

## **2. LITERATURE REVIEW**

### **2.1 Existing Literature**

Before proceeding ahead with the objectives of the study, the existing literature on the subject was reviewed. The excerpts from the review are presented in the succeeding paragraphs.

In 1977 a review of women in the US Army concluded that “all units which aim weapons by line of sight at the enemy are combat units, all others are not.” The consequence is that only 24 of 305 military specialities remain closed to women. Later, women were admitted to the West Point Academy ending 170 years of male exclusivity and the Womens Army Corps was disbanded. In the UK similar reviews led to the disbandment of the Women’s Royal Army Corps (WRAC) in 1992 and to the successful integration of all male and female training throughout the Army. All Army officer training is conducted at the Royal Military Academy Sandhurst (RMAS) and in all but a very few trades servicewomen serve alongside their male counterparts in the majority of arms and services and throughout the British Army.

By 1994, following what was deemed to be the successful performance of servicewomen during Operation Desert Storm, only 20% of all jobs, essentially those engaged in direct combat with the enemy, including infantry, armoured and field artillery, remained closed to women. However, although women currently make up some 14.6% of the active US Army, 12.8% of the National Guard and 23.5% of the Army Reserves, the debate on whether the US policy on the employment of women in the Army is appropriate has been rekindled in recent months in light of casualties in Iraq and the exposure to danger of the 11,000 (out of a US force strength of 138,000) female soldiers deployed. The consequence is that the US Congress in May 2005 passed legislation that allows women to continue to serving in Army units supporting ground fighting forces but require the Pentagon to obtain Congressional approval before making operational deployment changes which could place women in new

direct combat roles. The measure now awaits full House and Senate approval before the President can sign it into law.

A UK essay on “Role and Employment of women in the Indian Armed Forces”<sup>6</sup>, recommends that women officers be trained in the non-fighting branches initially and subsequently in fighting arms as well. It advocates the induction of women in ranks on the lines of the para-military forces. It urges the Government to allocate more funds for successfully completing promise of equal opportunity under the Directive Principles of Indian Constitution. It also recommends that women officers be deployed according to the needs of the organization and individual competence. An overall career management plan be formulated covering short term and long term deployment and employability, including such issues like admission to combat in future.

In an article in Femina India of May 2000, “They serve with flying colours”<sup>7</sup>, Dr Minakshi elucidates the pride, enthusiasm and excitement of the women cadets on being the selected few to undergo the training for becoming a part of the male bastion of the Indian Army. The women cadets at the Officers Training Academy of the Indian Army are excited to choose Army as a career option as it gives them excellent opportunities for personal development and overall growth, although for a contractual period. The article also gives the reasons behind the decision of the Defence Ministry to induct women and how they are vital to the pyramid. It brings out that the patriarchal structure of the Indian Army does not allow women to rise above a certain level in the hierarchy. The top layer of the Indian Army pyramid remains out of reach for women, however, it has not dampened the cadets’ determination to break through the ceiling.

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<sup>6</sup> UK essays

<sup>7</sup> (Minakshi, 2000)

In an article in Savvy magazine (Oct 2000), Lt Rakhi Chauhan<sup>8</sup> has brought out that women make better officers than men. She believes that much of this excellence emerges from the sincerity with which women pursue their goals and their dogged determination. Women officers are not yet allowed in active combat but the author believes that all this will change soon and women will move shoulder to shoulder with men during combat.

Another Article by Lalitha Shridhar (Sep2002), “Army Women- Almost Equal”<sup>9</sup>, highlights the hardships of the training regimen at the Officers Training Academy. Although women officers have a contractual tenure in the Army, however, it brings out how the training and experience of the army prepares them to take on any challenging assignment in the outside world too. The author also stresses upon the physiological differences of the females as compared to their male counterparts. The researches have led to suggestion of amendments of parameters for women cadets. The course and its proactive nature, only goes to prove that women are equal- but different.

Regarding employability of women officers in the Army, a woman officer has been quoted in the article as saying that even when they are posted at all male stations, there is no difference. Only if they think and behave differently, will they be treated differently. Otherwise, they are all the same. Women officers are not deployed on the frontline, though recent amendments have ensured that they are posted in field areas, sometimes less than 50 kms away from actual combat. The author also quotes another officer supervising the women training as saying, “Women stepping into a man’s world are motivated, dedicated and determined to prove a point. They are excellent assets, no matter where they are deployed.”

Lieutenant General S S Grewal, in his article “Sisters in Arms”<sup>10</sup>, brings out that the women officers in the Army are the chosen lot after a rigorous selection process. This is followed by a tough training regimen at the Officers Training Academy. They are an exceptional lot and

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<sup>8</sup> (Chauhan) (Chauhan, I Believe, 2002)

<sup>9</sup> (Shridhar, 2002)

are not just savvy, but super savvy. But he also mentions that combat is a difficult assignment with its own ruggedness and difficulties of field. The senior leaders are cautious that a young lady must be given an atmosphere where she can function effectively and contribute to the service.

In her Article, Divya Ramamurti records the memoirs of the first Woman officer commissioned in the Indian Army, Major Priya Jhingon<sup>11</sup>. The lady officer recollected the experiences of the training for the initial batch of the women officers- rigorous physical training with stringent standards that match the male cadets. But she feels it wasn't a problem at all. She explains that no separate treatment or special facilities are warranted for women officers. She also expresses her desire to see women joining the combat soon.

In his paper, Shitij Gupta (Gupta)<sup>12</sup>, has assessed the challenges of inducting women in the combat role in Armed forces in India. It brings out the challenges including physical limitations, our culture and traditions, sexual harassment, abuse by enemy and cost efficiency. The paper also recommends that women should continue to serve in support Arms, logistics, technical and medical services. Their expertise, talent and dedication should be profitably utilized in areas which are totally non-combatant in nature and where their competence can be fully harnessed. Their role and responsibilities need to be increased in a step by step fashion so that they may be Commanders in future.

In a book on the gender and diversity issues in the military<sup>13</sup>, the author brings out that women have made perhaps the most dramatic gains in participation rates in all employment and societal organisations, including the military. Governments and courts have been

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<sup>10</sup> (Grewal)

<sup>11</sup> (Ramamurthi, 2003)

<sup>12</sup> (Gupta)

<sup>13</sup> (Pinch, 2004)

working towards social justice and equality of opportunity. Barriers to participation in employment organisations are being removed. Moreover, in an increasingly global context, both public and private sector organisations have begun to recognize the advantages of a more diverse workforce. This volume deals with the concepts and theory of ‘diversity management’ relevant to policy change, as the military responds to macro-social and legal pressures to include women. It examines the barriers that continue to prevent full integration, including those associated with masculine cultural norms. The author cites a research that shows several negative outcomes from the absence of gender neutrality, including acute work stress for the women involved. As a crisis organization, the military must be able to respond capably when called upon. Various policy dilemmas and competing points of view affect the recruiting and retention policies that attempt to optimize equal opportunity for men and women under the diversity management concept, while still meeting operational effectiveness standards. Another challenge lies in the generally small percentage of women in the military, in the direct combat specialities (where permitted), and at senior rank levels.

The thesis on “The wider employment of women in the Indian Army”<sup>14</sup>, submitted to the National Defence College, New Delhi, by Brigadier C R Elderton OBE (British Army), has examined the existing career opportunities for women in the Indian Army, outside the medical services, to evaluate whether or not they best meet the future needs and individual aspirations in the light of societal trends. It highlights that the need for women in any Army is simply part of the process of ensuring best people from society are available for diverse range of tasks which contribute to the delivery of operational capability and, second, to gain societal advantage by being in the vanguard of professions pursuing freedom of employment choice in the spirit of true equality and diversity. The thesis gives an overview of the employment of women in the NATO armies outside USA and UK. It says NATO countries are anxious to learn from each other in their efforts to attract sufficient men and women of right quality to maintain operational capability. This underlines the importance of taking a

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<sup>14</sup> (Elderton, 2005)

fresh, holistic, innovative and open-minded approach to recruiting and retention and incorporating the wider aspects in Army personnel strategies.

Government of India. Ministry of Defence Annual Report 2004-2005 states that the Armed Forces of India are responsible for defending the country against external aggression and safeguarding the territorial integrity of the nation, yet it is self-evident that this inadequately describes the broader roles which include, for example, humanitarian and ecological tasks and disaster relief which are regularly performed but represent neither external aggression or necessarily a threat to the internal integrity of India. For the purpose of this thesis the wider interpretation is assumed and, therefore, that servicemen are required to perform a broader range of tasks.

In June 2005 in the aftermath of a suicide bombing attack in Fallujaha the US military spokeswomen in Baghdad commented “ Most women in the military want to make sure we are treated equally – not better and not worse (*than men*).”

Women power in Indian military, in this latest article in The Times of India, Rajat Pandit brings out that till now, the Indian political leadership and military brass were stridently opposed to deploying women in combat roles, holding that the country was not ready to deal with the grim possibility of its women being taken prisoners of war, tortured or raped in times of conflict. While direct ground combat roles for women through the Infantry, Armoured and Artillery will still remain a strict no-go area because it entails deployment in forward areas in close proximity to enemy forces, the mental barriers against them becoming fighter pilots or serving on operational warships are now being gradually dismantled. Rapid advances in military technology, of course, have also made attributes like physical toughness redundant.

The pamphlet on Commissioned officers professional development and career management, issued by the Department of the Army, US (Department of the Army, 2010),<sup>15</sup> incorporates

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<sup>15</sup> (Department of the Army, 2010)

desired officer characteristics and adds information on the evolution of the officer education system to incorporate agile and adaptive leader educational paths. It also incorporates extensive details on education and utilization of officers. It adds a chapter on electronic warfare officer, to reflect a new functional area and updates the developmental models for functional areas.

Since the job satisfaction of serving and retired women officers and their satisfaction quotient form a part of the current study, a thesis on relationship of personal characteristics and job satisfaction to adversity quotient of police officers in Manila police district (Bantang, 2013)<sup>16</sup> was referred. In this study the researchers have emphasized that the Adversity Quotient deals with a person's resilience or overcoming problems in life, work and relationship, even when it gets tough. Since, people are naturally resilient, they have a great potential to bounce from setbacks that may occur and start anew. If one is able to cope up with stress than surely he is satisfied with his work. Job satisfaction describes how contented an individual is with his job. Happier people are satisfied with their jobs; the more satisfied they are, the happier they are. Moreover, job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job and an attitude towards one's job. The success of any organization depends on how its member performs his/ her tasks. If the members are effective, efficient and committed to their job, the organization will be able to attain its mission.

Job satisfaction is a very important attribute which is frequently measured by organisations. Several theories were used as a framework to better understand it and to serve as a guide in making the tools for its measurement. Fredrick Herzberg's two-factor theory (also known as Motivator Hygiene theory) arguably the most famous job satisfaction model attempts to explain satisfaction and motivation at the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors- motivation and hygiene factors respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate.

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<sup>16</sup> (Bantang, 2013)

Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example, achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic for the job, or for carrying out the job. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices and other working conditions.

In Edwin A. Locke's Range of Affect theory, satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Furthermore, the theory states that how much one values a given facet of work (eg. the degree of autonomy in a position) moderates how satisfied or dissatisfied one becomes when expectations are met or aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

Another well-known job satisfaction theory is the Dispositional theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of the evidence that job satisfaction tends to be stable over time and across careers and jobs.

The Indian experiment of permitting women in the regular cadres of the three services is very recent. There is hardly any previous study on the subject of women in the Indian Army as commissioned officers. Naturally, therefore any discussion on the subject has to draw upon a great deal, from the available material based on the concepts and experiences of the Western Armies. Most of the issues are not culture specific but rather gender based, hence if not all, a majority of issues concerning women in uniform are likely to apply across the board to Indian women in military services as well.

There are two points that must be analysed before we can properly address the question of whether or not women should be granted permanent commission in the officer cadre. Firstly, the nature of the Army as an institution and secondly, the nature of working environment itself according to career profile. If the army was just a job, and if justice and equal opportunity was all that was at stake, there would be no opposition to opening up all opportunities to everyone. After all, women have demonstrated their competence in all areas of society, from medicine and the law to business and the academics. They have benefited from capitalism and technology. The lifting of legal barriers against women in the civilian workplace has merely ratified the technological advances that have rendered physical strength less important than intellect, an area in which women are equal to men. Thus today a woman, who is willing to bear the equal burden that men have traditionally borne, can achieve whatever goals she desires.

In more recent times technology has significantly changed the nature of high intensity warfighting and the close quarter battle, which requires a soldier to physically close with and destroy an enemy, is likely to be the exception rather than the rule. In low intensity, counter-terrorist or counter-insurgency operations a key to success is to isolate the enemy and win the hearts and minds of the population and this presents different challenges. But in both scenarios it is increasingly inappropriate to consider “forward areas,” even if they can be identified in that way, areas in which soldiers are most at risk from enemy action.

To paralyse an enemy high technology, long-range weaponry is as likely to be targeted against command and control headquarters, communication systems and logistic infrastructure in the rear, as it is against forward, combat echelons. In the low intensity scenario the widespread and indiscriminate use of improvised explosive devices (IED) to target innocent civilians and security forces illustrates the point that in this style of warfare there are no “safe areas.” The consequence is that no longer is it realistic to draw a line on a campaign map and state that behind the line all will be safe and forward of the line casualties may be expected. Therefore, wherever soldiers are deployed operationally by the Army they

will be exposed to risk and casualties are certainly not confined to combat units in direct contact with the enemy.

Concurrently, the successful prosecution of peacemaking, peacekeeping and humanitarian operations around the world, often in a complex legal environment, requires soldiers to be able to deal appropriately with vastly different racial, ethnic and religious sensitivities of the indigenous population. Under these circumstances, for example, the handling or mishandling of local women or children by men, during search or other operations, can have dire consequences and the employment of servicewomen can have a major calming influence on the population, especially when restoring normality and confidence to an area. It is clear from the wide ranging role of the Indian Army that female servicewomen could play a key role, especially in other than high intensity war fighting scenarios. The simple fact is that as long as women serve in forward support roles, which they are doing now on operations in Iraq, the Balkans, Afghanistan and elsewhere, they are routinely exposed to the risk of death or injury but what is critical is that local commanders are absolutely clear on the deployment and employment rules for the servicewomen under their command.

Currently up to 10% of the entire annual British Army recruit intake is female and in certain trade groups the number of female soldiers, for example chefs, approaches 30%. But if the balance of male to female manning in units is wrong then this can also adversely affect operational effectiveness, hence, guidelines based on operational analysis and military judgment are required to establish the optimum gender balance in individual units taking full account of the unit roles and deployment options. Operational effectiveness therefore guides the deployment and employment policy of women in the British Army, however, since the early 1990's women were employed in direct support of infantry or armoured units (for example, chefs, clerks or medics) but not members of fighting echelons at sub-unit level (not members of AFV crews or rifle platoons) and therefore, under these circumstances, were not regimentally "capbadged". It is only in the infantry and armoured corps that it has been considered necessary, and legally defensible on grounds of equality, to exclude women.

The study of HR policies of the British Army brings out that it follows the policy of continuous training. The career development of its personnel- men or women, doesn't end with employment training. In the Army, the opportunities abound for career development. As well as specialist training courses, the Army also operates promotion courses that prepares them for higher ranks and the responsibilities and duties that go along with it. One can choose to grow his/her skills in existing specialization through additional training or study or might even be approved to specialize in another field. Defence assisted study scheme gives them time off to complete studies and also pays upto 75% of compulsory fees for the course.

As the United States prepare to send women into combat and works to figure out precisely how it will integrate women into military specialities previously closed to them – including infantry and artillery units- top US defence officials are actively studying other militaries around the globe that have already sent women to combat. There are roughly a dozen nations that have opened “close combat roles” to women. These roles have been defined by a study as those that include “engaging enemy on the ground... while being exposed to hostile fire and a high probability of physical contact with the hostile forces personnel.” Of the dozen or so countries that allow women to be part of combat units, there are eight nations with the fewest restrictions on what women can do. These include- Australia, Canada, Denmark, France, Germany, Israel, New Zealand and Norway.

As the Indian Army modernise and induct new platforms and complex surveillance and delivery means, the need to transform training philosophy, modify and improve the present training infrastructure and methods, introduce new training technologies to save costs and get better results in terms of skill sets and efficiency has never been greater.

The army will continue to be deployed for fighting in subconventional operations in the foreseeable future. Therefore, desired capacities have to be built into the recruitment system, training philosophy and methodology, training infrastructure in training academies, regimental training centres, divisional training schools and schools of instruction to produce highly capable officers (men and women) and soldiers to meet the future warfare challenges efficiently. The most cost-effective methodology for training is simulated training. This

creates a realistic environment to generate near-real responses to various contingencies as well as handling of complex weapon systems, without the need to go outdoors and use operational equipment. It also saves transportation costs and ammunition. Sustained training and a better grasp of next-generation equipment with new technologies is required. Emphasis is on enhancement of technical levels, dual-trade training, multi-tasking and training the trainers. Modern methods of training are being introduced with enhanced use of simulators. The Indian army is building capabilities in virtual reality and wargaming, fields which are in their infancy. There is tremendous scope to partner with the Indian army to build their facilities and build long-term relationships in all dimensions.

## **2.2 Aspects to be included in current research**

The existing literature doesn't elaborate upon the adequacy of recruiting policies and the qualitative requirements to ensure induction of the most suitable women. The current research aims to examine this aspect and also suggest widening the employability of women in the Indian Army. The literature gives arguments for the induction of women in the Indian Army, however, doesn't elaborate upon the career progression within the organization post-induction, the continued skill enhancement, employment related issues and on ground concerns, training at various rungs of the career ladder and the existing HR policies for women in the organisation. The current research aims to examine these aspects.

The literature doesn't elaborate the satisfaction levels of the serving and retired women officers. It only gives the positive and negative side of the response of the women officers and the senior officers. But it has not taken into account the attitude of the male counterparts of the peer group and that of other ranks serving under the women officers. The current research aims to workout a satisfaction quotient and also survey the attitudes prevalent in the environment. The current research also aims to recommend some future role prospects for the women in the Indian Army, keeping in view the socio-cultural environment of our country.