as 59.09 per cent in the low group, 75.74 per cent in the average group and 89.86 per cent in the high group. While applying the test of significance, the value at .05 level is found to be significant.

There is a tendency among the executives' wives to mingle with the wives of other executives. Sometimes families together go out, which promotes mutual understanding and goodwill. This also facilitates to establish and maintain good social relationship among the wives.

Table - 17.3  
Relationships between Wives' Social Relationship and  
the Rate of the Advancement

Wives' Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	35	83	56	174
No	31	53	13	97
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 12.812

Table-17.3 indicates that 64.21 per cent of the wives in the sample are outgoing types. It is also observed that, the percentage of the wives in the less advanced group is rather low compared to the highly advanced group of executives' wives.

Indeed it is gratifying to note that executives' wives are good hostesses to their guests. They consider it as a pleasure to entertain guests. Of course, the entertaining nature of the wives has a great impact on executive advancement.

Table - 17.4

Relationship between Wives' Entertaining Nature and the Rate of Advancement

Wives' Responses	Rate of Advancement			
	Low	Average	High	Total
Yes	46	107	61	214
No	20	29	8	57
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 7.124

Table-17.4 shows that 78.97 per cent of the executives' wives are adorned with the characteristic of entertaining guests, which is essential for a successful executive's life. Hence the percentage difference is much more between the low and high groups. One can assume from the observation that, those executives with high rate of advancement have wives who are entertaining in nature.

Majority of the wives of the executives are not against their husband's participation in clubs. In most cases they favour club activities to a great extent.

Table - 17.5

Relationship between Wives' Attitude Towards Husbands' Participation in Club Activities and the Rate of Advancement

Wives' Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	45	108	60	213
No	21	28	9	58
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 7.175

It is seen that the executives' wives are not orthodox in their attitude towards husbands' participation in clubs and the like. Majority of the highly advanced executives' wives favour their husband's going to clubs. But the percentage of the less advanced executives' wives in this respect is a bit low.

Sometimes, the wives are the driving forces behind husbands' career advancement. They provide maximum support and encouragement to their executive husbands, to go for higher studies and short training courses. These wives are aware of the importance of their specific role and they usually act accordingly.

Table - 17.6

Relationship between Wives' Attitude Towards Husbands' Further Studies and Training and the Rate of Advancement

Wives' Responses	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & Total High	
Yes	40	117	67	40	184	224
No	26	19	2	26	21	47
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 29.594

In Table-17.6 the negatives frequencies of the average and high groups are taken together for mathematical calculations. It is obvious from the above figures that wives take special interest to encourage their husbands in their professional skills. Statistical analysis of the above data clearly shows that the encouragement from the part of the wives is a

very significant factor for the executive advancement. This important personality trait is exhibited by 89.75 per cent of the average and highly advanced executives' wives and 60.61 per cent of the less advanced group of executives' wives.

Generally the wives consider their husbands' work as something important, and they are extremely careful not to disturb them with their own problems. They leave their husbands entirely for their own official work. There is no interference from the part of these wives which greatly influences husbands' career advancement.

Table - 17.7  
Relationship between Freedom from Wives' Interference  
and the Rate of Advancement

Responses of the wives	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	54	134	69	54	203	257
No	12	2	0	12	2	14
Total	66	136	69	66	205	271

Table value = 3.841  
df = 1  
Chi. square value = 30.170

From the table it is observed that all the highly advanced executives' wives in the sample taken for study leave their husbands alone for their work. They do not disturb them

with major problems. This characteristic of the wives is also considered to be important for the success of the executives in their professions.

It is noticed that wives are not much bothered about the executives' professional tours. They accept this as a part of their very lives, as it is very common to the executives.

Table - 17.8

Relationship between Wives' Acceptance of Husbands' Professional Tours and the Rate of Advancement

Responses of the wives	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	46	125	69	46	194	240
No	20	11	0	20	11	31
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 29.222

Table 17.8 shows that 88.56 per cent of the executives' wives in all the three categories do not object to their husbands' tours in connection with the executive work. The percentage is 94.63 in the average and highly advanced groups and 69.70 in the less advanced group of executives' wives.



The executive profession sometimes requires extensive tours within and abroad. If the wife is disinterested in this, it will have adverse effects on his profession. But an efficient and understanding wife always encourage such visits even to foreign countries.

Table - 17.2

Relationship between Wives' Interest in Husband's Visits to Foreign Countries and the Rate of Advancement

Wives' Responses	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	56	129	68	56	197	253
No	10	7	1	10	8	18
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 10.188

It is seen from the table that 84.85 per cent in the less advanced group and 96.10 per cent in the highly advanced group favour their husbands visits to foreign countries.

Most of the wives, it seems, do not grumble and create problems, if the husbands are away from <sup>home</sup> on account of official duty. They take it as part of executive life and face the situation efficiently.

Table - 17.10

Relationship between Wives' Attitude towards Husbands'

Absence and the Rate of Advancement

Wives' Responses	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	44	128	66	44	194	238
No	22	8	3	22	11	33
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 36.516

Table-17.10 reveals that 87.82 per cent of the wives do not grumble, if their husbands stay away from home on account of work. Most of the highly advanced executives' wives fall into this category.

It is to be noted that wives in general entertain strong religious sentiments. They think that their strict adherence to religious beliefs and practises provide mental peace and balance to their husbands.

Table - 17.11

Relationship between Wives' Religious Nature and the  
Rate of Advancement

Wives' Responses	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	55	127	68	55	195	250
No	11	9	1	11	10	21
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 9.706

By observing the above table it is seen that 83.33 per cent in the low group and 98.55 per cent in the high group, the wives are very religious, and they think this provide mental peace and balance to their husbands.

**Table - 17.12**  
**Relationship between Wives' Sacrifices and the Rate of**  
**Advancement**

Wives' Responses	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	53	127	69	53	196	249
No	13	9	0	13	9	22
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 15.682

As can be seen from Table-17.12, 80.30 per cent of the wives' in the low group, and 95.61 per cent in the highly advanced group; are ready to make sacrifices for their husbands' professional advancement.

In all the above cases, chi-square testing has been conducted and the results are found to be significant. It shows that the personality of the wife has got influence on executive performance.

Highly supportive and less supportive wives:

In order to analyse further the personality of the wives, whether highly supportive or less supportive, a 12 point scale has been constructed. The following table shows the score distribution of the respondents.

Table - 18.1  
Respondents' Score Distribution

<u>Score</u>	<u>No. of Respondents</u>	<u>Cumulative frequency</u>
12	105	271
11	43	166
10	28	123
9	17	95
8	33	78
7	16	45
6	9	29
5	7	20
4	7	13
3	2	6
2	1	4
1	3	3
0	0	0

In the 12-point scale the largest number of responses cluster around the top scale values 11 and 12. According to this, the wives are classified into highly supportive and less supportive types, by taking the 50th percentile score. Thus the scale values 11 and 12 constitute highly supportive wives and below that constitute less supportive wives.

Table - 18.2

Relationship between Personality of the Wife and the Rate of Advancement of the Executive

Type	Rate of Advancement		
	Low	High	Total
11 - 12 Highly supportive	21	55	76
0 - 10 Less supportive	45	14	59
Total	66	69	135

Table value = 3.841

df = 1

Chi. square value = 31.45

Table-18.2 shows that the proportion of the highly supportive wives is rather high (79.71%) in the highly advanced group, whereas it is low (31.82%) in the less advanced group of wives.

In summary, therefore, it has been found in this study that majority of the wives of those executives with high rate of advancement are highly supportive to their husbands' professional growth. It is considered that support from one's wife is an important aspect of interpersonal relationship.

McMichael in his article "Personality, behavioural and situational modifiers of work stressors", in *Stress at Work*, refers to an ongoing study by Wells, who found social support from wives, and supervisors to be more important than support of relatives, and friends in protecting workers from stress and helping them to advance further in their career.<sup>16</sup>

#### 5.4.2 Involvement

Here we analyse how the executives' wives are involved in their husbands' professional fields. Following tables reveal the extent of their involvement in the various aspects concerned with profession.

The executive profession is not at all a smooth bed of roses. It involves stresses and strains to a great extent. So much so the executives' wives are eager to know about those problems and even to share them at the maximum extent.

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<sup>16</sup> Davidson Marilyn, J., Cooper, C.L., op. cit., p.367.

Table - 19.1

Relationship between Eagerness to Know Husbands'  
Problems and the Rate of Advancement

Wives' Responses	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes -	49	122	66	49	188	237
No -	17	14	3	17	17	34
Total -	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 13.880

Table-19.1 shows that the wives take interest to know their husbands' official problems. Those wives who are taking interest in husbands official matters constitute 74.24 percentage in the low group and 95.65 percentage in the highly advanced group. The percentage of the highly advanced executives' wives is rather high in this respect.



Table - 19.2

Relationship between Professional Awareness of the  
Wives and the Rate of Advancement

Wives' Responses	Rate of Advancement			
	Low	Average	High	Total
Yes	41	120	60	221
No	25	16	9	50
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 21.937

Table-19.2 indicates that 86.96 per cent of the highly advanced executives' wives try to understand their husbands' professional status and difficulties, whereas it is 62.12 per cent in the less advanced group of executives' wives.

Most of the wives do encourage their husbands for getting better prospects. But the degree of encouragement varies with respect to different types of wives.

Table - 19.3

Relationship between Wives' Encouragement and the Rate of Advancement

Responses of the wives	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	49	119	68	49	187	236
No	17	17	1	17	18	35
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 12.794

As can be seen from Table-19.3, 87.08 per cent of the wives encourage their husbands for getting better prospects. But their proportion varies considerably with respect to the low, average and highly advanced groups. It is very much noticeable that higher the positions of the executives, greater is the desire of their wives in comparison with those at the lower levels. This may be entirely due to the job position, status and financial position. This phenomenon one notices in the total society.

**Table - 19.4**  
**Relationship between Wives' Undemanding Nature and the**  
**Rate of Advancement**

Wives' Responses	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	52	121	65	52	186	238
No	14	15	4	14	19	33
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 6.660

The above table indicates that wives of those executives with high rate of advancement, do not demand their husbands unnecessarily. Generally, the executives' wives exhibit such a pattern, but the proportion is more in the case of the highly advanced group compared to the less advanced group.

Table - 19.5  
Relationship between Wives' Suggestions and Opinions  
and the Rate of Advancement

Responses of the wives	Rate of Advancement			Total
	Low	Average	High	
Yes	18	56	34	108
No	48	80	35	163
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 7.014

As seen in Table-19.5, the wives in general exhibit a somewhat negative trend. It is to be noted only 39.85 per cent of the wives give suggestions and opinions regarding their husbands' profession. It seems that the contribution of the wives in this particular aspect is not much, compared to the other aspects. Here also there is differentiation between the low, average and highly advanced executives' wives as 27.27 per cent, 41.18 per cent and 49.28 per cent respectively.

Wives with professional degrees often find it easy to exchange ideas with their husbands in the technical and professional fields. Since majority of the wives in the sample are not professional degree holders, this feature could be attributed to only a minority group.

Table - 19.6

Relationship between Exchange of Technical and Professional Ideas and the Rate of Advancement

Wives' Responses	Rate of Advancement			
	Low	Average	High	Total
Yes	14	49	33	96
No	52	87	36	175
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 10.488

It is observed from Table-19.6 that only minority of the wives find it easy to exchange ideas with their husbands in the technical and professional fields. Majority of the wives, 64.58 per cent find it difficult to fulfill this task. It is to be noted that the proportion of the wives who exchange ideas with their husbands varies as 21.21 per cent in the low group and 47.83 per cent in the highly advanced group.

Wives in general, insist their husbands to look for possible promotions. It is noticed that higher the positions of the executives, greater is the desire of their wives to get promotions.

Table - 19.7

Relationship between Insistence on Promotions and the Rate of Advancement

Wives' Responses	Rate of Advancement			
	Low	Average	High	Total
Yes	24	64	44	132
No	42	72	25	139
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 10.438

The table above shows that the percentage of wives who insist for promotion is less. It is only 48.71 per cent. The rest, it seems, do not insist their husbands to seek new promotional avenues. Perhaps the wives may be biased in responding the statement concerned. On further observation, it is clear that 36.36 per cent in the low group and 63.77 per cent in the high group insist for new promotional avenues, thereby highlighting the responses of the wives of those executives with high rate of advancement.

It is worthnoticing that executives' wives do maintain a friendly attitude towards their husbands' superiors and subordinates. They are broadminded to a great extent and keep up healthy relationships with these groups.

Table - 12.8

Relationship between Friendship with Superiors and Subordinates and the Rate of Advancement

Wives' Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	49	125	60	234
No	17	11	9	37
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 11.798

The above table indicates that 74.24 per cent and 86.96 per cent of the wives in the low and high groups maintain cordial relationship with their husbands' superiors and subordinates. This reveals the sociable nature of the wives which influences husbands' growth prospects.

Some wives are capable of assisting their husbands in finding solutions to problems. By this they are directly involved in their husbands' profession. But this direct involvement is not very common.

Table - 19.9

Relationship between Wives' Involvement and the Rate of Advancement

Wives' Responses	Rate of Advancement			Total
	Low	Average	High	
Yes	12	45	28	85
No	54	91	41	186
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 8.238

An important observation from Table-19.9 is that only 31.37 per cent of the wives assist their husbands in making solutions for problems. Those who assist their husbands constitute 18.18 per cent in the low group and 40.58 per cent in the highly advanced group. It is assumed from the above observation that generally wives are not involved in their husbands' professional matters directly.



In all the above cases, chi-square testing has been applied and the results are found to be significant

Highly involving and less involving wives'

A further classification of the wives has been done depending on their involvement with regard to their husbands' profession. For that a 9-point scale is constructed and by taking the 50th percentile score, the wives are categorised into highly involving and less involving types.

Table - 20.1  
Score Distribution of the Wives

Total Score	No. of respondents	Cumulative frequency
9	27	271
8	35	244
7	39	209
6	31	170
5	43	139
4	27	96
3	38	69
2	20	31
1	10	11
0	1	1

Table-20.1 shows that the largest number of responses cluster around the scale values 6, 7, 8 and 9; which constitute the highly involving wives whereas the scale values from 0 - 5 constitute the less involving wives.

Table - 20.2

Relationship between Involvement of the Wives and the Rate of Advancement of the Executives

Type Involvement	Rate of Advancement		
	Low	High	Total
6 - 9 Highly involving wives	26	44	70
0 - 5 Less involving wives	40	25	65
Total	66	69	135

Table value = 3.841

df = 1

Chi. square value = 8.03

Table-20.2 indicates that 39.39 per cent and 63.77 per cent of the wives in the low and high groups are highly involved in their husbands' profession. The less involving wives constitute 60.61 per cent in the less advanced group and 36.23 per cent in the highly advanced group. It is evident from the analysis that most of the wives of these executives with high rate of advancement are highly involved in husbands'

professional matters. Hence it is presumed that involvement of the wives in executive matters, is a significant factor for the rate of advancement of the executives.

#### 5.4.3 Decision-making

The pattern of decision-making in the family is often determined by the culture to which the family belongs. A traditional Indian family enjoys upon the husband or the eldest member, the responsibilities of decision-making. The wife accepts the decisions made by the husband without resentment as a normal pattern and conflicts seldom arise. 'Absence of interaction between the couple with regard to decision-making in the home, therefore need not indicate absence of positive husband-wife relationships. However, presence of interaction can be a definite manifestation of positive interpersonal relationship between the spouses'.<sup>17</sup> In the present study, we analyse the decision-making pattern of the executives and their wives with regard to the various aspects namely, education of children, shopping, reading materials, medical care, social visits and receiving guests.

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<sup>17</sup> Jacob Thangam, The Impact of Sterilisation on Family Relationships (unpublished Thesis), Cochin, 1983, p.184.

Table - 21.1Relationship between Decision-making with regard to  
Education of Children and the Rate of Advancement

Rate of Advancement	Decision-making pattern			
	W	J	H	Total
Low	12	29	25	66
Average	48	57	31	136
High	32	21	16	69
Total	92	107	72	271

Table value = 9.498

df = 4

Chi. square value = 14.216

Table-21.1 displays, rate of advancement on the vertical side and decision-making pattern answered by the wives on the horizontal side. The letters W, J and H represent, decision by wife, joint decision and decision by husband respectively. It is observed from the above table that there is marked differentiation between the low, average and highly advanced executives' wives, in their decision-making pattern. As seen in the table, joint decisions are taken mainly in the low group (43.94 per cent). Again decision-making by the husband (37.83 per cent) is higher than decision-making by the wife (18.18 per cent). With regard to the highly advanced group, wife taking decision is higher - 46.38 per cent

compared to joint decision-making (30.43 per cent) and husband taking decisions (23.19 per cent).

On the whole, one can infer from the above observations that a majority of the wives of these executives with high rate of advancement are taking decisions themselves, whereas joint decision-making and husband taking decisions are common in the case of wives of executives with low rate of advancement.

**Table - 21.2**  
**Relationship between Decision-making with regard to**  
**Shopping and the Rate of Advancement**

Rate of Advancement	Decision-making pattern			
	W	J	H	Total
Low	29	16	21	66
Average	73	20	43	136
High	47	6	16	69
Total	149	42	80	271

Table value = 9.488

df = 4

Chi. square value = 11.29

As can be seen in Table 21.2 wives in majority (54.98) are taking decisions with regard to shopping. It is noticed that the percentage of wife taking decision is higher 68.12 in

the highly advanced group, whereas it is rather low - 43.94 in the less advanced group. Regarding husband taking decision in the low group, the percentage is higher - 31.82 than joint decision-making percentage 24.24.

In the average group, priority of decision-making is seen as follows, wife - 53.68 per cent, husband - 31.62 per cent and joint - 14.70 per cent. While observing the highly advanced group, the pattern is, as wife - 68.12 per cent, husband - 23.19 per cent and joint - 8.69 per cent.

The results thus indicate that in most of the cases, wives are taking decisions with regard to shopping.

Table - 21.3  
Relationship between Decision-making with regard to  
Reading Materials and the Rate of Advance-  
ment

Rate of Advancement	Decision-making pattern			
	W	J	H	Total
Low	12	26	28	66
Average	33	56	47	136
High	15	32	22	69
Total	60	114	97	271

Table value = 9.488  
df = 4  
Chi. square value = 2.419

Since the result is not statistically significant, when chi-square test is applied, it is evident that there is not much differentiation between the low, average and highly advanced groups' decision-making with regard to reading materials. It shows that decision-making with regard to reading materials other than professional literature is not a significant factor with regard to rate of advancement of the executives.

Table - 21.4

Relationship between Decision-making with regard to  
Medical Care and the Rate of Advancement

Rate of Advancement	Decision-making pattern			Total
	N	J	H	
Low	13	27	26	66
Average	18	62	56	136
High	12	34	23	69
Total	43	123	105	271

Table value = 9.488

df = 4

Chi. square value = 2.564

The result is not significant and hence decision-making with regard to medical care is considered to be unimportant with respect to rate of advancement.

Table - 21.5Relationship between Decision-making with regard to  
Social Visits and the Rate of Advancement

Rate of Advancement	Decision-making Pattern			Total
	H	J	H	
Low	8	35	23	66
Average	28	71	37	136
High	14	46	9	69
Total	50	152	69	271

Table value = 9.488

df = 4

Chi. square value = 10.374

As seen in Table-21.5 the proportion of joint decision-making is high in all the three categories of low, average and high groups. By analysing further, we can see that in the low group, the percentage of husband taking decision is higher - 34.85, than wife taking decision - 12.12. In the average group also, percentage of husband taking decision is higher than wife taking decision.

Coming to the highly advanced group, the picture is quite different. Here the percentage of decision-making by the wife is higher (20.29) than the percentage of husband taking decision.



The above observations reveal that mainly joint decisions are taken with regard to social visits.

Table - 21.6

Relationship between Decision-making with regard to Receiving Guests and the Rate of Advancement

Rate of Advancement	Decision-making Pattern			Total
	W	J	H	
Low	7	36	23	66
Average	25	82	29	136
High	13	47	9	69
Total	45	165	61	271

Table value = 9.488  
df = 4  
Chi. square value = 10.229

Table-21.6 shows that the proportion of joint decision-making is high in the low, average and highly advanced groups. In the low group, husband taking decision is given 2nd priority and 3rd priority is given to wife taking decision. In the case of the highly advanced group, decision-making by the wife is given 2nd priority and the husband is given 3rd priority.

On the whole it is understood that joint decisions are taken in most of the cases of the three groups with regard to receiving guests.

**Table - 21.7**  
**Decision-making Pattern with regard to Household**  
**Affairs**

Decision-maker	Rate of Advancement			Total
	Low	Average	High	
Husband	8	12	5	25
Husband & wife	40	60	21	121
Wife	18	64	43	125
Total	66	136	69	271

Table value = 9.488  
df = 4  
Chi. square value = 16.845

Table-21,7 shows that in most of the cases, wives are taking decisions with regard to household affairs. In the low group, husband taking decision is high compared to the highly advanced group. Their percentage is seen as 12.12 and 7.25 respectively. Regarding husband and wife together taking decisions, the percentage is more in the highly advanced group than the less advanced group (60.61 and 30.43). The table further shows that the percentage of wife taking decision is much higher (62.32%) in the highly advanced group than the less advanced group (27.27%).

Here the logical inference is that most of the wives of highly advanced executives are the major decision-makers with regard to household affairs.

To conclude, one can say that decision-making pattern with regard to education of children, shopping, <sup>household affairs,</sup> social visits and receiving guests, has its impact on executive advancement. The other two aspects namely medical care and reading materials have not much significance.

#### Agreement and Disagreement Pattern

It is generally accepted that there is difference of opinion between two persons in any field. This is true in the case of the executives too. The ideas, attitudes and opinions of their wives are not in par with them always, eventhough the wives of those executives with high rate of advancement exhibit high degree of agreement. The following are certain areas in which the agreement-disagreement pattern is shown.

Table - 22.1  
Agreement-Disagreement Pattern with regard to Religious  
Ceremonies and Practices

Pattern	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Agreement	44	109	65	44	174	218
Disagree- ment	22	27	4	22	31	53
Total	66	136	69	66	205	271

Table value = 3.841, df = 1, Chi. square value = 10.525

The result is found to be statistically significant, by applying the chi-square test. Table-22.1 shows that majority of the wives do agree with their husbands in matters of religious ceremonies and practices. But it is seen that the proportion of the wives in all the three categories differ considerably. The percentage is 66.67 in the low group and 88.88 in the average and highly advanced groups.

Table - 22.2

Agreement-Disagreement Pattern with regard to Expenditure Pattern

Pattern	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Agreement	49	108	66	49	174	223
Disagreement	17	28	3	17	31	48
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 3.875

By observing the table, it is clear that, eventhough there is differentiation between the couples, 84.88 per cent of the average and highly advanced executives' wives are in agreement with their husbands in matters connected with expenditure.

The percentage of the low group in this respect is 74.24 only.

Table - 22.3

Agreement-Disagreement Pattern with regard to Attending Public Functions

Pattern	Rate of Advancement			
	Low	Average	High	Total
Agreement	39	86	55	180
Disagreement	27	50	14	91
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 7.673

Table-22.3 indicates that 59.10 per cent of the wives in the low group and 79.71 per cent of the wives in the highly advanced group agree with their husbands in attending public functions. Chi-square test is applied and found the result to be significant at the .05 level of confidence.

Table - 22.4Agreement-Disagreement Pattern with regard to Social and Family Celebrations

Pattern	Rate of Advancement			Total
	Low	Average	High	
Agreement	43	77	58	178
Disagreement	23	59	11	93
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 15.301

The result is significant at .05 level of confidence. A good percentage (65.68) of the wives in the sample are in agreement with their husbands' decisions regarding social and family celebrations. The percentage is 65.15 in the low group, 56.62 in the average group and 84.08 in the highly advanced group of executives' wives.

From the above analysis of the four areas of agreement and disagreement, it is clear that wives of the highly advanced executives, maintain a pattern of agreement with regard to their husbands' decisions.

Wives' Attitude towards change

It is commonly observed that an individual can be either static or dynamic. Many of the theories regarding dynamism reveal that man should be dynamic to attain success in all his endeavours. Since an executive's life involves important tasks to fulfill in order to achieve his goals or ends, the attitude of his life partner is considered to be very significant. Following tables reveal the extent to which the wives expect change in certain important aspects.

Table - 22.1  
The Pattern of Change with regard to Education

Pattern	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Want change -	50	118	69	50	187	237
No change -	16	18	0	16	18	34
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 10.878

Table 22.1 shows that 87.45 per cent of the wives want change in the field of education. In the low group 75.76 per cent and in the average and highly advanced groups, <sup>91.22</sup> per cent

want change. It is to be noted that all the wives of these executives with high rate of advancement are dynamic in their outlook with regard to education.

Table - 23.2

The Pattern of Change with regard to Home Management

Pattern	Rate of Advancement			
	Low	Average	High	Total
Want change	48	96	60	204
No change	18	40	9	67
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 6.894

The result is tested and found that those who want change are more in the high group and are less in the less advanced group.

Table - 23.3

The Pattern of Change with regard to Interpersonal Relationship

Pattern	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Want change	47	108	65	47	170	217
No change	19	31	4	19	35	54
Total	66	136	69	66	205	271

Table value = 3.841, df = 1,

Chi. square value=4.294



Chi-square testing has been applied and found that the differentiation between the low, average and highly advanced groups is significant. Those who want change with regard to interpersonal relationship in the low and high groups constitute 71.21 per cent and 82.93 per cent respectively.

Thus it is found from the above observations that majority of the wives are dynamic in their outlook and this is having influence in executive growth.

#### 5.4.4 Emotional stress

'There is much disagreement over the definition of the stress concept itself, the term stress having been used to signify environmental agents disturbing structure and function, as well as responses to such agents in the different levels of psychological, physiological and sociological analysis'.<sup>18</sup> When an individual is stressed to a sufficient extent, it will have adverse effects on his partner. Thus the degree of stress experienced by an executive's wife is to be taken into consideration. Following tables analyse the emotional stress pattern of the wives in the sample taken for study.

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<sup>18</sup> Davidson Marilyn, J., Cooper Carry, L., op. cit., p.564.

Table - 24.1  
Relationship between Emotional Pattern of the Wives  
and the Rate of Advancement of the  
Executives

Emotional pattern	Rate of Advancement			Total
	Low	Average	High	
Occasional	19	26	8	53
Most of the time	47	110	61	218
Total	66	136	69	271

Table value = 5.991

df = 2

Chi. square value = 6.372

When the wives are asked whether they experience harmony or not, a good proportion of the wives feel that they experience harmony most of the time. Those wives who experience occasional harmony constitute 28.79 per cent in the low group and 11.59 per cent in the highly advanced group. Wives who experience harmony most of the time in the low group and high group constitute 71.21 per cent and 88.41 per cent respectively.

Opinions are not unanimous always. This phenomenon is noticed among the couples in our sample. The following table reveals that there is always opinion differences between the spouses, but the degree of difference varies with various groups.

Table - 24.2  
Opinion Differences between the Couples

Difference of opinion	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	48	110	65	48	175	223
No	18	26	4	18	30	48
Total	66	136	69	66	205	271

Table value = 3.841

df = 1

Chi. square value = 5.472

For the use of mathematical calculations, the frequencies of the average and high groups are combined in the positive and negative cases. Table-24.2 indicates that the difference of opinion is high (94.20 per cent) in the highly advanced group, whereas it is low (72.73 per cent) in the less advanced group.

**Table - 24.2**  
**The Degree of Opinion Difference**

Difference of opinion	Rate of Advancement			
	Low	Average	High	Total
Frequently	8	5	5	18
Occasionally	40	105	60	205
Total	48	110	65	223

Table value = 5.991

df = 2

Chi. square value = 6.637

It is observed that in a high majority (91.93%) of the total cases, difference of opinion is taking place occasionally. However this is not at all a hindrance to the advancement of the executive in his profession. Certain degree of opinion difference is commonly seen in any group.

It is generally noticed that happiness in family life is a clear indication of one's success in life. But the degree of happiness varies with one executive to another, and no doubt the data clarifies that it affects executive's profession considerably.

Table - 25  
Degree of Happiness in Family Life and the Rate of  
Advancement

Type	Rate of Advancement			
	Low	Average	High	Total
Extremely happy	18	34	23	75
Happy	37	93	46	176
Somewhat happy	6	5	0	11
Neither happy or unhappy	5	4	0	9
<b>Total</b>	<b>66</b>	<b>136</b>	<b>69</b>	<b>271</b>

In the above case chi-square testing has not been conducted, since frequencies in certain columns are nil. An overall observation of the table reveals that most of the wives are happy in their family life. Considering the variations of happiness, it can be seen that 27.27 per cent of the wives in the low group and 33.33 per cent of the wives in the high group are extremely happy. Also 56.06 per cent and 66.66 per cent in the low and high groups feel happy about family life. Those wives who are somewhat happy constitute 9.09 per cent in the low group and 3.68 per cent in the average group. But there is none in the high group who are

somewhat happy. Regarding the last category, 7.58 per cent are in the low group and 2.94 per cent are in the average group. Here also there is no one in the highly advanced group.

Thus Table-26 indicates that majority of the executives' wives are extremely happy or happy in their family life. The interviewer's observation is that most of the wives want to say that they are happy. Perhaps they do not want to reveal the exact situation.

### Conclusion

All the aspects dealt under interpersonal relationship namely, personality of the wife, involvement in husband's profession, decision-making and emotional stress pattern are found to be very significant for the executive competence. Thus, the hypothesis 'Higher the acceptance in the interpersonal relationship, greater may be the upward mobility of the executive in his profession' has been proved.

### **5.5 Extra-professional Activities of the Wife and Executive Growth of the Husband**

In section five, hypothesis number four is dealt with.

#### **Hypothesis No. IV**

'Higher the extra-professional activities of the wife, such as club-going, social gatherings and meetings with the wives of other executives', greater may be the professional growth of the executive'.

#### **Extra-professional activities of the wives**

Involvement in extra-professional activities is a part of wives' routine, as far as executives' wives are concerned. In many cases it is seen that, such activities indirectly affect husbands' professional advancement. When the wives are asked about their extra-professional activities, the sample responded fairly well. Since this part is answered exclusively by the wives, the total number of wives are taken for the analysis here. Hence the number of respondents is 284 for the analysis of the 4th hypothesis.

Some of the executives' wives spend their leisure time in social visits. Here there is marked differentiation between the low, average and highly advanced groups in pursuing this task.

Table - 25.1

Relationship between social Visits and the Rate of Advancement

Social visits	Rate of Advancement			
	Low	Average	High	Total
Yes	18	54	41	113
No	53	88	30	171
Total	71	142	71	284

Table value = 5.991

df = 2

Chi. square value = 15.918

In the table 'yes' and 'no' represent the positive and negative responses of the wives with regard to social visits. It is seen that only 39.79 per cent of the wives do take social visits as a leisure time activity. But the wives in the low group and high group show considerable difference in their proportion as 25.35 per cent and 57.75 per cent respectively. Chi-square testing has been applied and the value at .05 level is found to be significant.



Club-going is considered to be an interesting activity by many of the executives' wives. Many of them treat clubs as a place for enjoyment and relaxation. But all the wives are not members of any clubs.

Table - 26.2

Relationship between Club-going and the Rate of Advancement

Club-going	Rate of Advancement			
	Low	Average	High	Total
Yes	26	56	42	124
No	45	86	29	160
Total	71	142	71	284

Table value = 5.991

df = 2

Chi. square value = 9.390

Table-26.2 shows that only 43.66 per cent of the wives are club-goers. The percentage distribution is 36.62, 39.64 and 59.15 in the low, average and highly advanced groups. The low percentage of wives who are club-goers may be due to the peculiarity of the Kerala culture, where women follow a somewhat traditional pattern of life. But it is noteworthy that the percentage of wives who are club-goers, is rather high in the highly advanced group compared to the less advanced group.

Table - 26.2.1Type of Club and the Rate of Advancement

Type of club	Rate of Advancement			
	Low	Average	High	Total
Factory club	15	42	37	94
Outside club	11	14	5	30
Total	26	56	42	124

Table value = 5.991

df = 2

Chi-square value = 8.13

Of the total club-goers of 43.66 per cent, 75.81 per cent are members of the factory club. The percentage of factory club goers in all the three groups are 57.69, 75 and 88.10 respectively. Regarding those who are outside club members, the percentage is 42.31, 25 and 11.90 in the three groups respectively. It is noticed that the percentage of factory club members is higher than that of outside club members.

Table - 26.2.2Membership Pattern in the Concerned Clubs

Membership pattern	Rate of Advancement			
	Low	Average	High	Total
Life member	1	5	4	10
Ordinary member	25	51	38	114
Total	26	56	42	124

It is observed from the table that majority of the club members are ordinary members. Only 8.06 per cent are life members in their respective clubs. It is noteworthy that the percentage of life members and ordinary members is rather high in the highly advanced group when compared to the less advanced group.

Table - 28.2.3  
Special Roles in the Clubs

Whether hold roles/not	Rate of Advancement			
	Low	Average	High	Total
Yes	5	15	13	33
No	21	41	29	91
Total	26	56	42	124

Table value = 3.841

df = 1

Chi. square value = 1.136

It is seen that only a very few percentage hold any special role in their clubs. The result is not significant when chi-square test is applied.

Table - 25.2.4The Distribution of the Various Roles in the Clubs

Designation	Rate of Advancement			
	Low	Average	High	Total
President	0	2	6	8
Secretary	3	1	4	8
Executive member-	2	12	3	17
Total	5	15	13	33

The above table indicates that out of the total role-holders of 26.61 per cent, 46.15 per cent in the high group, occupy the top-most role of President. But there is none in the low group in this category. The Secretarial post is occupied by 60 per cent, 6.67 per cent and 30.77 per cent in the low, average and highly advanced groups. Executive members constitute 40 per cent, 80 per cent and 23.08 per cent in the three groups respectively. It is noticed that concentration of wives is more in the top role with regard to the highly advanced group of wives. Hence the percentage of highly advanced group is less in the secretarial and executive member roles.

The inference is that most of the wives of executives with high rate of advancement occupy high positions in their respective clubs. Concisely we can say that club-going of the wives do have influence on executive performance.

Table - 26.3

Relationship between Reading Habit of the Wives and the Rate of Advancement of the Executives

Reading Habit	Rate of Advancement			Rate of Advancement		
	Low	Average	High	Low	Average & High	Total
Yes	55	132	69	55	201	256
No	16	10	2	16	12	28
Total	71	142	71	71	213	284

Table value = 3.841

df = 1

Chi. square value = 17.116

Frequencies of the average and high groups in the 'yes' and 'no' columns are combined since the frequency is small in the negative column. Those wives who said 'yes' to reading are put in the 'yes' column and those who said 'no' are put in the 'no' column respectively. Chi-square testing has been applied and the result is found to be significant

at the .05 level of confidence. It is observed that majority of the wives spend their leisure time in reading. Here also the percentage is more with the highly advanced executives' wives. It is assumed that by extensive reading wives are in touch with several matters and they can have healthy discussions with their husbands regarding the concerned professions.

Table - 26.4

Relationship between Wives' Association with other Executives' Wives and the Rate of Advancement

Wives' Responses	Rate of Advancement			
	Low	Average	High	Total
Yes	11	18	18	47
No	60	124	53	237
Total	71	142	71	284

The result is not significant. This may be due to the fact that wives are much biased in answering the particular question. It is observed that only very minor percentage of wives (16.55) agree that their association with the wives of other executives help them to encourage their husbands' professional advancement. Hence this aspect is not taken into consideration with respect to executive performance.

In general, we can say that the extra professional activities of the wives do influence executive competence to an extent. Thereby the hypothesis "Higher the extra professional activities of the wife, greater may be the professional growth of the executive is partially proved".

### 5.6 Analysis of the Discrepant Couples

There are thirteen couples who showed discrepancies while responding to the various aspects of the questionnaire. Of the total 13 cases, 5, 6 and 2 are in the low, average and highly advanced groups respectively. In the low group 4 couples showed complete discrepancy in home management and interpersonal relationship and the remaining couples showed discrepancy in certain major aspects of interpersonal relationship only.

With regard to the average group, majority showed discrepancy in one or the other aspects. Here more discrepancy is observed with regard to statements regarding personality and involvement of the wives in husbands' executive performance.

Lastly, the high group showed only minor discrepancies in their responses. In this case, contradictory responses were given by one couple regarding decision-making

whereas the other couple contradicted with agreement and disagreement pattern and emotional pattern.

On the whole, major discrepancy is seen with regard to interpersonal relationship in all the cases. It is obvious that discrepancy is more among the less advanced group compared to the highly advanced group. Perhaps this may be due to the non-clarity of roles by the concerned groups of executives and their wives.

### **5.7 Conclusions of the Chapter**

Our analysis has been helpful in drawing certain meaningful conclusions regarding the contributions of wives to executive growth. Firstly, it is found that education of the wife has a significant impact on executive advancement. This finding has been adequately substantiated by the data.

Secondly, the degree and quality of home management by the wife is a determining factor in an executive's professional life. The analysis showed a high degree of correlation between the quality of home management by the wife and executive competence of the husband.

Thirdly, healthy interpersonal relationship between the spouses provides a suitable background for the executive to advance in his profession.



Lastly, the extra-professional activities of the wife do influence an executive's career advancement to an extent. In short, the analysis lends sufficient support to the hypotheses put forward by us at the beginning of the chapter regarding the positive contributions wives are able to make towards the professional advancement of their husbands.

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## CHAPTER - VI

### SUMMARY AND CONCLUSIONS

#### 6.1 Introduction

This is the last and concluding chapter. A brief summary of the first four chapters are given in the beginning. This is followed by the summary of the fifth chapter, the core-portion of our study. Conclusions arrived at on the basis of data are given at the end.

#### 6.2 Summary

This study report is divided into six chapters.

6.2.1 The first chapter is introduction. It has three sections. Section-I deals with the importance of the subject and relevance of the study. A resume of the literature surveyed and definitions and concepts are dealt with in Section-II. Section-III presents methodology and characterization.

**6.2.2** Chapter two is a descriptive account of the various factors affecting executive growth. It traces the executive characteristics and functions in brief. We have heavily drawn from studies on executive competence by earlier researchers. By and large, this chapter highlights the important factors of executive growth, such as organisational factors, individual factors and environmental factors.

**6.2.3** Chapter three provides the background of Indian housewives. It gives a descriptive account of the role of housewives in the traditional societies, both rural and urban. This is followed by an account of changes affected in the traditional societies by the influence of western, industrial and urbanised societies and also women's changing role. A brief comparative study of the role of housewives in other continents is also briefly attempted in this chapter to enhance greater appreciation of a global phenomenon.

**6.2.4** Chapter four deals with the realities of the housewives of business executives. A general perspective of the realities of housewives of business executives in the past and present are projected here. The manifestation of various changes which have crept into their world and how the status and role influenced husbands' executive growth prospects are explained in this chapter. In addition, this chapter

presents the ideas and opinions of some of the distinguished Indian ladies, whose husbands have been exceptionally successful in their professions.

**6.2.5** Chapter five is the major chapter in the whole report. It is this chapter which presents the data collected and also their analysis for meaningful findings. This chapter is divided into five sections.

**6.2.5.1** Classification and descriptions of the respondents

For the purpose of classifying the executives, Bernard M. Bass's formula on Rate of Advancement (ROA) is used. The formula being  $\frac{B}{T} \times S \times 1000$ , where

- B = Organizational levels below the manager
- T = Total levels in the organization
- S = Indexed size of the manager's organization
- A = Age of a manager to his nearest birthday.

Once the basis for measurement of advancement was accepted and applied, the executives were classified into low, average and highly advanced groups by taking the 25th percentile, 50th percentile and 75th percentile scores.

The description of the respondents accounts the organizational data - age, educational level and their marital status.

Sections two, three, four and five present the hypotheses, followed with collected data either validating the hypothesis or invalidating. On presentation of all the hypotheses with data pertaining to them, and on their analysis, possible findings are integrated.

#### 6.2.5.2 Education of the wife and executive growth of the husband

Section two traces the relationship between the education of the wife and executive competence of the husband. The hypothesis used is 'Higher the educational level of the wife, greater may be the professional upward mobility of the executive'.

From the data, it is noticed that highly advanced executives' wives are having higher levels of education than the rest. For example the percentages of graduates, post-graduates and professional degree holders are high in the highly advanced group, whereas their percentages are rather low in the less advanced group. For 78.87 per cent of the highly advanced executives' wives, the education level is graduation and above, and only 21.13 are below graduation. Whereas in the low group 45.07 per cent are graduates and above and 54.93 per cent are below graduation.

It is apparent from the study that executives with high rate of advancement have wives with high academic qualification. It is generally seen that spouses with identical educational background appreciated the needs of the executives better and therefore acted in a way which resulted in complimentary effects. More over, interaction between them on professional matters, its level and degree varied depending on education and basic capacity to understand matters in their proper perspective.

#### **6.2.5.3 Home management and executive growth**

Section three analyses the impact of wives' home management on the professional competence of the executives. Here the hypothesis is 'Higher the degree and quality of home management by the wife, greater may be the executive growth of the husband'.

Home management in our study includes housekeeping, education of the children and financial management regarding household affairs.

#### **6.2.5.3.1 Housekeeping**

Housekeeping is an art which a woman develops in varying degrees. It is evident from the data that most of the wives of the highly advanced executives are well-versed

in housekeeping, so that they spare their husbands from undue worries on the homefront. In addition they take charge of home management completely leaving their husbands free from that burden. It is the utmost concern of such wives not to be a hindrance to their husband's profession. It is also noticed that housekeeping done by the wives vary considerably with the low average and highly advanced executives' wives and all in all it has got significant impact on executive performance.

#### 6.2.5.3.2 Education of the children

Since children's education needs much care and attention, the role played by the mother is very crucial. It is an accepted fact that an educated woman is likely to give better training to her children than an illiterate woman and therefore an educated woman is a valuable asset to the society. It is true in the case of the executives too. In the present study a good number of wives are capable of taking decisions with regard to the selection of schools for their children, their tuition and homework. It is noteworthy that the proportion of the wives varies with respect to the low, average and highly advanced executives, ensuring more prominence to the average and highly advanced executives' wives. Here the executives are relieved of their big

tasks which the wives are undertaking, thereby providing sufficient time for them to do their work or feel relaxed.

#### **6.2.5.3 Financial management**

Usually the executives' wives do maintain a financial budget. Often they consult their husbands in financial matters. Another notable feature is that majority of them do not waste money on unnecessary matters, thereby proving their efficiency in handling financial matters.

In short the three aspects discussed under home management viz. housekeeping, education of the children and financial management prove the role of executives' wives as home managers is significant. By fulfilling the task of home management successfully, the wives are providing a congenial atmosphere at home. In such a family set up the executive is able to concentrate his full attention to his profession, unharassed by personal worries. No doubt a wife with such indomitable profile is an asset to any executive who is climbing up the professional ladder.

#### **6.2.5.4 Interpersonal relationship and executive growth**

Section four analyses the personality, involvement and decision-making pattern and emotional stress of the wives, to understand the extent of interpersonal relationship between



the spouses. The hypothesis used is 'Higher the acceptance in the interpersonal relationship greater may be the upward mobility of the executive in his profession'.

#### 6.2.5.4.1 Personality

It is generally known that healthy interpersonal relationship reflects the healthy personality of individuals concerned. It is true that the personality of the individual executive is the crucial aspect of his advancement. One's personality is formed and developed to a certain stage or level even before he finds his spouse. But the same can be further developed in healthy lines with supportive role of life partner. Similarly further development may be arrested due to one's own experiences and frustrations originating at times from life partner.

While analysing the personality characteristics of the wives, it is found that wives' personality has got significant impact on executive performance. A deeper analysis has been conducted in this respect and accordingly the wives are classified into supportive and less supportive wives, depending on the extent of support level by the wives towards husbands' professional advancement. It is found that wives of the highly advanced executives are highly supportive to their husbands' professional growth. It is also presumed

that social support from wives to be more important than support of relatives and friends in climbing up the success ladder.

#### **6.2.5.4.2 Involvement**

From the data, it is learnt that the executives' wives are involving in their husbands' professional matters with the exception that, in most of the cases they are doing it indirectly. But, the degree of involvement differs in the low, average and highly advanced groups. Their involvement can be manifested in several ways such as giving suggestions and opinions, exchanging ideas in the professional fields, understanding professional status and sharing problems. By and large, the encouragement given by wives are valued more than all other aspects.

Depending upon the degree of involvement by the wives in their husbands' career, the wives are grouped into highly involving and less involving types. It is observed that most of the wives of those executives with high rate of advancement are highly involved in their husbands' professional matters.

#### **6.2.5.4.3 Decision-making**

Another aspect of the interpersonal relationship is manifested in the decision-making pattern between the spouses.

The analysis of the data pertaining to the decision-making pattern reveal valuable results.

It is seen that with regard to children's education and household affairs, majority of the wives of highly advanced executives take decisions themselves, whereas joint decision-making and husband taking decisions are common among the wives of executives with low rate of advancement.

The decision-making pattern with regard to reading materials and medical care are found to be insignificant as rate of advancement is concerned.

But decision-making pattern with regard to social visits and receiving guests do have its impact on executive competence. In both the above cases, mostly joint decisions are taken in the low, average and highly advanced groups.

Agreement and disagreement pattern It is true that there is difference of opinion between two persons in any field. The executives and their wives are not an exception to this. The ideas, attitudes and beliefs of the wives are not always on par with their executive husbands. However it is evident from the data that the wives of those executives with high rate of advancement do exhibit high degree of agreement. The major areas in which the agreement-disagreement pattern is displayed

include religious ceremonies and practises, expenditure pattern, attending public functions and lastly social and family celebrations. This indicates that wives of the highly advanced executives maintain a pattern of agreement with regard to their husbands' decisions, which ultimately results in a healthy relationship between the spouses.

#### 6.2.5.4.4 Emotional stress

The term 'stress' is used to signify environmental agents disturbing structure and function as well as responses to such agents in the different levels of psychological analysis. When an individual is stressed to a sufficient degree, it will have adverse effects on his partner. Hence the stress experienced by an executive's wife is to be taken into consideration.

It is found from the analysis that a fairly good proportion of the wives experience harmony in their relationship with their husbands. This harmonious relationship is in turn a boon for the executive to maintain a peaceful work arena. It is also noticed that, eventhough there is harmonious relationship, there is always the scope for occasional difference of opinion. But this itself does not hinder the professional advancement of the executives, because certain degree of opinion difference is commonly seen in any group.

Another observation is that majority of the highly advanced executives' wives are happy in their family life.

All in all, the analysis on interpersonal relationship proves that the personality, involvement, decision-making and emotional stress pattern of the wives do have its influence on executive competence.

#### **6.2.5.5 Extra-professional activities of the wife and executive growth**

The leisure time spent by a wife is considered to be important as far as an executive is concerned. Section five examines the extra-professional activities of the wives and its significance on executive advancement. The hypothesis is 'Higher the extra-professional activities of the wife such as club-going, social gatherings and meetings with the wives of other executives, greater may be the professional growth of the executive'.

It is observed that the highly advanced executives' wives take part in extra-professional activities at their convenience. These activities facilitate them to mingle with the wives of other executives and also to enlarge their areas of human service to a greater extent. A good number of the wives are members of the respective company clubs or outside clubs. It is through these clubs, the wives channel their activities, to the outside community.

It is noteworthy that, as usual the proportion of the wives who are club members is high with regard to the highly advanced group compared to the less advanced group.

Another feature is that most of these wives occupy higher positions in their respective clubs. This reveals the efficiency of the wives, which have its impact on their husbands' career. This finding implies that an efficient and sociable wife is always an asset to any executive who is climbing up the success ladder.

6.2.6 Chapter six is the final chapter, which contains the summary of the study and conclusions based on the assumptions of the research.

### 6.3 Conclusions

The findings of the study have been examined in the light of the basic assumptions of the study and it has been possible to make meaningful conclusions.

For the purpose of this study we had four hypotheses. We collected adequate data on all the four hypotheses. On analysis, we have found that three among them had definite supportive data to prove their validity. In respect of the fourth, although the data on some respects support the hypothesis, it cannot be conclusively proved, as some factors disagree. On the whole the hypotheses have been found to be validated.

Since we have dealt with the hypotheses along with their supportive data elaborately in Chapter-V and briefly restated them as findings in summary part above, we prefer to avoid repetition of the same here. Hence, herewith, we give our specific hypothesis and also our conclusion against each of them.

1. Higher the educational level of the wife, greater may be the professional upward mobility of the executive. This hypothesis stands valid. The data and its analysis conclusively prove the validity of the hypothesis.
2. Higher the degree and quality of home management by the wife, greater may be the executive growth of the husband. This hypothesis stands valid. The data collected and analysed showed a high degree of correlation between the home management by the wife and executive competence.
3. Higher the acceptance in the interpersonal relationship greater may be the upward mobility of the executive in his profession. This hypothesis is proved. The findings affirm that healthy interpersonal relationship between the spouses has an important bearing upon executive competence.

4. Higher the extra-professional activities of the wife such as club-going, social gatherings and meetings with the wives of other executives, greater may be the professional growth of the executive. This hypothesis stands partially proved.

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Appendix-ACONFIDENTIALWIVES' CONTRIBUTION TO EXECUTIVE GROWTH

- 0.1 Your name :
- 0.2 Your designation :
- 0.3 Age :
- No. years of marital life :
- No. of children :
- 1.1 Name of your organisation : \_\_\_\_\_
- 1.2 Type of your organisation : Public/Private/Joint/  
Cooperative/Proprietorship
- 1.3 Total number of employees :
1. Managers \_\_\_\_\_ 2. Supervisors \_\_\_\_\_
3. Staff \_\_\_\_\_ 4. Workers \_\_\_\_\_
- 1.4 Total number of levels below your position : \_\_\_\_\_
- 2.1 Educational Qualification :

University Examination passed	Degree/Diploma	Year of passing
Pre-Degree/ P.U.C.		
Degree/ Diploma		
Post-Graduate M.A./M.Sc.		
Professional Executive Development Programmes		

3.1 Professional Growth Profile:

Designation	Year of joining	Salary No. of sub-ordinates pay + allow.) under you	Promotion/ change to higher job with years satisfied)	Job satisfaction: (highly satisfied/ not satisfied)	Reasons for changing the job*

\*Seven alternatives are given for changing the job. Write the appropriate numbers.

1. Not happy with the nature of the work
2. Not happy with the location of job
3. Inadequate salary
4. Better job opportunities
5. Desire for more challenges
6. Ambitious for growth
7. Lack of cordial relationship with work groups
8. Any other \_\_\_\_\_

4.1 What were your personal goals at the beginning of your professional career,

4.2.1 Did you attain your goals? : Yes  No

4.2.2 If yes, what is the degree of your attainment?  
(Attainment of your professional goals almost to the level of your aspiration may be considered as more than 80% of success, whereas less than 50% may mean far below your aspirations and expectations. In between these two extremes, you may express your feelings of attainment in terms of certain percentages as given below.)

- (a) more than 80%
- (b) 70% more but less than 80%
- (c) 60% more but less than 70%
- (d) 50% more but less than 60%
- (e) Less than 50%

5.1 Who among the following played a major role in your professional growth? (Please rank the following according to your choice)

- a) Senior Executives
- b) Colleagues
- c) Wife
- d) Relatives
- e) Friends
- f) Any other

6.1 What kind of help do you generally get from your wife? (Please read the following statements and mark either  or  in the appropriate place).

Home Management (a) Housekeeping

- 1. She spares me any undue worries on the homefront
- 2. I have to take care of both the house management and my profession
- 3. She is good at arranging the house in order and tidy
- 4. She never places herself as a hindrance to my professional work

**(b) Education of Children**

- 5. She is educated and therefore she decides to which School the children should go
- 6. She arranges tuition and fixes the time schedule for study
- 7. She meets the teachers and enquires about their performance
- 8. She looks after the children's needs and leaves me free from that burden

**(c) Financial Management**

- 9. She has got a financial budget
- 10. She consults me in a general manner for approval
- 11. She lives within her means
- 12. She does not waste money on unnecessary matters

**II Interpersonal Relationship**

**(d) Personality**

- 13. My wife is an asset in my social acceptance in general
- 14. She is interested in parties and social gatherings
- 15. She is outgoing with my colleagues' families and maintains positive and stable relationship
- 16. Her entertaining nature often wins us good friends and colleagues
- 17. She favours my participation in clubs
- 18. She encourages me to go for higher studies for improving my professional skill
- 19. She leaves me alone for my work
- 20. She has no objection to my going on tours in connection with my work
- 21. She is interested in my visits to foreign countries
- 22. She doesn't grumble my staying away from home for long periods if my job demands it

- 23. She is very religious and that provides me mental peace and balance
- 28. She is prepared to make sacrifices with regard to my profession

**(e) Involvement**

- 25. She often takes interest to know my office problems
- 26. She is my companion and she tries to understand my professional status and difficulties
- 27. She always encourages me for getting better prospects
- 28. She does not demand me unnecessarily
- 29. She gives me suggestions and opinions regarding my profession
- 30. I find it easy to exchange ideas with her in the technical and professional field
- 31. She often insists me to seek new promotional avenues
- 32. She maintains cordial relationship with my superiors and subordinates
- 33. She is involved in my profession and assists me in making solutions for problems

**(f) Decision-making**

- 34. Who is taking decisions with regard to the following (use the letters W, J, H where W-Wife, J-Joint decision, H-decision by husband)
  - a) Education of the children
  - b) Shopping
  - c) Reading materials
  - d) Medical care
  - e) Social visits
  - f) Receiving guests



Appendix - BCONFIDENTIALQUESTIONNAIRE FOR THE EXECUTIVES' WIVES

- 0.1 Your name :
- 0.2 Age :
- 0.3 (a) Are you employed : Yes/No
- (b) If 'yes' mention :  
the post :

1.1 Educational Qualification:

Examination Passed	Degree/Diploma	Year of Passing
P.U.C./Pre-Degree		
Degree Course		
Post-graduate		
M.A./M.Sc.		
Professional		

- 2.1 In what way are you contributing to your husband's professional growth. (By professional growth I mean, promotion in his job) (Please read the following statements and mark either  or  in the appropriate places.)

I. Home Management:(a) Housekeeping:

1. I spare him undue worries on the home front
2. I am in charge of home management
3. I maintain the house the way he wants to be neat and clean
4. I am not a hindrance to his official homework

**(b) Education of Children:**

5. I decide to which school/<sup>the</sup> children should go.
6. I usually arrange tuition and fix the time schedule for study.
7. Often I meet the teachers and enquires about their performance.
8. I look after the children's needs and leave him free from that burden.

**(c) Financial Management:**

9. Always I maintain a financial budget.
10. I do consult my husband in financial matters.
11. I live within my means.
12. I do not waste money on unnecessary matters.

**II. Interpersonal Relationship****(d) Personality:**

13. I think I am an asset to his social acceptance in general.
14. I am interested in parties and social gatherings.
15. Sometimes I may go out with his colleagues' families and maintain positive relationship.
16. I take pleasure in entertaining guests.
17. I am not against his participation in clubs.
18. I always encourage him to go for higher studies/short training courses
19. I leave him alone for his work.
20. I don't mind his going on tours for his work.



21. I am interested in his visits to foreign countries.
22. I don't grumble if he is away from home on account of his work.
23. I am religious, and that provides him mental peace & balance.
24. I am ready to make sacrifices on his behalf.

(e) Involvement:

25. I am eager to know his professional problems.
26. I try to understand his professional status and difficulties.
27. I encourage him for getting better prospects.
28. I do not demand him unnecessarily.
29. I give him suggestions and opinions regarding his profession.
30. I find it easy to exchange ideas with him in the technical and professional fields.
31. I often insist him to seek new promotional avenues.
32. I am friendly with his superiors and subordinates.
33. I am involved in his profession and assist him in making solutions for problems.

(f) Decision-making:

34. Who is taking decisions with regard to the following.  
(Use the letters w, j, h, in the appropriate place)  
(w-wife, j-joint decision, h-husband).
- (a) Education of children
- (b) Shopping
- (c) Reading materials

- (d) Medical care
- (e) Social visits
- (f) Receiving guests

35. Which are the areas in which you agree or disagree with your husband? (Write A - if there is agreement, and D - if there is disagreement against the following items).

- (a) Religious ceremonies and practices
- (b) Expenditure pattern
- (c) Attending public functions
- (d) Social and family celebrations

36. Do you want change in the following areas?

- |                                |     |                          |
|--------------------------------|-----|--------------------------|
| (a) Education                  | Yes | <input type="checkbox"/> |
|                                | No  | <input type="checkbox"/> |
| (b) Home Management            | Yes | <input type="checkbox"/> |
|                                | No  | <input type="checkbox"/> |
| (c) Interpersonal relationship | Yes | <input type="checkbox"/> |
|                                | No  | <input type="checkbox"/> |

37. Who takes the major decisions regarding household affairs.

- (a) Husband
- (b) Husband and wife
- (c) Wife

(g) Emotional Stress:

38. Do you experience harmony in your relationship with your husband?

- (a) Most of the time
- (b) Occasionally

39.1 Do you have difference of opinion with your husband?

Yes  No

39.2 If 'yes' how often does it happen?

Every day affair  Frequently

Occasionally

39.3 How happy are you in comparison with your own expectations in your family?

(a) Extremely happy  (b) Happy

(c) Somewhat happy  (d) Neither happy nor unhappy

III. Extra-professional Activities:

40. How do you spend your leisure time?

(a) Social Visits

(b) Clubs

(c) Reading

41.1 Are you a member of any club?

Yes  No

41.2 Type of club: Factory club  Outside club

41.3 Membership in the club:

Life Member  Ordinary member

41.4.1 Do you really hold any special role in your club, such as President, Secretary, Executive Member, etc.?

Yes  No

41.4.2 If 'yes' please mention the designation: \_\_\_\_\_

3.1 Do you think that your association with the wives of other executives helped you to encourage your husband's professional growth?

Yes  No

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