

Globalization and Women Professionals in an Industrial City

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Abstract

India has grown economically in leaps and bounds in the last decade. Globalization has opened up broader communication lines and attracted more companies as well as different organizations into India. This provides opportunities for women with attractive packages, which raises self-confidence and brings about independence. Globalization has the power to uproot the traditional views towards women so they can take an equal stance in society. With privatization of higher and professional education, enrolment of women, both as students and teachers, in the engineering field, has seen an unprecedented increase. In spite of this increased participation of women in engineering profession, gender disparity still exist. As the women take on the role of working professional in addition to their traditional role of the homemaker, they are under great pressure to balance their work and personal lives.

The present paper explores the issues and challenges faced by women professionals engaged in teaching in engineering colleges and technical institutes. The study attempts to explore how work and family related factors influence the Indian women professionals. The study is focused on 20 women professionals, 10 working in government technical institutes as a teacher and 10 working in private sector. The narratives reveal six major themes: multi-role responsibilities and attempts to negotiate them; self and professional identity; work-life challenges and coping strategies; organizational policies and practices; level of autonomy in work in public and private sector, and social support.

Keywords:-Globalization, Women Professionals, Women Engineers, Gender-Discrimination, male-dominated profession

Introduction

In the past two decades, the relocation of labour intensive industries from advanced market economies to middle income developing economies has increased employment of women in later and more and more women have entered the paid workforce. This comes in addition to the informal work they do (small scale, home-based production) as well as the subsistence work they provide for free to their families. This increase in the number of women in paid employment is referred to as the feminization of the labour force. It simply means that, by and large, the proportion of female workers has increased in different sectors of economy, beyond household based production. This trend is directly related to globalization. The feminization of the workforce is also part of a general shift towards a service economy which is divided into a well-paying and male-dominated sector (such as law, financial services and information technology)

and a low paid highly feminized sector (such as home care, elder care, child-care, retail or domestic labour and cleansing services). The extension of market made a positive impact on women situation by providing them increased employment opportunities in non-traditional sector, thus enabling them to earn and control income. This is potentially empowering and may contribute to enhancing women's capacity to negotiate their role and status within the household and society.

Today women are stepping out of the four walls of the house; they are participating in every field of work and entering in the traditionally male-dominated professions as engineers. Technical education is an area where there is a tremendous growth of women force. Traditionally engineering is considered as a challenging professional option for Indian middle class women but globalization has given a platform to the Indian women to show their efficacy to whole world. Even in the late 1990's it was not common to find women teaching in technical institutions. The majority of technical institution had a handful of women teachers. With private participation in higher education in India, enrolment of women, both as students and teachers in the engineering field has seen an unprecedented increase. In India, women in significant numbers are joining engineering and trying to break the glass ceiling but even then, it is at the lower side when compared with other disciplines of education.

In India, percentage of women students in engineering was 0.2% in 1950-51, which is very negligible in comparison to other disciplines as in science it was 7.1 percent, 16.3 in medical and 16.1 percent in arts. Over the years, trend of participation was positive among all streams of education so as for engineering. In 1990-91, it was 7.6 percent in engineering but beyond 1990-91, it grew almost three times and rose to 21.5 percent in 2001-01, quite appreciable. In 2010-11, it further grew and was 28 percent which is higher than the share of women engineering student in USA (around 20 percent) and Australia (around 14 percent) (Singh, 2012) but quite low when compared with other streams in India as science, medical and arts where the participation rate is around 50 percent. The percentage of women engineers at the IITs and NITs are significantly lower than the national average (Vivekwadhwa, 2006). In spite of this increased participation of women in Engineering, gender disparity in engineering still exists and even after entering in the labour market as professionals have to face the problem and challenges and could not continue the pressure of their dual responsibilities that either keep them stressed or forced them to quit the job especially during child bearing or rearing stage. Women who work in male-dominated professions face more and different kind of challenges that differ from those who work in more-gender balanced and female-dominated professions. And with increasing economic conditions, it has become a necessity that both husband and wife need to work to have a normal life. Hence it is very necessary to know how the women balance very professional and domestic life. In the initial stages, women had to struggle a lot to establish their identity in this competitive world, both in the society as well as in the professional life. But with the advancement in educational and training institutions, things have improved to a great extent. This has given a new dimension to work-life balance. Work-Life Balance focuses on two main aspects called Achievement and enjoyment. This means that a woman should be able to have job satisfaction (Enjoyment) and at the same time be able to grow up in his career (Achievement) when a working woman is able to achieve and enjoy her professional and personal life; it means she has a positive Work-Life Balance. Only when an employer has a positive Work Life Balance, she can be productive and give her best to her organization. Hence industries are working out schemes which can attract as well as retain their employees.

In this paper, the author aimed to address some of the issues, opportunities and challenges faced by the women in engineering field, traditionally considered as a male-dominated profession, affect their motivation and retention in these professions. The understanding of the issues and challenges women professionals faces would contribute to the body of knowledge may facilitate strategies would help in the integration and retention of women in male-dominated profession.

Earlier Research and Research gap

Despite gender equality and empowerment, the household unit has a traditional structure that makes males the dominant gender (Hartmann, 2010), women's unique work experience, coupled with archaic work-life role structures based on gender, poses unique challenges to career oriented women in general and more specifically to women who choose a traditionally male-dominated career. Organizations are still structured and function in ways that do not always support women's career patterns and their need to integrate work with family responsibilities (Cha, 2013; Frome et al., 2006). Hicks (2012) refers to the invisible aspects of the male-dominated institutional culture that only give lip service to gender empowerment strategies but continue to marginalise women. Generally, a desire for status, power and social comparison drives men. On the other hand, a desire to do a good job and contribute to organisational functioning motivates women (Davey, 2008; Prescott & Bogg, 2011).

Women have increased their participation in paid employment considerably during the past 30 years, but men have not increased their participation in household work to the same extent. (Evertsson and Neramo, 2004) Women still perform majority of the care giving role and juggling of work in the family. Although husbands have taken on more domestic work than they did in earlier generation, this gain for women has been offset by "escalating pressure for intensive parenting and the increasing time demands of most high level careers" (Eagly and Carli, 2007). Adding further to this the feeling of guilt experienced by women containing a general feeling of responsibility towards their own children. It gives rise to a sense of failure of responsibility that arises when they lack control over the demands made on them from different sphere of life. Women, who felt overburdened by all the pressures resulting from overload at work or at home, run the risk of burnout and a possible end to their corporate aspirations (Gallagher and Goland, 2000). Success in the workplace as super mom in terms of balancing work and family may come at a high cost in the terms of stress (Macdonald et al, 2005). "This stress, if not handled carefully, could have dire effects on their careers and even their roles and obligations to their families.

According to Raghuram(2008), researchers have neglected to study women's experience when they enter male-dominated occupations. Fourie (2007) conducted a qualitative inquiry in to the life-role construction of career-oriented women and emphasized specially the need for more in-depth qualitative work on women's experience of their work-life roles. A qualitative approach to the experiences of women, who work specifically in historical male-dominated occupations, may contribute to our understanding of how women preserve and maintain their career motivation despite the challenges they experience. Inadequate training and mentorship opportunities were identified as the primary professional barrier to integrating women in the field of engineering, and the most significant psychological barrier is gender discrimination.(Plessis & Barkhuizen,2012). Women commonly have the feeling of biasness and under-utilization in male-dominated occupations.(cf. Feyerherm& Vick, 2005)

The absence of role model is also a challenge the women executive faces due to their scarce presence in top managerial positions (Okolo 1989). Participation of women in prominent decision-making positions is limited by severe cultural and social constraints because men think

that women are not capable enough to take good decision. Authorities are always doubtful whether women would be able to handle male subordinates, take independent decisions, cope with crises and manage their duties properly (Andel, 2002). Even though women prove they are efficient, authorities think twice before promoting them and even if women are given chance, there is always a remark that they were given the position because they were women.

There are innumerable challenges and problems faced by women both at home and workplace. What we generally see today, in addition to various media and journal report is that in the workplace women generally face mental stress, sexual harassment, discriminatory practices, safety and security issues etc. (Martin, 1989). India's patriarchal society thinks of women only as homemaker and sexual objects and is generally subjected to exploitation and torture (Dube, 2001)

Theoretical insight from these studies are used in this paper to explore the opportunities, analyse the issues, problem and challenges women professionals faces working in both public and private sector.

The Study Methodology

The study was conducted in Surat city of Gujarat. Surat is the eighth largest city and ninth largest metropolitan area of India. It is 34th largest city by area and 4th fastest developing cities in a study conducted by the City Mayors Foundation, an international think tank on urban affairs. The city registered an annualized GDP growth rate of 11.5 percent over the seven fiscal years between 2001 and 2008. Surat was awarded "Best City" by the Annual Survey of India's City-System (ASICS) in 2013 and also selected as the first smart IT city in India which is being constituted by the Microsoft City Next Initiative tied up with IT services major Tata Consultancy Services and Wipro. The city is popularly known as the diamond capital of the world and the textile capital of India. Surat city are having giant industries like ONGC, GAIL, Narmada Cement, Ambuja Cement, NTPC-KGPP Power Plant, ESSAR group of Industries (Steel/Power/Chemical/Oil/Shipping), L&T, Reliance PVC, Reliance Petroleum, Kribhco-Fertilizer etc. are some of them. Surat city also has significant number of Technical and Engineering colleges have the capacity to accommodate appreciable number of students and provide platform to the engineer professionals both men and women to work as a teacher as well. In the fastest growing industrial city, with the presence of number of giant industries and technical college women engineers have various opportunities to work.

Thus the present study aims to understand the issues problem and challenges faced by the women professionals in industrial city where there is ample opportunity for them to work in both public and private sector and how they integrate and retain themselves in the profession with tackling these problem and challenges.

For the study, 20 women engineer were interviewed, among 10 working in Government Technical Institute as Teachers and another 10 working in Multinational Corporation (Private Sector) as Executives and Managers. The Technical Institute selected for the study is a premier institute aimed to train scientist and engineers/ to cater to the country's growing need for R&D and technological manpower. The institute offers undergraduate, postgraduate and doctoral courses in engineering and Technology, Science, Humanities and Management. From the Institute 10 women engineers serving as faculties were selected through purposive sampling. While selecting the sample care was taken inclusion of different designation viz, Assistant Professor, Associate professor, Professor and HODs to see the effect of these variable on the problem and challenges faced by the women engineers. Apart from these another 10 women

engineer were selected from the private sector, a multinational corporation located in Hazira, Surat. Hazira is coastal town in the western Indian state of Gujarat. In the selection of sample care was taken that women professionals of varied age group and different branches of engineering would be included. Through structured in-depth interview the author attempted to elicit the experiences of women working in typical male-dominated professions. The women engineers working as a teacher in government institute, for the study purpose referred to as 'Women Teacher' and those working in private Industry referred as 'Corporate Women'. The method of narrative analysis was used to understand the issues, problem and challenges faced by the women professionals. The findings are discussed under six major themes: multi-role responsibilities and attempts to negotiate them; self and professional identity; work-life challenges and coping strategies; organizational policies and practices; level of autonomy in work in public and private sector, and social support.

The Findings

Multi-role responsibilities and attempts to negotiate them

Box 1 briefly presents respondents experienced multi –role responsibilities in the form of verbatim text to supports the author's interpretations.

Professional women take on multiple roles in daily life. Some roles are by choice and other roles are chosen for women. Along with the work responsibilities women roles often include daily household chores, family and social obligations, caretaking for children / elderly parents as well as other roles. As the experiences of these women professionals shows that their different roles emerged as a source of conflict because they struggle hard with the daily pull of raising a family or caring for elderly parents and other social obligations along with their career demands and commitments. They felt that their domestic responsibilities which traditionally viewed as women domain inhibited the pace of their career progression compared to their male colleagues.

The women teachers reported working an average 6-7 hours daily at workplace and felt more flexibility in working, while corporate women work an average 8-9 hours daily at workplace and less flexible working norms. As corporate women spends more time at workplace get lesser time to fulfil their domestic responsibilities and civil engineers had the opinion that they have to go to construction site and stands for longer time that makes them tired when they go home. Being physically tired sometimes they not able to fulfil the family and domestic duties in expected manner, situation of conflict arise with family members especially when living in joint family. Majority of women was of the opinion that having equally qualified as their husbands and almost same working responsibilities; they have to bear the large share of domestic responsibilities including daily household chores and children caretaking. One women teacher working as Head of the Department in Electrical Engineering branch opined that she has a partial family support as her husband is also at the senior position in some private firm and has a very tight schedule, so she has to full fill the major household duties alone. Despite the fact that she herself is also at the boss position and having lots of responsibilities, now the answer lies in the process of socialization, where women is made responsible for all the household chores along with the paid work. Studies also revealed that women have increased their participation in paid employment considerably during the past 30 years, but men have not increased their participation in household work to the same extent. (Evertsson and Neramo, 2004) Women still perform majority of the care giving role and juggling of work in the family.

As demands increase to fulfill these roles, women feel overwhelmed with time pressures and unmet obligations. They reported that sometimes they feel a sense of failure in not being

able to meet expectations for themselves and others. Often time's women spend larger time meeting the needs of others rather than nurturing their own needs. If functioning at high stress levels, women may not even recognize what their needs are. Stress is a response to this juggling for work-life balance. Women teachers reported less stress as compared to the corporate women as women teachers had more flexible working norms at workplace. The corporate women due to heavy workload, long hours, tense relations and unfulfilling job reported sign of physical stress in the form of frequent headaches, insomnia, fatigue, appetite changes and emotional stress sign in the form of anxiety, anger, unhappiness, irritability, depression, frustration and mental stress sign in the form of common forgetfulness, worry, indecisiveness, negative thinking.

Women teacher had to fulfil the administrative responsibilities along with the academics and especially the participants, who are residing in the Institute premises given the responsibility of warden ship of girl's hostel. A women teacher in the civil engineering department mentioned that she has to make daily hostel visit after the working hours and in the cases of emergency call visit the hostel in night that jeopardized with their family time (R3: *'I have been given additional responsibility as hostel warden'*) sometimes not able to have a proper sleep, make physically very tired resulting in frequent headache, appetite changes, irritability and feeling of guilt not spending proper time with family. The respondents acknowledged that career advancement and achieving work-life balance are mutually exclusive. It means that they had to neglect and compromise aspects of one in order to focus on the other. In response to the question other kind of activities they involved in society and community, only two women teacher stated that they mobilise the student for social welfare and take them to the orphanage and old age home once in a month and do the welfare activities there. One women teacher told that she regularly conduct the awareness lecture for student of both sexes to make them gender sensitive and occasion lecture for the women student for their legal literacy apart from their technical curriculum as her own desire to contribute something to society and community while majority of women respondents mentioned that they are overloaded with the work and family responsibility so they don't have time for extra activities.

Women professionals are trying to make a balance between their family and work responsibilities by adopting some coping strategies like working hard day and night, try to happily shoulder the traditionally expected duties at home and expected modern career women duties at workplace. Some women professionals especially women teachers stated that they try to manage their stress resulted from being overburdened by practicing healthy self-care strategies like physical exercise, yoga, healthy eating, leisure time, adequate sleep, positive outlook, limit setting, respecting and loving relationship and healthy self-esteem.

The time required for professional development will have to come out of the personal time of the women professionals. The corporate women revealed that their long working hours, unpredictable workloads and the constant pressure of updating skills all have a strong impact on their work-family balance.

Box-1. Women multi –Role Responsibilities and attempt to Negotiate them: Verbatim extracts from in-depth Interviews

R-3: I think the stress was too much for me as I frequent feel headache, physical fatigue, appetite changes, irritability for not having proper sleep at night. As I have been given additional responsibility of warden ship of girl hostel having strength of 400 girls. After working 6-7 hours in the Institute I have to daily make a visit to the hostel to ensure the proper functioning of the hostel system, even in the case of student illness or some other emergency I have to visit the hostel in the night hours also, it cut short my sleeping hours and family time which I supposed to spend with my kids and husband, developed a prolonged feeling of guilt.

R-3: For the last 5yrs. I have always denied taking the students to study tour because I have two small kids I cannot leave them alone at home because there is nobody who could look after them as my husband works in private, has less holidays and long working hours. So my HOD always make a taunt to me that you always escape from the duties and try to take the liberty of being a women.

R-2: I never had any kind of serious health issue due to problems in working place, minor health issues I would be able to overcome. As sometimes I experience stress due to more responsibilities being Head of the Department at workplace even in the family also I have to bear the major responsibility as my husband is also at the senior position in private industry so he has tight working schedule which sometimes resulting in stress.

R-4: Being a single women I have been given the more workload at workplace which demands after office time hours to work as compared to my married male and female colleagues and the explanation given to this that you don't have a family and kids at home so you have less family commitments so you can work in late office hours.

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Work– life challenges and coping strategies

Most of the women in India are subjected to discrimination at their workplace. The biggest challenge women face in their career is not taken seriously. Women teacher narratives showed that higher authority doesn't show faith on them, if someone has to depute to represent the department in outside organization, HOD always prefer to depute male faculty, as it comes under the power of HOD to depute the name of faculty for outside consultancy work and justification given that female doesn't goes on time and unable to spare the time required for specific task, by doing so name of the department will ruin. Due to this practice male colleagues get more exposure and opportunities to progress and women legs one step behind in this competition. This prevailing lack of confidence in women's competence by higher authority leads to low self-esteem, low self-efficacy and negative self-perception among women. Corporate women also reported the lack of confidence by the higher authority in their

competence, if someone has to recommend for international visit or training they always prefer to depute male colleagues, women hardly get chance for international representation. Male colleagues don't appreciate work of female colleagues. They have opinion like females are beautiful so through this way it would be easier for her to get her work done earlier or get earlier promotion. Women of both sector stated that being a women itself they have to become very conscious regarding their image at the work place because if there is a team work and they have to sit for a longer time and have to meet repeatedly with male colleagues than chances would be there that people would talk about that something is going in between these two. So being a women have to keep herself restricted and make a distance too, this sometimes make negative effect on their work and achievement.

Most of the women viewed that they get cooperation from the male colleagues whenever required. When asked about that how the male colleague behave with the women boss, women teacher reported that being HOD she feels respected by the male colleagues those who are at par in qualification and junior as well, on the other side corporate women revealed that they are not being taken very seriously and sometimes when they called the meeting, not attended by few male colleagues by giving excuses that they were busy with something important like that.

Another type of discrimination reported in the terms of marital status. Single women from both the sector reported that they are always given additional responsibilities at the workplace as compared to the other married women colleagues. Because it has a they believe that single women doesn't have family responsibilities at home so could be given more work and additional duties.

One more interesting, but bitter fact that was revealed by both women teacher and corporate women that female colleagues also give mental stress, like indulging in jealous behavior, unnecessary gossip and rivalry. They also commented on injustice meted out to them by their female colleagues where they spread negative rumors about one's character and upbringing. They neither listen to, nor are they interested in listening to your side of the story, but simply continue with their comments, and any objection to that is met with arguments and unreasonable behavior. They try to harass by creating confusion and misunderstanding with superiors and complain about other females. Sometimes female colleagues doesn't cooperate or understand each other problem it is because of age difference between them, both women teacher and corporate women opined that the female colleagues who is of same age try to understand the problem and those who is of older age and grown up children doesn't understand the problems of their stage of life cycle like when kids are small, its demand more time in family.

Most of the women stated that they never experienced sexual harassment at workplace themselves but they agreed that there is strong prevalence of sexual harassment at the workplaces. One of the women teacher currently designated as HOD told that there is a prevalence of sexual harassment at the workplace, nobody has reported earlier but recently two cases came in to light and have been reported by the M.Tech and Ph.D student against her professors, case is reported to the ICC (Internal Complaints Committee), which comprises of all female members and later presented in BOG meeting. The two accused professors terminated from the institute after a long protest done by the student union and women faculty there. She revealed that such type of cases used to happen in the institute but nobody dare to complain, once a student reported but she was discouraged by the higher authority that forced her to leave the ph.d in between and she left the institute without completing her degree. This incidence set a

negative example for other students and they kept tolerating. After a long time again one student complaint against the same faculty to her female HOD and her HOD put the case to the management, with the initiative of the female HOD the case has come to light and management were forced to terminate the accused male professors. Here we could say that these cases came to light only when HOD was female, because they have the sensitivity towards the issue and could able to correlate the cases. Otherwise during the time when males were HOD, the earlier cases were discouraged to report. Initially management had a cold response towards the issue and tried to suppress it because management constituted only male members, she strongly believe that there must be female representation in the management so that they could correlate the issues if some cases come in to light.

Even being equally qualified and at the position of Head of Department women professionals faces gender discrimination. Women teacher shared that the attitude of higher authority is sometimes favourable and cooperative towards her but sometimes not, rather it can be said that it is issue specific. When issue is related with the women rights they try to dominate her and don't listen to her, even don't react sometimes, and try to ignore her. Because the higher authority comprises only male members, no female representation. Making her HOD was not by choice, it was on seniority basis and ten aural, her seniority forced the higher authority authority to made her HOD. Despite of having the entire essential requirement regarding qualification, research experience, and administrative capabilities she had never been offered the position of dean or associate dean. Rather in the history of Institute no women has been made Dean or given administrative positions, although they are equally qualified and experienced as male faculty.

Different treatment by undergraduate and graduate students meted to female faculty, in technical institution. A strict male teacher, is often respected, whereas a strict female teacher is often disliked immensely, by the boys. Difficulties in dealing with agencies outside of the university, who are used to dealing with male professors.

A disconnect between faculty and the upper administration which is mostly male dominated. The natural tendency to pass on the information in causal networks only to male colleagues, often leads exclusion of women from important information not necessarily due to malicious intent. The biggest challenge women face in their career is not being taken seriously. Often they have to go farther, work harder and accomplish more in order to be recognised and prove their worth. They often subjected to jibes, questioning their capabilities and ability to work on par with the men, when they are infact probably doing much better than their male counterparts.

Box-2 Work– life challenges and coping strategies: Verbatim Extracts

R-12: If a man does a presentation nobody raises too much questions but if we do the presentation too many questions being raised by the male colleagues or if we do good presentation they will over appreciate it, like they were not expecting you to be able to do.

R-6: I never experienced sexual harassment at the work place, but when wear something different than usual, used to get noticed and commented by the male colleagues like when wear sleeveless dress and commented 'aaj to gajab lag rahey ho' like that.

R-3: I strongly feel that every girl and women should be bold enough to report such kind of incidence, don't keep silence, there should be separate awareness programme for the girl students to make them aware that how to handle such kind of incidences and must report them, even 'sexual harassment is an offence', it should be written in the form of hoardings and put on the walls of every organization so there would be fear in the mind every male.

R-4: I am ph.d in electrical engineering and having 23 yrs. of teaching and research experience. My seniority forced the higher authority to make me HOD if they had choice they would have not made me HOD, infact I have never been offered the post of dean or any management position it strongly shows their discriminatory practices.

R-15: I feel that sexual harassment is there at the work place even working as an executive in the multinational I sometimes get coloured remark from my colleagues like looking hot and different today.

Self and Professional Identity

Women professional revealed that their work and careers contribute significantly in their self identity building. Being a working women faces different challenges at workplace, accomplishment of goals, appreciation of task completion, opportunity to explore new things motivation to achieve them which give the opportunity to growth as person by overcoming various barriers, satisfaction of using skills which derived from the work help in their self-identity building. Women had the opinion that simply sitting at home would have not exposed them to these challenges and struggling with these challenges they develop a confidence in themselves it helps in building positive self-identity.

Being economically independent makes a big difference. Family and society gives a different treatment when working. Few respondent stated that society has a dual way of looking at the working women, in front they always appreciate being economically independent but at back they criticize by not fulfilling their family duties and responsibilities. If women is working and didn't get married or Divorcee by some reasons people talk about that her parents spend their life on her income, that's why they are not putting any efforts to get her married.

Box:3- Self and professional Identity:- Verbatim Extract

R-8: I am an assistant professor and got divorce 6 years before, from then iam living with my parents. As iam earning good money, my relatives used to talk like this ' maabaapeskikamaikharehayhai', that's why they are not trying for my remarriage.

Organizational Policies and Practices

Women teachers reported the existence of few work-family friendly policies and programmes that facilitate them to maintain work-family balance and help in their integration and retention in the profession. According to them there is a provision of one year maternity leave and child care facilities in the form of well equipped day-care center provided to them within the institute premises that help them to maintain a work-family balance and their integration in the profession. But women teacher also complaint the existence of inadequate and biased infrastructure resources as benefitted their male colleagues only. They emphasized that civil engineering department is a very big and oldest department and has maximum number of student campus selection in reputed multinationals every year and also has good infrastructure facilities in terms modern equipped laboratories, despite it doesn't have any separate rest room for the female student and faculty; there they could take rest in the case of special need like during menstrual period and pregnancy, earlier room was there but it was converted in to lab.

Likewise corporate women also reported the existence of women friendly policies and programmes that aim to facilitate work-family balance like maternity leave; childcare facilities in the form of good daycare center with excellent infrastructure, one month leave a year. Despite the existence of women-friendly policies some of the women were sceptical about the keenness and willingness of organisations to incorporate these policies and programmes, as expressed by two corporate women that these policies are just to show that the company takes care of women needs when it comes to implementation part attitude of higher authority is not favourable. Another important question raised by both women teacher and corporate women who are single by their choice that most of the policies are for working married women and mothers, no policy favour single women because being single considered has no family responsibility and given more work, expect to come early in office and leave late, offer extensive travelling assignment, it shows the attitude that can there not be personal life without a family, it shows the strong stereotypical attitude towards the women even in the professional fields that every women should get married, she can not live alone, if living alone can not have personal life. When asked about the basis of getting promotion both women teacher and corporate women revealed experience and merit are the basis of getting promotion.

Social Support

In this theme family and spousal support was examined. The interviews revealed two distinct in which husband gives support. The first one is the motivational support for the women's career and the second way to provide support in the form of domestic and childcare help. Interestingly, the stories reveals that women teacher receiving less spousal support because it is a common belief that government job have less work burden and they could manage both family and work alone whereas corporate women mentioned that they receive good support from their husband who take care of the children when they had to work late in the office or when they have to go on tour and also support in the household chores. All the respondent revealed that husband support is crucial for women for making a balance between work and family. Those who stays in joint family reported less support from their in-laws as they expect that when they come home back tired do the cooking for them whereas when stays in joint family have to cook only for themselves. A typical source of support in the Indian culture that is widely used is domestic help. In addition, women have domestic help from cleaners, cooks and maids that reduced their time spent on household tasks, which, in turn, facilitated the work life balance.

R-11: I do not want to leave my children with strangers so I leave them with my family. Otherwise I would have been hesitant in leaving my child. My mother-in law stays at our house and takes care of my children. She moved in after my father-in law died so support from her is more or less taken for granted. In addition, I have a girl who takes care of my son. Because of this support system I do not feel guilty; otherwise it would be impossible. My husband is also supportive. The mornings are hectic. It will not happen if there is no coordination. Each one in the house ensures things are done. My parents who are in Bangalore add to moral support and have always been supportive.'

Conclusion

It was observed that different women have different perception of their needs, fears, and frustrations etc. Some are happy with their jobs; some are frustrated because of harassment, both mental and physical; some women have a good job environment; some are highly depressed because of issues with their colleagues, both male and female. One interesting fact that was revealed was that those women who are more beautiful or have enough good personality and can carry themselves in a good way; people instantly draw a particular conclusion about their character that is highly negative. They think about her in a wrong way and assume that those women having a friendly kind of nature inside workplace male member generally think that kind of objects for them they can do anything with her.

Some male members who are highly qualified and holding a high position, but are highly Frustrated because of job stress or for some other personal reasons for their own, sometimes they behave appropriately with junior women employees in front of others but covertly harass these women for satisfying their own anger and frustration.

Financial independence gives women more respect in the society. For a woman, being financially independent is very essential. It enhances one's reputation and begets more freedom and independence in the society. Women feel self-empowered and better and it helps them in their economic and social status also.

Sometimes the stress is so profound that they feel like leaving their jobs but then they realize that these are all a part of life that they have to fight and endure, which ultimately makes them stronger. Gender discrimination also happens, men think that women are not capable enough to work properly and unable to take decision in a better way. One more interesting, but bitter fact that was revealed was that female colleagues also give mental stress, like indulging in jealous behavior, unnecessary gossip and rivalry. Several women also commented on injustice meted out to them by their female colleagues where they spread negative rumors about one's character and upbringing. They neither listen to, nor are they interested in listening to your side of the story, but simply continue with their comments, and any objection to that is met with arguments and unreasonable behavior. They try to harass by creating confusion and misunderstanding with superiors and complain about other females. Male members also try to extract sexual favors. If one is a single/divorcee/separated from husband then other male members try to get close and if they do not a favorable response then they start talking spreading rumors casting aspersions on the woman's character and family. They resort to name-calling and ascribe certain derogatory names that influence others in the workplace. People become judgmental and become blind to one's good qualities, instead highlight only the bad ones. Not only male colleagues but also female colleagues resort to this kind of mental torture and harassment. If workingwomen work and get a higher post then people usually think that the

woman has got the higher post because of favoritism and draw conclusions on her character rather than accepting her capability of achieving this kind of a position.

One type of stereotyped thinking that still persists is whether women, who are crossing the four walls of their homes for jobs, are capable enough to compete with others, and at the same time appropriately balance between family and professional life. So the question arises as to why only women have to balance both lives, and why women have all these burdens thrust on them.

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