ANDROGYNY ACADEMICIANS AND LEVEL OF MOTIVATION
(Analysis of BSRI & Adapted level of Maslow's need hierarchy)

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ABSTRACT

Androgyny Created by combining the Greek words for man (*andros*) and woman (*gynaika*), androgyny describes the blending of male and female characteristics within a single individual. Androgyny has long been embraced by strong women, soft men, members of queer communities, and others who do not easily fit into traditionally defined gender categories.

In present research study researchers have conducted an analytical study on professional academicians. While measuring motivation level among sample population on the basis Adapted model of Maslow's hierarchy of needs, the hypothesis was made that the level of motivation and need satisfaction would be high among those academic professionals who are maintaining psychologically androgyny personality characteristics. So very first step was taken towards the measurement of psychology androgyny uniqueness by using a standardize BSRI (Bem Sex Role Inventory)

Key Words: Androgyny, flexi time, compressed work week, job sharing and telecommuting.

INTRODUCTION:

Androgyny- the word came from the combination of the Greek words for man (*andros*) and woman (*gynaika*), androgyny describes the blending of male and female characteristics within a single individual. Androgyny has long been embraced by strong women, soft men, members of queer communities, and others who do not easily fit into traditionally defined gender categories.

ORIGIN OF ANDROGYNY

Androgyny is not the concept, which borrowed from west. The Aryans begen to explore the relation between the male and female probably around 1500BC in the Rigveda. The Vedas expressed a sensitive and lyrical conception of desire between the two through the fascinating image of Lord Ardhnarishwara. The sculpture of Ardhnarishwara conceptualized this manifestation of supreme divinity or the absolute. Represented in an androgynous form, it symbolizes harmony between masculine and feminine characteristics that make up a single human being. Ardhnarishwara conveys a universal reality of philosophical aspect, which can be compared to the psychological consciousness of human being.

CONCEPT OF ANDROGYNY

To understand the concept of androgyny, it is important to explore the differences between sex and gender. An individual's sex is generally considered to be a physical construct. In other words, in most instances a person's sex is either male or female, depending on the sexual organs present in the body.

For many centuries, in most societies, male and female have been the only acceptable options when determining an individual's sex. If one's physical sexual characteristics were ambiguous, this fact was either hidden or altered in babyhood by doctors who often "chose" a sex for hermaphroditic or "intersex" children. During the latter part of the twentieth century, many people whose genital organs were not clearly male or female began to speak out and demand the right to claim their intersex identity.

While sex describes the physical body, "gender" describes the social role of an individual, based on sex. Although specific gender roles vary from culture to culture, most societies have clear definitions of what is women's behavior and what is men's behavior. Many of these definitions claim to have a basis in physical reality. For example, women give birth and are therefore supposed to be more nurturing and dependent; in ancient times men were hunters and are therefore supposed to be more aggressive and independent.

Gender is an important characteristic in most societies, and communities enforce most gender rules quite strictly. One of the most important facts to know about people is their gender. One is expected to dress and behave in ways that are gender appropriate. The punishment for deviation from gender role expectations can be quite harsh, from ridicule to ostracism to harassment.

SANDRA BEM AND ANDROGYNY

Dr. Sandra Bem compiled a list of 200 personality traits that were masculine or feminine, but were neutral in social desirability. Then she asked 100 students to rate these traits by answering the following question format: "In American society, how desirable is it for a man to be truthful?" Half of the students were asked about men and the other half were asked about women. There were an equal number of men and women in both groups. A Likert scale was used in which 1 = not at all desirable and 7 = extremely desirable. Only items that were judged to be significantly more desirable for one gender than the other were considered for inclusion in this study. Both male and female judges had to agree. Likewise, neutral items were those that were judged to be neither masculine nor feminine, by judges of both genders. The twenty most feminine traits, the twenty most masculine traits, the ten most neutral (for gender) undesirable traits and the ten most neutral desirable traits made up the Bem Sex Role Inventory (BSRI). This new inventory was given to students who then rated the traits on- always true, always or almost always true, half true and half untrue, or not true.

As a result, Bem found that although there was a high correlation between masculinity or femininity and social desirability, there was no correlation between androgyny and social desirability. This shows that the inventory is measuring something other than social desirability. The BSRI results

were compared against results obtained from the California psychological inventory and the Guilford-Zimmerman temperament survey. There was no correlation between the BSRI and the Guiford-Zimmerman scale and only a moderate correlation between the BSRI and the California psychological inventory. This again suggests that Bem measured something other that personality tests. Because the trait items were thought to be desirable for either men or women, one could say that the face validity was built into the BSRI.

Bem would have had to wait to see whether all of her androgynous people were successful in life. She came to the conclusion that it was best to be androgynous, as one could be more adaptable to the demands of modern life.

APPLICATION OF ANDROGYNY PERSONALITY

Gender roles have sweeping implications in professional institutions. Many people are treated how to manage using basil readers which illustrate primarily masculine gender role traits. Then individuals, through social and cultural influences, are exposed to these gender role traits through interactions with peers and other adults. By the time that managers get to these individuals, they have already been influenced greatly and "bring to the table" many of their own beliefs about their gender role and in turn, influence the other persons in organization.

Some managers believe that we should try to create a gender neutral organization and explain the basic properties of both the masculine and feminine gender roles. Some managers believe that employees should choose for themselves their gender role in society. There are even some managers they believe that it is not their place to influence the individual's gender roles. These managers believe that it is up to the individuals and community to influence their gender roles.

ANDROGYNY AND DIVERSITY CONSIDERATIONS

It is the opinion that gender roles are greatly influenced by social interaction. Therefore, cultural diversity has a huge impact on the gender role development of children. While there are only three listed gender role categories – feminine, masculine and androgynous – each of these categories is greatly influenced by the social environment of the child. The gender role of a women raised in a middle-class American family is radically different than the gender role of a women raised in a middle-class Iraqi family.

MANAGEMENT AND ANDROGYNY

Androgyny provides as effective integrating concept for a number of functional areas within the field of organizational behavior. It provides both a theoretical framework and practical process for helping individuals become more effective managers while retaining and expanding their concepts formed by them as human being.

In early 1900s, most managers believed that if employees were to be effectively managed, they had to be constantly supervised and forced to work. The classical school of management, prevalent form the century until World War II, set out clear principle of scientific management, works scheduling and work simplification in order to increase efficiency and output. Standardization of work procedures, formal lines of authority and unity of direction were some of the features.

The Hawthorne Studies conducted in 1930s and 1940s forced organizations to shift their attention from scientific management approach to human relation approach. The human relation school recognized the existence of an informal organization that support personal needs and motivation and interpersonal work group relations. The realization was that traditional functions associated with masculine behavior

work best when they are carried out with a blend of feminine skills in handling the interpersonal dimension of work.

According to Alice G Saregent, the author of Androgynous manager, the following are some of the features that brought about a shift in thinking:

1. *Transition from Industrial economy to Knowledge economy* The 21st century belongs to the knowledge workers. Organizations that have world class ambition will need to nurture their knowledge workers.

2. *Shift from hierarchical, authority-oriented managerial form to more participative structure:* To increase productivity, managers must work with people to heighten both individual and team effectiveness and to promote net working.

3. *Growth of highly diverse workforce:* Managers will need to response to diversity and nurture differences

4. *Labor- Management partnership:* These relationships need to be characterized by trust rather that adversarial win-lose practice

5. *Shift towards more customer oriented management style:* Organizations need to become more open systems that interact with customer more effectively

6. *Increased methods for rewards and recognition, beyond promotion and pay:* Cafeteria benefits are one example of this

7. *Need to manage stress:* Need to create healthy environment at work and home

8. *Need to build organizational climate:* Autonomy, camaraderie and entrepreneurship must be encouraged within our organization

9. *Transition from nation to global market:* The need to search for new, collaborative way to market products.

MEASUREMENT OF PSYCHOLOGICAL ANDROGYNY AMONG ACADEMICIANS

While measuring motivation level among sample population on the basis Adapted model of Maslow's hierarchy of needs, the ***hypothesis was made that the level of motivation and need satisfaction would be high among those academic professionals who are maintaining psychologically androgyny personality characteristics***. So very first step was taken towards the measurement of psychology androgyny uniqueness by using a standardize **BSRI** *(Bem Sex Role Inventory. The test developed by Sandra Bem, including 60 elements related to human behavior, and picked 20 elements related to Masculine characteristics, 20 elements related to Feminine characteristics, and remaining 20 elements as neutral in persona of human being. Respondent were expected to rank these uniqueness at the Likert scale of 1 to7 ranks i.e. rank 7- if they feel Always or almost always true with their personality and professional, and rank 1- if they feel never or almost never true with their personality and professional)*

A pilot survey (N=40) was conducted to analyze whether standardize questionnaire is understandable by sample population of not, and there after data collected from sample population (N=400) for proceedings. *(It was observed that respondents face difficulty while responding the new needs mentioned as per adapted model of Maslow's hierarchy i.e. Cognitive, Aesthetic, and Transcendence. The questionnaire*

modified and explanation given along with examples of new terminologies for making the questionnaire easy to understand for sample population and total 750 questionnaire distributed but received only 400 response)

Composition of Sample-

S.N	Gender	%	Age Group	%	Designation	%	Experience	%
1	Male	50	Below 30	25	Assistant Professor	25	0-5ysr	12.5
2	Female	50	31-40	50	Associate professor	50	6-10yrs	50
3			41-50	15	Professor	25	11-15yrs	25
4			Above 50	10			Above 15 yrs	12.5

BSRI- Questionnaire (Sample population asked to rank these 60 elements as follow-)

> 1=Never or almost never true, 2=Usually not true
> 3=Some time but infrequently true, 4=Occasionally true
> 5=Often true, 6=Usually true, 7=Always and almost true

Questions:

1. Act as leader
2. Adaptable
3. Affectionate
4. Concened
5. Aggressive
6. Cheerful
7. Ambitious
8. Conscientious
9. Child like
10. Conventional
11. Analytical
12. Compassionate
13. Assertive
14. Friendly
15. Does not use harsh language
16. Happy
17. Athletic
18. Eager to soothe hurt feeling
19. Competitive
20. Helpful
21. Feminine
22. Inefficient
23. Defends own belief
24. Flatterable
25. Dominant
26. Jealous
27. Gentle
28. Likeable
29. Forceful
30. Gullible
31. Has leadership ability
32. Moody
33. Loves children
34. Reliable
35. Independent
36. Loyal
37. Individualistic
38. Secretive
39. Secretive
40. Sincere
41. Make decision easily
42. Shy
43. Masculine
44. Solemn
45. Soft spoken
46. Tactful
47. Self reliant
48. Sympathetic
49. Self-sufficient
50. Theatrical
51. Tender
52. Truthful
53. Strong personality
54. Understanding
55. Willing to take a stand
56. Unpredictable
57. Warm
58. Unsystematic
59. Willing to take risk
60. Yielding

Answers:

Q	A	Q	A	Q	A	Q	A	Q	A	Q	A
1	6	2	4.8	3	5	4	5	5	6	6	4.8
7	6	8	5	9	2.3	10	5	11	6	12	5
13	6	14	5	15	6	16	5.5	17	6	18	6
19	6	20	5	21	6	22	5	23	6	24	6
25	4	26	5.5	27	6	28	5	29	6	30	3
31	6	32	5	33	6	34	5.5	35	6	36	6
37	6	38	5.	39	6	40	5	41	6	42	3
43	6	44	5.5	45	6	46	5	47	6	48	6
49	6	50	5.5	51	6	52	6	53	6	54	6
55	6	56	5	57	3	58	3	59	6	60	6
Total	**58**	**Total**	**46.8**	**Total**	**52.3**	**Total**	**50**	**Total**	**60**	**Total**	**51.8**

Columns 1 and 5 are the "Masculine" traits.

Columns 3 and 6 are the "Feminine" traits.

Columns 2 and 4 are the "Neutral" traits.

Masculine traits: Add the score from column 1 to the score from column 5.

Score of Column 1= 58

Score of Column 5=60

Masculine trait Score is = 58+60=118

Feminine traits: Add the score from column 3 to the score from column 6.

Score of Column 3= 52.3

Score of Column 6=51.8

Feminine trait Score is = 52.3+ 51.8=104.1

Bem score = Average Feminine traits minus Average Masculine trait

Average Feminine Score is = 104.1/20=5.205

Average Masculine Score is = 118/20=5.9

> *Bem score = Average Feminine traits minus Average Masculine trait*

> **Bem Score = 5.205-5.9= -0.695**

Compare of Bem score to the androgyny scale below

Androgyny scale:

Masculine	> +20
Nearly Masculine	+10 to +19
Androgynous	**+ 9 to - 9**
Nearly feminine	-10 to -19
Feminine	< -20

HENCE BEM SCORE-0.695 SHOWS THE SAMPLE POPULATION IS *PSYCHOLOGICALLY ANDROGYNY*

After observing the data from analysis on the basis of **BSRI** it was found that the sample population is having androgyny type personality uniqueness.

Traditionally, gender roles were seen as being opposite each other: a person was seen to be either high on masculinity or high on femininity. For example, it was thought that masculine males must necessarily be low on feminine characteristics. Also, it was assumed the psychological health of an

individual would be better if there was a close fit between them and their sex type. Thus, for example, a more feminine female was assumed to be better adjusted psychologically than a less feminine female. These traditional notions of health and gender roles have influenced societal ideals; for example, as reflected in the characteristics of successful female and male movie stars. But the feminist movement led to a re-thinking of our views on gender roles. It was no longer accepted that masculinity and femininity must be on the opposite poles of a single continuum - in other words, that a person who is high on one must necessarily be low on the other, and vice versa. The new view of gender roles assumed that a person could be low on both masculinity and femininity, or high or medium on both.

In the new way of viewing gender roles, the androgynous personality is seen as better adjusted than the extreme masculine or feminine types.

ANALYSIS OF LEVEL OF MOTIVATION (NEED SATISFACTION LEVEL) AS PER ADAPTED MODEL OF MASLOW'S HIERARCHY OF NEED

The behavior of an individual at a particular moment is usually determined by his/her strongest need. As per Abraham Harold Maslow, in every human being, there exists a hierarchy of needs. As each of these needs becomes substaintly satisfied, the next need becomes dominated. And individual moves up the steps of the hierarchy, from the stand point of motivation, the theory would say that, although no need is ever fully gratified, a substantially satisfied need no longer motivates. So if we want to motivate someone according to Maslow, we must understand what level of hierarchy that person is currently on and focus satisfying the need at or above that level. Assumptions in this hierarchy are as follow-

1. A satisfied need is not motivator. When a need is satisfied, another need emerges to take its place, so that person is always striving to satisfy a need.
2. Lower order needs must be satisfied in general, before higher order needs are activated sufficiently to derive behavior.

In this study the adapted model of Maslow's need hierarchy (1990) considering the **eight levels** of human needs has been used to analyze the level of satisfaction and motivation

While analyzing the first level of need of lower order need category i.e. ***Biological and Physiological***, majority of the sample population 98.75% responded that their level of satisfaction is high, and remaining only 1.25% of the sample population responded that still their level of satisfaction is medium for this first need of Maslow's hierarchy of need. Considering first analysis *(psychological androgyny)* researcher come up with the solution that academic professional who are maintaining psychological androgyny personality characteristics, are highly satisfied in their life and professional career.

While measuring the level of motivation on the basis of ***Safety need*** satisfaction, majority of the sample population 96.25% respond that their level of satisfaction for this need is high, they feel safe & secure in their profession and life because they perform as per the requirement of circumstances, 2.5% of the sample respond that for them the level of satisfaction for this need is at medium level, and remaining only 1.25% said that the level of need satisfaction for them is still low and they feel unsafe and unsecure in profession and life.

While measuring the level of motivation on the basis of ***Belongingness/ social & Love need*** satisfaction, majority of the sample population 95.5% respond that their level of satisfaction for this need is high, they feel attachment at their work place, able to maintain congenial interpersonal relationship at work and in personal life as well. 2.5% of the sample responded that for them the level of satisfaction for this need is at medium level, and remaining only 2% said that the level of need satisfaction for them is still low and they always feel they are not meant for the love & affection of family and colleagues. Institutions have to take in to consideration and try to develop a congenial work culture and climate for improving the level of satisfaction and motivation among professional academicians and simultaneously may expect their contribution towards overall performance of institution.

While measuring the level of motivation on the basis of ***Esteem need*** satisfaction, 94.5% just half of the sample population respond that their level of satisfaction for this need is high, 3% of the sample respond that for them the level of satisfaction for this need is at medium level, and remaining only 2.5% said that the level of need satisfaction for them is still low and they always feel they are not successful in life and work, not recognized by peer for being so and even not satisfied with the responsibility and role that they have in their life/ work, status and reputation.

While measuring the level of motivation on the basis of ***Cognitive need*** satisfaction, 97.5% of the sample population respond that their level of satisfaction for this need is high and priority for them is always improving self awareness, 1.25% of the sample respond that for them the level of satisfaction for this need is at medium level, and remaining 1.25% also said that the level of need satisfaction for them is still low and they feel knowledge, meaning and self awareness is not so important in profession and life. And they rarely or even not consider improving self awareness on priority basis.

While measuring the level of motivation on the basis of ***Aesthetic need*** satisfaction, only majority of the sample population 95% respond that their level of satisfaction for this need is high, always seek beauty, form and balance in things around, always interested in beautiful culture to perform, 2.5% of the sample respond that for them the level of satisfaction for this need is at medium level, and remaining 2.5% also said that the level of need satisfaction for them is still low and they don't have any interest in beauty, balance and form in their life.

While measuring the level of motivation and satisfaction on the basis of ***Self Actualization need*** satisfaction, 93.75% majority of the sample population respond that their level of satisfaction for this need is high, they aim to self knowledge and enlightenment 3.75% of the sample respond that for them the level of satisfaction for this need is at medium level, and remaining only 2.5% said that the level of need satisfaction for them is still low and they don't feel their aim is self knowledge and enlightenment. And they don't believe their ultimate personal potential even do not welcome 'Peak experience' in their work life.

While measuring the level of motivation on the basis of *Transcendence need* satisfaction, 96.25% of the sample population respond that their level of satisfaction for this need is high and they always believe for helping others for their self actualization, even may be at own expenses, 2.5% of the sample respond that for them the level of satisfaction for this need is at medium level, and remaining only 1.25% said that the level of need satisfaction for them is low and they don't feel to help others for reaching their self actualization, never think to expense anything for else.

Androgyny softens some of the harsh outlines of the male style of managing and living. According to Alice G Sargent, the following list comprises behaviors men need in their repertoire in order to be androgynous:

1. Openly express feelings of love, fear, anger, pain, joy, loneliness and dependency.
2. Personalize experience rather than rely on objectivity and rationality
3. Build support system
4. Learn how to fail at a task without feeling that one has failed as a man
5. Value an identity that is not so totally defined by work
6. Listen empathetically and actively

Following list suggests behavior women need to cultivate in order to be androgynous:

1. Be powerful and forthright and have a direct visible impact on others
2. Be entrepreneurial
3. State own needs and refuse to back down
4. Recognize equal importance of accomplishing the task as well being concerned about relationship
5. Build support system
6. Be able to intellectualize and generalize
7. Respond directly with 'I' statement rather than 'you' statements

STRATEGIES FOR ENCOURAGING ANDROGYNOUS BEHAVIOR

A wide range of human resource management strategies are available for organizations to encourage androgynous behavior. These strategies involves:-

1. Establishing new organizational policies and practices
2. Restructuring jobs to provide increased team work
3. Improving working condition
4. Programs of training and development
5. Participatory decision making
6. Flexible work option

Alternative work schedules are a major development in this regard. Flexible work options provide men and women with opportunities to be treated like whole persons, to integrate their personal lives with the demand of work. They represent significant changes in the structure of work, leading to higher productivity as well as to greater satisfaction on the job. Alternative work schedules include flexi time, compressed work week, job sharing and telecommuting.

Flexi time is defined as one which allows flexible starting and quitting time, but within limits as set by the management or as mutually agreed upon by the management and the employees. Another feature of flexi time is *compressed work week,* wherein employees work for more that their daily routine job hours and take off for two or three days instead of one day. Job sharing is one alternative work option. Two people share the same position in a company, each working a part of the week. Here are resources that tell you about the advantages and disadvantages of this arrangement and how to make a success of it. And *Telecommuting*, also known as teleworking, is the act of working from a remote location, usually one's home. This is made simple with the use of various telecommunications technologies such as a telephone,

fax machine and the internet. Many telecommuters are also set up with web conferencing capabilities allowing them to sit in on office meetings via modem and webcam, or at the very least, a conference call.

Another way that organizations can encourage androgynous management is to *appropriately reward* such behavior by granting economic incentives such as linking pay to performance, bonus system, effective policies on travel and mobility, and good fringe benefits regarding maternity or paternity leave. Rewards should include both informal praise and formal performance appraisal. Incentive schemes may also include worker ownership practice like profit sharing and employee stock option plans.

CONCLUSION:

Motivation is very interesting topic for research, though numerous research studies have been conducted at many times. Inspite of that researcher have chosen the same topic with uniqueness in hypothesis. i.e. **Psychological Androgyny**. *H1. Motivation level (Need satisfaction level as per adapted model of Maslow's Hierarchy of eight levels of need) is much higher amongst those professionals who maintain psychological androgyny personality than only male or female personality characteristics.* So researcher analyze this uniqueness by using a standardize **BSRI (Bem Sex Role Inventory).** For calculating androgyny score a statistical test (*t- test*) used i.e. ***Bem score = Average Feminine traits minus Average Masculine trait*** and it was found that Bem Score **-0.695** shows the sample population is Psychologically Androgyny.

It was found that the *level of motivation and need satisfaction is high among almost all androgyny people*. It was found that only 5% to 7% of sample population feels medium or low level of motivation and need satisfaction. While ranking these analyzed data the ***Biological and Physiological need*** comes at ***first rank,*** as ***98.75%*** of the sample population highly satisfied at this level of need according to adapted model of need hierarchy, ***Cognitive need*** comes at ***second rank***, as ***97.5%*** of the sample population highly satisfied at this level of need, but according to adapted model of need hierarchy safety need comes at second level. ***Safety need*** comes at ***third rank***, as ***96.25%*** of the sample population highly satisfied at this level of need, and as per adapted model of need hierarchy belongingness and love needs comes at third level. ***Transcendence need*** comes at ***forth rank***, as ***96%*** of the sample population highly satisfied at this level of need, and adapted model of need hierarchy says Esteem need comes at forth level. ***Belongingness and Love need*** comes at ***fifth rank***, as ***95.5%*** of the sample population highly satisfied at this level of need, whereas in adapted model of need hierarchy it comes at third level. ***Aesthetic need*** comes at ***Sixth rank***, as ***95%*** of the sample population highly satisfied at this level of need, and according to adapted model of need hierarchy this comes at same level. ***Esteem need*** comes at ***Seventh rank***, as ***94.5%*** of the sample population highly satisfied at this level of need, but according to adapted model of need hierarchy esteem need comes at forth level. ***Self Actualization need*** comes at ***Eighth rank***, as ***93%*** of the sample population highly satisfied at this level of need, and according to adapted model of need hierarchy this need comes at seventh level. After analytical review researcher came to the conclusion that the level of need satisfaction is high among sample population and it already has been proven the sample population is having psychological androgyny personality characteristics, but the hierarchical level may vary because of circumstances. So for motivating academicians and keeping those motivated in institutions management should try to develop androgyny personality characteristics among academicians.

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