CHAPTER IV FINDINGS AND DISCUSSIONS

In 21st century, the people still put a big question to the ability women in a managerial job in India. In daily life, they share their opinion that contain a gender stereotype toward the ability of man and woman in managerial job. The discussion of the people is existed in the online's group discussion namely indiabix.com. The chapter is divided into two parts namely findings and discussions. As the finding, the writer analyzed their opinion based on attitude theory so the writer can find the realization of their opinion in the positive realization or in the negative realization toward man and woman in a managerial job. Meanwhile, as the discussion part, the writer discussed the relationships between the study and a phenomenon in the real worlds.

The writer analyzed and applied the attitude of the appraisal theory based on a book (2005) "The Language of Evaluation: Appraisal in English by Martin and Rose.

4.1 Findings

According to statement of the problems, the finding of the study is divided into two parts. The first part, the writer described the attitude subtypes that expressed by the responders of indiabix.com discussion topic "*Do Woman Make Good Managers*?"; and the second part, the writer described the realization of attitude subtypes.

4.1.1 Types of Attitude

Based on the data collections, the writer had identified the opinion that contain man and woman stereotypes. The data is classified into attitude subtypes based on the data analysis. The attitude subtypes is divided into three types affect, judgement, and appreciation. Affect is divided into four subtypes namely dis/inclination, un/happiness, in/security, and dis/satisfaction. Judgement is divided into two part, social esteem for normality type, capacity type and tenacity type; and social sanction for veracity type and propriety type. Appreciation is divided into three types, namely reaction, composition, and value. The writer presents the table of frequency of types of attitude as below:

No	Attitude	Sub Types	Total	Frequency
1		Dis/inclination	1	1,25%
	Affect	Un/happiness	-	
		In/security	2	2,5%
		Dis/satisfaction	-	
2		Normality	4	5%
		Capacity	41	52,5%
	Judgement	Tenacity	18	22,5%
		Propriety	9	11,25%
		Veracity	3	3,75%
3	Appreciation	Reaction	1	1,25%
		Composition	-	
		Valuation	-	
	ТОТА	L	80	100%

Table 4.1 The data finding of type of attitude

4.1.1.1 Affect

Affect focus on the feeling of the people towards their target of evaluation. In this type, the speaker or the writer can express their feeling. Affect is divided into four sub types. They are dis/inclination, un/happiness, in/security, and dis/satisfaction. In this study, the writer only found two types of affect. Those are dis/inclination and in/security.

4.1.1.1.1 Dis/inclination

Dis/inclination is the type of affect that expresses the way the speaker or the writer incline or disincline to something. The speaker or writer used the word miss to state his/her inclined. The word fearful usually was used by the speaker or the writer to show his/her disinclined. The writer found one clause that contain of disinclined in clause number 9 which is used by the respondent towards a topic discussion *do women make good managers*? of indiabix.com.

Excerpt 1 (No clause 9)

Womans most of times brings emotions to workplaces which may **harmful** many times.

In clause number 9, the respondent of website gave appraisal to the women. The word **harmful** is as disinclination of affect. The respondent of indiabix.com website expresses his disinclined of women as mangers because he think that the emotions of women can cause trouble in their management job. Women stereotypes also exists in these sentence, the writer considered that all of women will bring their emotion to the workplace and the emotions can cause a bad situations. This perception make women have lack opportunity than men.

4.1.1.1.2 In/security

How the speaker or writer feels his/her achievement and frustration which is included in/security of affect. It can be found such as words *displeasure*, *curiosity*, and *respect*. There are three in/security of affect which is used by the respondents towards a topic discussion *do women make good managers*? of indiabix.com. They are clause number 2, and 59.

Excerpt 2 (No clause 2)

women are becoming more & more **confident** & capable to handle any situation, any status, any level, any tasks, any challenges.

The clause contains contain of security of affect. The word **confident** indicate to security affect, the respondent appraises women as confident person to handle any situation, any status, any level, any tasks, any challenges. This clause also indicates women stereotypes where women is confident so they can be good `managers. Another example of in/security is occurred in clause number 59.

Excerpt 3 (No clause 59)

because the men manager doing any work in without mistake, **fear** which processed are do in quickly.

The clause **fear** points out the type of affect namely insecurity but in this clause before the word fear, it is the word without. In other word, the respondent wants express that men do their work with unfear. This also expresses men stereotypes that man is a good managers with unfear feeling.

4.1.1.2 Judgement

When we evaluate of human behavior towards how they behave and how they measure their characters up, it is called judgement. Judgement is one of types of attitude that can show how we admire or criticize and praise or condemn. In other word, we make appraise or evaluate to the act of somebody. There are five subtypes of judgement. There are normality, capacity, tenacity, veracity and propriety.

4.1.1.2.1 Normality

Normality occurs when the speaker or writer express how special someone. The word *normal, natural, familiar, cool,* are the examples of normality of judgement. In the respondent's opinion of indiabix.com towards a topic discussion *do women make good managers?*, the writer found four causes that contain of normality of judgement. There are clause number 38, 47b, 49, and 53. The writer take three example to discuss the normality of judgement.

Excerpt 4 (No Clause 47b)

In my view women can also be a good manager because they are **talented** and capable, & they can contribute to the growth of that organization.

The clause contains the word **talented** which is indicated the normality of judement. The respondent of indiabix.com website expresses the special of women with the word talented. The special of women or their talented can support them to be a good manager. This also the stereotype that occur to women toward the managerial job. In clause number 49 also contained of normality of judgement.

Excerpt 5 (No Clause 49)

Women are **born** manager because whether it's a mom or a daughter or a wife.

This clause expresses the special of women with the word **born**. In this sentence, the respondent of website states women have their inner ability about being manager. The stereotype of women also works where the respondent want to said that women can be a good managers effortless. Another example also occurred in clause number 53

Excerpt 6 (No Clause 53)

Women have the **inbuilt** ability to manage things efficiently. The example is the housewife.

In the clause number 53, the word inbuilt is indicated as normality of judgement. The respondent of the website expresses the special of women to be manager because women have natural ability to manage thing. The stereotypes of women can be manager because women is the housewife that usually mange things.

4.1.1.2.2 Capacity

Capacity is the type of judgement that focus on how capable someone is. The speaker/writer shows their capacity using verb such as *clever*, *gifted*, *fit*, *experienced*, etc. In the respondent's opinion of indiabix.com towards a topic discussion *do women make good managers*?, the writer found 41 causes that contain of capacity of judgement. They are in the clause number 1b, 3a, 6, 10, 13, 14, 15, 16a, 17, 18, 19a, 22b, 23, 26, 27, 29, 30, 31, 33, 34, 35, 36, 40, 43, 45, 47a, 48, 51, 52, 54, 55, 56, 60, 61, 62, 66, 67, 68,69, 70, and 72. Capacity of judgement also realizes in the modal of ability in the clause number 3a, 10, 15, 16a, 22b, 29, 34, 36, 47a, 48, 54, 55, 60, 66, and 68. Based on this number of occurrence of judgement' capacity. We can conclude that capacity of judgement is the most type used by the respondents. The respondents use capacity of judgement to express their opinion and to evaluate the capability of men and women in the managerial job and also show the stereotype. The writer took three examples to discuss.

Excerpt 7 No Clause 13

women are having all the **capabilities** to manage everything and anything and men is not.

In the clause number 13, the respondent use the word capabilities to show that women is capable. The word *capabilities* is signaling capacity of judgement. The respondent of Indiabix.com that women is capable to manage everything. The women stereotype is women have capability to manage everything.

Excerpt 8 (No clause 26)

women are considered more **balanced** on emotional aspect than indian men

The word balanced realizes in the clause number 26. The respondent evaluate the women through the word balanced. The word *balanced* indicates capacity of judgement. The respondent wants to express that women have the capable to make proportional their emotional. The respondent also make women stereotypes where women make balance their emotional.

Excerpt 9 (No clause 33)

woman managing job and home together, she doing everything **perfect** in any field,

In the clause number 33, the respondent use the word perfect. The word perfect is signaling capacity of judgemet. The respondent of Indianabix.com evaluate the women through the word perfect. The word perfect explain the capable of women in all field such managing job and home. The women stereotype is women have the perfection in any field.

4.1.1.2.3 Tenacity

Tenacity is the type of judgement which focus on how the speaker/writer expresses how dependable someone is. The verb such as *tireless, persevering, resolute* are the examples of tenacity of judgement. In the respondent's opinion of indiabix.com towards a topic discussion *do women make good managers*?, the writer found 18 clause that contains of tenacity of judgement. They are clause number 1a, 8, 12, 20, 22a, 24, 25, 28, 32, 37, 39, 44, 46, 57, 64, 65, 71 and 73. The writer took three clause as examples.

Excerpt 10 (No Clause 1a)

I know women's having **patience**, **clam** and good decision making skills. Women makes good Manager and leaders etc,

In this clause, the respondent of website give appraisal to the women. The word **patience**, **calm** indicates as tenacity of judgement. The respondent express the dependable of women with the word patience and calm. The word patience and can also support how the stereotypes of women occurs. The respondent consider that all women have patience and calm so they can be a good managers.

Excerpt 11 (No Clause 24)

Most of the women are **emotional** while taking some serious decision.

In daily life, woman always considers as emotional person. This is the reason of women can be dependable to manage thing. The word emotional express tenacity of judgement. The respondent creates the stereotypes that women can be managers because the people always consider them as emotional person.

Excerpt 12 (No Clause 25)

women are so good and **quick** in managing things even more than men.

The word **quick** is the example of tenacity. In this clause, the respondent wants to express that women can manage things quickly. Women have quick character and it make they are dependable. The stereotypes of women also exists to consider women as a good managers.

Some tenacity of judgemen also realizes in the form modal. There are clause number 37 and 57.

Excerpt 13 (No Clause 37)

women are good managers because no men **will not** run the family as well as a women

Excerpt 14 (No Clause 57)

back in ancient days men would go into the forest for hunt.

In clause number 37 and 57, the respondent use modal will and would that

are the modal of inclination. These are indicated as tenacity of judgement.

4.1.1.2.4 Veracity

Veracity occurs when the speaker or the writer expresses how truthful someone is. The word *truthful, honest, blunt* are the examples of veracity of judegement. In the respondent's opinion of indiabix.com towards a topic discussion *do women make good managers?*, the writer only found three clause that contain of veracity of judgement. They are clause number 3b, 50, and 63. The writer took one example to discuss.

Excerpt 15 (No Clause 3b)

She can **manage all my home needs with the money** that is given by my father.

In the clause number 3b, the respondent of the website give appraisal to the women. Women is portrayed as honest person within this clause *She can manage all my home needs with the money*. This clause shows veracity of judgement. Women stereotypes is formed by the respondent that women can manage money and it makes them as honest person.

4.1.1.2.4 **Propriety**

Propriety is the types of judgement which focus on how ethical someone is. The examples of propriety words are *moral, caring, bad* and *etc*. In the respondent's opinion of indiabix.com towards a topic discussion *do women make good managers?*, the writer found 9 clause that contain of propriety of judgement. They are clause number 4, 5, 11, 16b, 19b, 21, 41, 42, and 46.

Excerpt 16 (No Clause 5)

She has to take care all my family members and at the same she has to give **respect** to our thoughts and sometimes she decides which is suitable to us without any hesitation.

In the clause number 5, the respondent uses the word respect. The word respect shows the propriety of judgement. The respondent gives appraisal to the woman and expresses that woman is very polite person or ethical person because she respect the opinion of the member of family. This character is need to be a good managers. The word causes women stereotype that all women have the respect character.

Excerpt 17 (No Clause 11)

When it comes to a difficult situation women handle it very **sensitively**.

In the clause number 11, the respondent uses the word sensitively. The word **sensitively** shows propriety of judgement. The respondent give appraisal to the women. It looks women a ethical person. The sensitive women can handle difficult situation well.

Excerpt 18 (No Clause 16b)

women are good managers because they can handle all the problems easily & effectively with **care** & **affection**.

In this clause, the respondent uses the words care and affection. These word *care* and *affection* shows propriety of judgement. The respondent give appraisal to the women. Women have care and affection character. The care and affection character is the character of women when they handle all problem. Some people said that women should have these character and it cause women stereotype.

Some of propriety of judgement also realize in the form obligation modal. It shows in number clause 19b, 21, 42 and 46. Those clause uses *should* to show propriety of judgement as follows:

Excerpt 19 (No Clause 19b)

every women cannot be a good manager she **should** have the all interpersonal skills to leading a company

Excerpt 20 (No Clause 21)

women are the good manager but they **should** have the effectiveness and efficiency

Excerpt 21 (No Clause 42)

women **should** be given proper chance of letting out her views and trying her techniques of management **Excerpt 22** (No Clause 46)

women possess the capacity to be a good manager but thing is they **should** get chance to show their capabilities

4.1.1.3 Appreciation

Appreciation is one types of attitude which deals with how people appreciate something. Appreciation is divided into three subtypes namely reaction, composition, and valuation. In this study, the writer only found one types of appreciation namely reaction.

4.1.1.3.1 Reaction

Reaction is one of appreciation sub types which describe the emotional impact of the work on the reader/listener. The writer found impact which deal whether the phenomena grabs our attention. The words *arresting, captivating, engaging* are the examples of reaction of appreciation. This types occurs once out 80 data clause. It is clause number 7.

Excerpt 23 No clause 7

women play an **important** role though the number

In the clause number 7, the respondent uses the word important. The word **important** shows reaction of appreciation. The respondent give appreciation to the women, women gets crucial position in the organization so the respondent give

reaction to the women as important. The respondent creates women stereotypes that women is important because some women get high position in organization.

4.1.2 The Realization of Attitude Subtypes

Based on the data analysis, the writer also divide the data into the realization of attitude. There are two realization namely positive and negative realization. The writer found 65 data containing of positive realization and 15 for negative realization.

No		The Realization of Attitude	Total	Frequency
1		Positive Realization	65	81,25%
2	4	Negative Realization	15	18,75%
		TOTAL	80	100%

Table 4.2 The data finding of realizations of attitude

4.1.2.1 The Positive Realization

Positive realization is when the speaker expressed the types of attitude containing positive feeling. The words of positive realization are. In the respondent's opinion of indiabix.com towards a topic discussion *do women make good managers?*, positive realization occurs times 65 out of 80 data. They are clause number 1a, 1b, 2, 3a, 3b, 4, 5,6, 7, 8, 10, 11, 12, 13, 14, 16a, 16b, 17, 18, 19b, 20, 21, 22a, 22b, 25, 26, 27, 28, 30, 31, 32, 33, 35, 36, 39, 40, 42, 43, 44, 45, 46, 47a, 47b, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 60, 61, 62, 63, 64, 68, 69, 70, 71, 73. The writer took three examples out of 80 data.

Excerpt 24 (No clause 8)

The **patience** and **perseverance** that you find in women is rare to find in men.

The respondent of the website expresses positive tenacity attitude using the word *patience* and *perseverance*. The words *patience* and *perseverance* indicates tenacity attitude in the positive way. The respondent considers that women have patience and perseverance character. Those character is positive character as dependable of women. The women stereotype is women have to had patience and perseverance.

Excerpt 25 (No clause 20)

to monitoring the employees to interaction with each and every person in the concern

The respondent shows the positive attitude of women using the clause to *monitoring the employees ... in the concern*. This shows the positive tenacity attitude. Women do it in the concern so women is dependable to be a good managers. The respondent show women is focus person and it cause stereotypes but in the positive way.

Excerpt 26 (No clause 63)

women's are most of time effectively handle all domestic **responsibilities** even in the financial domain

The respondent delivers positive attitude using the clause *responsibilities even in the financial domain. Responsibilities even in the financial domain* is signaling veracity attitude. The respondent considers that women is honest person because they can handle financial domain with responsibilities. It also creates positive stereotypes to women about honest character.

4.1.2.2 The Negative Realization

Negative realization is when the speaker expressed the types of attitude containing negative feeling. The words of negative realization are. In the respondent's opinion of indiabix.com towards a topic discussion *do women make good managers?*, negative realization occurs 15 times out of 80 data. They are clause number 9, 15, 19a, 23, 24, 29, 34, 37, 38, 41, 59, 65, 66, 67 and 73. Five is the number of negative attitude for men and ten for women. The writer took three examples out of 15.

Excerpt 27 (No clause 23)

the **failure** of women's to be as par as men has been greatly attributed to the men domination in the past

The respondent of website expresses negative attitude to women through the word *failure. Failure* is one of words signaling negative capacity of judgement. The respondent expresses negative to women because the respondent have assumption that women can be part of men. This also contribute negative stereotype to women and make unlucky of women in the management job.

Excerpt 28 (No clause 24)

Most of the women are **emotional** while taking some serious decision.

Emotional is one of the word signaling negative tenacity attitude. The respondent delivers negative attitude trough the word emotional. The respondent expresses that women are emotional and make undependable. It cause negative value and negative women stereotypes.

Excerpt 29 (No clause 41)

Men mostly believe in action than words which is the symbol of **arrogance**, **rudeness** etc

The respondent delivers negative propriety attitude to men. The respondent use the words *arrogance* and *rudeness*. He evaluate the negative character of men that points out men is not ethical. It also creates negative stereotype to men. In the point of view of the respondent, men is arrogance and rudeness and not propriety to be managers.

The table below showed the classification of the types of attitude and the realization.

No clause	Appraising items	Affect	Judgement	Appreciation	Appraised	Realization
la.	I know women's		tenacity		Women	Positive
	having patience,		2			
	clam and good					
	decision making					
	skills. Women					
	makes good		7/ /			
	Manager and					
	leaders etc,					
1b	I know women's		capacity		Women	Positive
	having patience,		1 5			
	clam and good					
	decision making					
	skills. Women					
	makes good					
	Manager and					
	leaders etc,					
2	women are	security			Women	Positive
	becoming more	-				
	& more					
	confident&					
	capable to					
	handle any					
	situation, any					

Table 4.1 Data Classifying

	1 1					
	status, any level,					
	any tasks, any					
	challenges.					
3a	She can manage		capacity		Women	Positive
	all my home					
	needs with the					
	money that is					
	given by my					
	father.					
3b	She can manage		veracity		Women	Positive
	all my home					
	needs with the					
	money that is					
	given by my					
	father.					
4	She has to take		propriety		Women	Positive
	care all my					
	family members					
5	and at the same		propriety		Women	Positive
	she has to give					
	respect to our					
	thoughts					
6	So women have		capacity	7	Women	Positive
	great					
	capabilities to					
	handle the					
	difficult					
	situations					
7	women play an		reaction		Women	Positive
	important role					
	though the					
	number					
8	The patience		tenacity		Women	Positive
	and					
	perseverance					
	that you find in					
	women is rare to					
	find in men.					
9	Womans most	disinclination			Women	Negative
	of times brings					
	emotions to					
	workplaces					
	which may					
	harmful many					
	times.					

<u> </u>	·				
11	When it comes	propriety		Women	Positive
	to a difficult				
	situation women				
	handle it very				
	sensitively.				
13	women are	capacity		Women	Positive
	having all the				
	capabilities to				
	manage				
	everything and				
	anything and				
	men is not.				
14	women has the	capacity		Women	Positive
	potential to				
	manage a				
	particular firm				
	she will make a				
	good manager.				
15	You cannot	capacity		Women	Negative
	expect a married				
	mother to stay				
	back a bit longer				
	to complete a		7		
1.(1	particular task			** 7	
16b	women are good	propriety		Women	Positive
	managers				
	because they can				
	handle all the	- /			
	problems easily	/ /			
	& effectively	14			
	with				
17	care&affection			Warran	Degitizza
17	a women have	capacity		Women	Positive
	giving a chance				
	to specify their				
	ability they can easily prove				
	what they can				
	do				
18	Women be a	capacity		Women	Positive
10	good manager if	capacity			1 0511170
	she handle the				
	situation they				
	have convincing				
	capacity.				
	capacity.				

10		1	•,		XX 7	
19a	every women		capacity		Women	Negative
	cannot be a					
	good manager					
	she should have					
	the all					
	interpersonal					
	skills to leading					
	a company					
19b	every women		propriety		Women	Positive
	cannot be a					
	good manager					
	she should have					
	the all					
	interpersonal					
	skills to leading					
	-					
20	a company to monitoring		toposity	-	Women	Positive
20			tenacity		wonnen	rositive
	the employees					
	to interaction					
	with each and					
	every person in					
	the concern					
23	the failure of		capacity	7	Women	Negative
	women's to be					
	as par as men					
	has been greatly					
	attributed to the					
	men domination		-			
	in the past					
24	Most of the		tenacity		Women	Negative
	women are					
	emotional while					
	taking some					
	serious decision					
25	women are so		tenacity		Women	Positive
	good and quick					
	in managing					
	things even					
	more than men.					
26	women are		capacity		Women	Positive
	considered more		suparty		,, emen	
	balanced on					
	emotional aspect					
	than indian men					
27		<u> </u>	annaite		Warran	Desition
27	they are able to		capacity		Women	Positive
	handle various	<u> </u>				

	situations in a			
	more better way			
28	A working	tenacity	Women	Positive
20	women make	tendenty	women	1 0511170
	sure her kids			
	reach to school			
	on time, get			
	their meal, her			
	husband gets			
	his stuffs and			
	goes to office			
	on time			
31	men are better	capacity	Men	Positive
	at handling	1 5		
	emotions than			
	women			
32	womens take	tenacity	Women	Positive
	quick decisions			
	than that of men			
	and obviously			
	they are			
	successful in			
	their work.			
33	woman	capacity	Women	Positive
	managing job			
	and home			
	together, she			
	doing			
	everything			
	perfect in any	11		
	field,			
35	She was not	capacity	Women	Positive
	educated so			
	many restriction			
	as compare to			
	boys but after			
	providing			
	facility she uses			
	of this facility			
36	very well. women have	conacity	Women	Positive
30	ability to	capacity	women	rostive
	manage her			
	family from her			
	childhood so she			
	cilitatioou so sile		I	

	can not manage					
27	business.		· · ·		XX 7	
37	women are good		tenacity		Women	Negative
	managers					
	because no men					
	will not run the					
	family as well as					
	a women					
38	if women's are		normality		Women	Negative
	best managers,					
	then why					
	number of					
	women					
	managers are					
	less than men					
	manages.					
39	women are		tenacity		Women	Positive
	better than men					
	because of					
	having good					
	patience,					
40	hearing ability		capacity		Women	Positive
	without which it					
	is difficult to					
	manage					
	employees as		_			
	well as					
	customers or					
	clients.					
41	Men mostly	/	propriety		Men	Negative
	believe in action					
	than words					
	which is the					
	symbol of					
	arrogance,					
	rudenessetc					
45	And she is		capacity		Women	Positive
	maintain both					
	family and office					
	with equal					
	importance					
47b	women can also		normality		women	Positive
	be a good					
	manager					
	because they are					
			1	1		1

48	andcapable, &	capacity		Positive
10	they can	eupuenty		1 0511170
	contribute to the			
	growth of that			
	organization.			
49	Women are	normality	Women	Positive
	born manager	5		
	because whether			
	it's a mom or a			
	daughter or a			
	wife			
50	women have to	veracity	Women	Positive
	understand			
	sometimes			
	without any			
	saying other			
	people. Women	-		
	are good at mind			
	reading very			
	easily			
51	According to me	capacity	Women	Positive
	women are			
	better managers			
	because they			
	need not built			
	this quality			
	rather it is			
	inherit in them.			
52	How as women	capacity	Women	Positive
	are naturally			
	proves to be the			
	best person in			
	managing the			
	household			
	activities			
53	Women have the	normality	Women	Positive
	inbuilt ability to			
	manage things			
	efficiently.	-		
55	man can be good	capacity	Men	Positive
	decision maker.			
	By this I say that			
	man is a best			
	manager than			
	women			

56			annasity		Women	Positive
30	in your own		capacity		w omen	rositive
	house how your					
	mother, sister or					
	wife manages in					
	those situations					
	when you are					
	confused what					
	to do				14	D :::
57	back in ancient		tenacity		Men	Positive
	days men would					
	go into the					
5 0	forest for hunt					
58	men manager		capacity		Men	Positive
	better than					
- 0	women manager					
59	because the men	insecurity			Men	Negative
	manager doing					
	any work in	1				
	without mistake,					
	fear which					
	processed are do					
	in quickly					
61	She has the		capacity	7	Women	Positive
	power to take					
	tough decisions					
	better than a					
	man as she is					
	well organised					
62	she has the		capacity		Women	Positive
	caliber to					
	handle the					
	position of a					
	manager very					
	well					
63	women's are		veracity		Women	Positive
	most of time					
	effectively					
	handle all					
	domestic					
	responsibilities					
	even in the					
	financial domain					
67	Man can't do		capacity		Men	Negative
	work at home					
68	a women can		capacity		Women	Positive
	manage a		_			

	1			
	country than			
	why not a			
	company and			
	business			
69	man never think	capacity	Men	Positive
	before starting			
	any work			
70	Women are	capacity	Women	Positive
	understood as	1		
	homemaker			
	only and not			
	allowed to live			
	their dreams.			
71	women's have to	tenacity	Women	Positive
	become			
	mentally strong			
	because our	-		
	women's are			
	very emotional,			
	they become			
	very emotional			
	when she take a			
	strong decision.			
73	Regarding the	tenacity	Women	Negative
,5	issues that many	condenty	,, onion	1 to Sati ve
	friends have			
	mentioned			
	earlier that			
	Women			
	physique are	14		
	weak			

4.2 Discussions

Global economy development have given change to the diversity of gender in the workplace especially the management job in India. Now, not only men can get the opportunity in the managerial job, but women also have the opportunity to be good managers. In earlier century, people had negative perception and they also created negative stereotypes of women. The people did not give an objective assessment to the capacity of women in managerial job. In this study the writer found that the people in 21th century have changed. Even though they still creates gender stereotypes to evaluate the capacity of women and men but they give more positive perception to the women. It based on the data that the writer took from *www.indiabix.com*, the website provided the discussion group with the topic do women make good managers?

The writer uses attitude appraisal theory from Martin and Rose to evaluate the opinion of the respondent of the website. The writer not only evaluate the capacity of women and men in managerial job based on their opinion, but this theory also give the opportunity to the writer so the writer can evaluate the feeling of the respondents towards men and women in managerial job that is called affect of attitude, the respondent judgment towards men and women character in managerial job that is called judgement of attitude and how the respondents appreciate men and women in managerial job that is appreciation affect.

Based on the affect attitude, the respondent disincline to women through the word *harmful* but the respondent also secure to women through the words *confident* and the word *fear* to men. On the feeling of the respondents, the respondent went fifty: fifty for positive and negative attitude to women.

As the judgement of the attitude, the respondent more give the positive attitude. It can be seen from normality, capacity, tenacity, veracity and propriety. For example, the respondent uses many words patience to show how ethical women and rudeness for men as negative attitude. The writer can conclude that in their opinion women have good character than men to be good managers. Judgement is the most types occurs in the data because the respondent more give evaluation to the character of women and men rather that their feeling and appreciation. In the appreciation aspect, the respondent also give positive appreciation to women through the word *important*.

The result of the finding have showed the positive attitude towards women in managerial job than men. Even though they still drawn a gender stereotypes but they give the positive stereotype to women. It also support women in managerial types that most of people have admitted that women also can compete to men in managerial job and women also can give their contributed. Even though in the fact, more men get high position that women in managerial job but it cannot limit women to get high career in managerial job. As I cited from Perspective on women in Management in India (2009) by Society for Human Resource Management "Becoming a manager in a world-class company is no longer something that only a few women can achieve"