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**WOMEN IN MANGEMENT**

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**ABSTRACT**

*Organizations require effective managers and successful management interactions. By assisting women managers in understanding and leveraging their leadership, management and communication activities, a harmonious and productive working environment is achieved. The business also benefits by tapping into the strengths and unique capabilities that women managers can provide. The last several decades in the world have been a transforming period for women in the workplace. Women are moving steadily into new occupations and new responsibilities. Governments, businesses, unions, and women's organizations worldwide have devoted lots of thought and energy to removing obstacles to women in the workplace. Women bring a creative spark, intelligence, personality, professional ability and motivation to senior roles. Women typically take on the dual role of business leaders and managers at home. Today's businesswoman must often make difficult choices. The commitment required to become a successful leader is often in direct conflict with the commitment required to raise successful children. Women have made it to top managerial posts all over the world, forcing a magazine like Fortune for the first time to evaluate and rank America's 50 most powerful women. This study aims at studying the perceptions of Women Managers as regards their relationship with their Head Office. The primary data required for the study was collected by distributing questionnaires to nearly 100 Women Managers. Factor analysis has been applied to investigate the underlying structure of the variables that influence the Women manager's relationship with their head office.*

**KEYWORDS**

Head Office, relationship factors, Women managers.

**INTRODUCTION**

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The last several decades in the world have been a transforming period for women in the workplace. Women are moving steadily into new occupations and new responsibilities. Governments, businesses, unions, and women's organizations worldwide have devoted lots of thought and energy to remove obstacles to women in the workplace. Women bring a creative spark, intelligence, personality, professional ability and motivation to senior roles. Women typically take on the dual role of business leaders and managers at home. Today's businesswoman must often make difficult choices. The commitment required to become a successful leader is often in direct conflict with the commitment required to raise successful children.

**RESEARCH OBJECTIVES**

This study aims at studying the perceptions of Women Managers as regards their relationship with their Head Office.

**RESEARCH METHODOLOGY**

The primary data required for the study was collected by distributing questionnaires to nearly 100 Women Managers. The questionnaire is divided into two parts. Part I reflects Women Managers' perceptions as regards their relationship with Head Office. Part II deals with the general information like name, area of operation, age, working hours of branch, staff strength, qualification and experience.

**ANALYSIS OF DATA**

To study the relationship of women managers with their head office a scale was developed consisting of twelve statements namely, women managers are consulted in setting targets, women managers gets recognition for better performance, performance evaluation criteria is acceptable, etc., The women managers were asked to rate each item on a 5 point scale namely, strongly agree, agree, neither agree or disagree, disagree and strongly disagree and 5,4,3,2,1 weights/points were assigned to these responses respectively. The reliability of the scale measuring women managers' perception as regards their relationship with their head office, estimated by Cronbach's Alpha is 0.8412 which may be considered as adequate reliability.

**FACTOR ANALYSIS FOR IDENTIFYING RELATIONSHIP FACTORS**

Factor analysis has been applied to investigate the underlying structure of the variables that influence the Women manager's relationship with their head office. KMO measure of sampling adequacy is 0.889 and Bartlett's test shows a significance of 0.000. Therefore factor analysis can be applied to 9 variables measuring women managers' perceptions on their relationship with their head office. All measures of sampling adequacy (MSA) being more than 0.5, all the 9 variables can be subjected to factor analysis.

**GROUPING OF VARIABLES**

The Principal Component Analysis by factor extraction method and Varimax rotation method have been used to group the variables of perception of women managers' as regards their relationship with head office into factors. Tables 1 and 2 show the factor extraction of perception of women managers' as regards their relationship with head office.

FACTOR EXTRACTION OF WOMEN MANAGERS' PERCEPTION AS REGARDS THEIR RELATIONSHIP WITH HEAD OFFICE

Variables	Communality	Initial Eigen value and extraction sum of squares loadings				Rotation sum of squared loadings		
		Factor	Eigen value	% of variance	Cumulative %	Total	% of variance	Cumulative %
HO is supportive	0.601	1	4.524	50.263	50.263	2.946	32.739	32.739
Policies are progressive	0.802	2	0.997	11.078	61.341	2.574	28.602	61.341
Policies are appreciable	0.731							
Targets are achievable	0.561							
There is Internal democracy	0.568							
Women managers are consulted in setting targets	0.695							
Performance evaluation criteria is acceptable	0.549							
There is openness & transparency	0.531							
Women managers gets recognition for better performance	0.482							

ROTATED COMPONENT MATRIX

Variables	Component 1	Component 2
HO is supportive	0.886	0.133
Policies are progressive	0.820	0.242
Policies are appreciable	0.718	0.291
Targets are achievable	0.565	0.403
There is Internal democracy	0.0582	0.832
Women managers are consulted in setting targets	0.242	0.709
Performance evaluation criteria is acceptable	0.415	0.629
There is openness & transparency	0.411	0.617
Women managers gets recognition for better performance	0.500	0.530

Extraction method: Principal Component Analysis.

Rotation method: Varimax with Kaiser Normalization.

Source: Survey data – Questionnaire

Nine variables have been reduced to two factors. Out of the nine variables, the first factor namely 'Head Office plans and policies', includes four variables namely, policies are progressive, policies are appreciable, head office is supportive and women managers gets recognition for better performance. These statements deal with the head office plans and policies. So the first factor is named as Head Office Plans and policies. While the remaining five variables are included, in the second factor, namely, women managers are consulted in setting targets, targets are achievable, there is internal democracy, performance evaluation criteria is acceptable and that there is openness and transparency. The statements loaded in the second factor consist of certain variables which involves daily operations relating to their performance. So the second factor is named as Operational responsiveness.

WOMEN MANAGERS' PERCEPTION VARIABLES IN RESPECTIVE FACTORS

Factors	Variables	Factor loadings
Factor 1 Head office plans & policies	Policies are progressive	0.886
	Policies are appreciable	0.820
	Head office is supportive	0.718
	Women managers gets recognition for better performance	0.565
Factor 2 Operational responsiveness	Women managers are consulted in setting targets	0.832
	Targets are achievable	0.709
	There is internal democracy in the bank	0.629
	Women managers performance evaluation criteria is acceptable	0.617
	There is openness and transparency	0.530

Source: Survey data – Questionnaire

"Head office plans and policy" factor contains four variables namely, policies are progressive, policies are appreciable, head office is supportive and Women managers gets recognition for better performance and it explains 32.74% variance and it is the most dominant factor. It is followed by "Operational responsiveness factor" with five variables namely, Women managers are consulted in setting targets, targets are achievable, there is internal democracy, Women managers performance evaluation criteria is acceptable and there is openness and transparency and it explains 28.60% variance and is the second factor. Chi-square test was applied and it was seen that both the factors were significant.

SUGGESTIONS

1. Right work environment should be provided.
2. Adequate and proper training should be given.
3. There should be good support systems at home.
4. Child day care centers should be available at work place.
5. Stress management, time management and meditation techniques should be taught.
6. Legislation providing two years leave with full benefits to look after the kids should be compulsorily implemented at all levels of management.

CONCLUSION

Society and culture provide myths and epics, but there are no epics or myths where women take a journey and an adventure to unfold their lives to discover who they are. Positive sentiments gives the woman the best of options.....to be a warm and caring family woman at home and the efficient and no-nonsense boss in the office. Women managers have shown that they can deliver and excel too. For companies to succeed in the current economic environment, they must attract and retain the best talent, including both women and men.

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2. Subba Rao .P, 'Principles and Practice of Management', Himalaya Publishing House.
3. Survey data – Questionnaire.



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In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

