Chapter I

Introduction
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INTRODUCTION

Competitive Corporate world today still witness discrimination of representation of women to top positions of Management which may be due to several barriers like Individual, Organizational or Societal. The impact of Self Esteem & Role Efficacy among women is exhibited in various sectors of occupation like Banking & Insurance, Manufacturing, IT, Media, Teaching and other professions too. With comparison to men, women at top managerial positions need to exhibit extra talent and competitiveness to show a high level of potential effectiveness which is supported by the contributing variables Self Esteem & Role Efficacy.

High Self Esteem & Role Efficacy resulting in high performance naturally makes women to overcome the practical hurdles (Glass Ceiling) faced by women in work place. In this context one can clearly understand that in the process of attaining higher positions in management, women are in a situation to equip themselves with competent skills and increase their Self Esteem and be competent in their organizational roles so as to consider themselves worthy enough to occupy the higher positions in management by breaking the existing unseen barrier - “Glass Ceiling”.

GLASS CEILING – INTRODUCTION

Promoting gender equality in organizations isn't just a move towards democracy. It's good for business too. Most democratic societies consider themselves – constitutionally at least – to be gender equal. But though legislation may not discriminate against women outright, actual equality is still a long way off. The response to greater empowerment and more profitable leadership may lie within women themselves. In recent years, women as well as gender issues have turned into a major area of concern. Various seminars, workshops are being held all over the world to discuss the problems and development of women in all areas of life. This is because of the most important features of the global labor market in the last half of the twentieth century, which is increasing the involvement of women. (Gregerson, Mendenhall and Stroh, Black, 1999; Tung and Caligiuri 1999). Certain studies prove that during the last two decades there has been a growth in the
percent of women at entry and middle-level management positions, resulting largely from the activities of the women’s movement, policies of the political system, and corporate equal opportunity initiatives. However according to Meyerson & Fletcher (2000) women at the highest levels of business are still rare. They comprise only 10% of senior managers in Fortune 500 companies; less than 4% of the uppermost ranks of CEO, president, executive vice president, and COO; and less than 3% of top corporate earners. Not only at corporate sector employment, but there is also a strong evidence of the under-representation of women in leadership positions in many countries all over the world. These factors, however, have had limited impact at the level of corporate governance, where women have only a token presence (Adler & Izraeli, 1994; Bilimoria & Piderit, 1994; Directors & Boards, 1992). Although attitude towards the women’s role as homemakers is changing in becoming career oriented people, only some women have made their approach to gradually climb up the management and leadership ladders. Regardless the seemingly growing presentation of women in politics and economy, in actuality, they still remain underrepresented in a male dominated society, especially women are missing from top jobs. Though women have a real chance to receive the higher education similarly to men, this does not necessarily mean that they will and actually have the real opportunities to realize the acquired skills, abilities and knowledge in their professional life. To put it more precisely, the recent researchers reveal the fact that 81% of well-qualified women who occupy top positions face serious barriers engendered by the existing stereotypes and preconceptions (Andrica 1997) which are basically generated by male. The stereotype and biases are intense and accumulated in the society where male ideology is dominating. Furthermore, researchers also point out that many employers simply feel an aversion in taking a risk of hiring a woman, who are not clearly planning their careers or job assignments to benefit them. And hence, less than 1% of CEOs see women with high potential as a priority (Feldman 1997). In such a way, it is obvious that the stereotypes and biases still prevent women from an opportunity to occupy top positions in organizations. In this respect, it is even possible to speak about the failure of anti-discrimination legislation, which, being actually good in principle, has turned to be unable to change the stereotypes that have been existing for decades, if not to say centuries. Moreover, speaking about the wider opportunities of women in relation to their professional careers, it is necessary to underline that top positions still remain hardly
accessible to women. In reality, in spite of the substantial growth of women working in
different spheres, including those which were traditionally believed as purely male-
dominated, they are still unrepresented on the top level. In other words, even though there
is a growing share of female in organizations their perspectives of gaining high or top
positions are extremely low. As a result, the share of women among CEOs is extremely
low as well. For instance, according to a recent study only 7 to 9% of senior managers at
Fortune 1000 firms are women (Castro 1997). The same may be said in politics where a
few women have access to leading positions while, taken at large, politics still remain the
domain of men. Moreover, the conditions of work and payment are still unequal. It is not
a secret that many women can hardly maintain their careers after having children. This is
particularly true for women who used to play the leading role in organizations where they
occupied top positions. It is also important to underline that pay gaps are also the reality
of the modern life since, as a rule, men still have more chances to receive a better paid
job, or, what is more, men earn more than women even though they fulfill absolutely the
same job. Remarkably, the gap for part-time job is traditionally wider than for the full-
time job. As a result, asking for flexible working still spells career death for many women
in today’s work place. At the same time, it is also worthy to mention the other side of the
problem of the still progressing glass ceiling. In fact, often specialists, when they speak
about the glass ceiling or poor or equal opportunities of women, forget that there are also
women from ethnic minorities who, at the present moment, seem to be practically
unrepresented among the leaders of organizations, neither in politics nor in business.

According to statistics released recently by the U.S. Bureau of Statistics, 23% of
women achieve tertiary qualifications compared with 14% of men – and yet, women are
paid 20% less than men in equivalent positions. The fields representing the biggest gaps
between women’s and men’s earnings are finance, retail and sales, and, perhaps most
surprisingly, the legal profession. Internationally, only countries which have passed
legislation with mandatory employment quotas in the interests of female empowerment,
such as Norway and Sweden, have more promising statistics. Norway boasts 44.2%
female board members across all industries, while Sweden has set its target at 40% by
2015. In India the greatest disparity exists in workforce with only 25% of women
participation and 80% of men.
Thus the objective of the study is to analyze the opinion of the presence of glass ceiling in the Indian corporate world for women at higher levels of management and the self-esteem of women and its impact on role efficacy.

The concept of Glass Ceiling is invisible but the real barrier through which the next stage or level of advancement can be seen and cannot be reached by a section of qualified and deserving women employees. Such barriers exist due to implicit prejudice on the basis of sex. Although generally illegal, such practices are prevalent in most countries. In analyzing the existence of 'glass ceiling' in India, it is not very easy to come up with definite answers. While glass ceiling phenomenon has been studied extensively in the western context, glass ceiling is perceived and dealt within India remains largely an under researched area.

This phenomenon exists even in the 21st century when globalization and technological advances have brought about 360 degree changes in all walks of life. Though women are being included in the workforce to add diversity in the work culture, the evil is still prevailing. The lion's share of leadership positions throughout the world remain a male dominated. This as an invisible barrier prevents women from reaching the highest corporate levels. "There is a glass ceiling in the middle of the ladder leading to the top, and it cannot be seen, but when women run, they bump their heads and cannot move beyond it" (Mc Cormack, 1985). Compared to formal barriers to career advancement such as education or experience and requirement, the glass ceiling barriers are less tangible hindrances- frequently anchored in culture, society and psychological factors, that impede women's advancement to upper management or other senior positions. Evidence of the glass ceiling has been described as invisible, covert and overt. At the root of the glass ceiling are gender-based barriers, commonly cited in the literature and noted anecdotally. While glass ceiling as a barrier has been studied extensively in the western context, this remains largely an under researched area in the Indian scenario.

HISTORICAL BACKGROUND OF WOMEN AT WORK

Historical background of men and women at work provides a context within which modern day perceptions and attitudes towards each gender can be better understood.
Prior to the industrial revolution, for example, goods and services were largely produced within the home (Thane 1992) As a result, men, women, and children, worked together in a cottage industry, blurring the distinction between work and home life.

During the industrial revolution, however, factories and mills created a division of labour between work outside the home that was paid, and work inside the home that was unpaid (Vries 1994)

Although initially both men and women worked together under the same conditions, the introduction of the Factory Act restricted the hours worked by women and introduced compulsory schooling for children (Marvel 1977). As a result, one parent was now required to be at home to look after their child before and after school.

Since women were paid less than men (Nicholas and Oxley 2008) and now worked fewer hours, the opportunity cost of not undergoing paid work led many women to take on the role of homemaker and caretaker, while the male took on the role of “bread winner” by supporting his family financially (Rose 1988)

The significance of this is that by economically confining women at home, a distinction was created between unpaid private work (e.g., housekeeping) and paid public work (e.g., factory work).

To the outside observer, this essentially rendered a woman’s work inside the home invisible, and created the perception that paid work (i.e., wage-earning) was something that was predominantly carried out by men (Ferree 1990)

Implicit within this association was the value of the work being performed by each gender, with “male” (i.e., paid) work being perceived as the most valuable due to its wage-earning, and therefore, had family sustaining ability (Acker 1990).

Furthermore, work that occurs within the public sphere is also presumed to be skilled, dependent on training, and masculine in nature. Whereas in the domestic sphere, work is generally regarded as being unskilled, not dependent on training, and feminine in nature (Fletcher 2002, p.204).

One explanation which may account for these perceptions could be due to the socialization of gender roles via media influences (Adler, Kless and Adler 1992) For
example, masculine role models (e.g., He-Man, G.I. Joe, Superman) and feminine role models (e.g., Cinderella, Barbie, Suzy Homemaker), may have linked, through association, certain traits to each gender and reinforced the belief of a “master-servant relationship” being gender-appropriate behaviour (Wajcman 1999).

In addition, as individuals have a natural tendency to mimic (Meltzoff and Moore 1977) and model (Bandura, Ross and Ross 1961) those around them, such role models may have inadvertently served to keep the spheres created by the industrial revolution separated by gender by introducing a social norm that others can conform to (i.e., the male should be the bread-winner and not the female).

If one wishes to understand why the glass ceiling exists, or if in fact it does exist, it is therefore necessary to examine the effect of such beliefs, because according to the theory of reasoned action (Sheppard, Hartwick and Warshaw 1988, p.325), these beliefs will then influence how an individual thinks and how they behave.

SITUATION OF WOMEN IN MANAGEMENT IN GLOBAL CONTEXT

Today women are entering into global labour force. Higher educational levels, falling fertility rates and sectoral changes have contributed to women’s increasing participation in the labour force. Women constitute over 40 percent of the global labour force, approximately 70 percent in developed countries and 60 percent in developing countries. At present more and more women are becoming graduates, post graduates, earning professional and technical degrees and entering corporate life. With the rising educational levels and social acceptance of gender equality, women are moving into management jobs. However, cultural and social attitudes still prevail upon women choices of jobs. They are more concentrated in traditional “feminine professions” like nursing and teaching. Nevertheless, women are making inroads into the management sectors. In fact, their participation has increased with the expansion of employment opportunities to women.

However, when one look at women’s representation in the managerial jobs it is very less compared to men. Their rate of progress is also slow and uneven. Women are still concentrated in the most precarious forms of work throughout the world and breaking the “glass ceiling” still appears elusive except for few. Men are in the majority
among managers, top executives, and higher levels of professional workers whilst women are still concentrated in the lower categories of managerial positions. Although a few women have made it to the very top in the world of work, yet largely their presence in senior management level is negligible. According to Linda Wirth, the Director of ILO, “women continue to face more difficulty obtaining top jobs than they do lower down the hierarchy”. A handful of women are making headlines here and there as they break through, but statistically they represent an only a few percent of top management jobs. The rule of thumb is still that the higher up an organization’s hierarchy, the fewer the women. Women hold a mere 1 to 3 percent of top executive jobs in the largest corporations around the world.

**WOMEN’S SHARE IN MANAGEMENT**

With regard to share of women in management jobs data shows that, in general, countries in North America, South America and Eastern Europe have a higher share of women in management jobs than countries in East Asia, South Asia and the Middle East. Nevertheless, the report indicates, “in female-dominated sectors where there are more women managers, a disproportionate number of men rise to the more senior positions and in those professions normally reserved for men, women managers are few and far between”. According to Grant Thornton, the global figure for businesses with “no women” in senior management positions has remained unchanged at 38 percent since 2004, while countries like the United States, Mexico, Russia, Poland, Italy and New Zealand have witnessed a fall in businesses with women senior managers.

In the United States, despite women comprising more than two-thirds of the U.S. population and more than 45 percent of the U.S. labor force women were underrepresented at upper levels of management. They represent only 12% of all corporate officers (Catalyst, 1999). Contrary to their presence at middle management; women comprise only 5 percent of executive suites. (Current Population Survey, 2001).

In the United Kingdom, out of the total number of managers and administrators women constituted almost 33 percent. But there was still a glass ceiling apparent at the highest levels. A 1998 survey of over 584 different companies in the United Kingdom found that only 3.6 percent of directors were women.
SITUATION OF WOMEN IN MANAGEMENT IN INDIAN CONTEXT

Historically, India has been a male dominated society. Yet, in the past two decades or so, social change has opened the possibility for women to attain managerial roles in corporate India. As more Indian women enter the workforce, particularly in the corporate world, this change is in dramatic contrast to the traditional Indian culture, where a woman’s expected role is to enter into marital life and take care of the household. Amartya Sen, Indian author and winner of the Nobel Prize in Economics, discusses gender inequality in his book “The Argumentative Indian: Writings on Indian History, Culture and Identity”, points out that the social movement for Indian women had been until recently primarily focused on achieving better treatment of women and their well-being: “In the course of the evolution of women’s movement, women are not passive recipients of welfare-enhancing help brought about by society, but are active promoters and facilitators of social transformations. Such transformations influence the lives and well-being of not only women but also those of men and children. This is a momentous enrichment of the reach of women’s movement.

The “girl child” in the Indian family often did not have formal educational opportunities. Slowly, the literacy level of girl children had increased, and gradually, women had begun to attend universities. Today, the number of women students in business schools has grown significantly. These changes are in large part due to a significant cultural shift in parental perspective that is, an increased acceptance of giving education to girls that allows for the possibility of women working outside the home, contributing economically to the family and even pursuing a career. With more Indian women in the workforce, a number of employment laws were passed, such as the Equal Remuneration Act of 1976, which address equality in the workplace. However, with long-held traditional and social views of women and legislation change being slow, female students with honors from excellent business and engineering schools, lack appointment in top positions in Indian corporations which are still held by men. The percent of women in management in India is roughly 3% to 6%, with approximately 2% of Indian women managers in Indian corporations. However, almost 96% of women workers are in the unorganized sector, and most statistics focus on labor in the organized sectors, leaving out the many workers in the unorganized (informal), unstructured sectors.
of the economy. According to the Office of the Registrar General in India, the 2001 Indian Census shows that the work participation rate of female workers in rural areas is 31% and 11.6% in urban areas.

However with their increasing level of education in various streams there has been a significant increase in their workforce participation. The success stories of few women making it to the top indicate a good factor providing an impression that position and status of women is changing in Indian management sector. But in the true sense how many of these breakthroughs are really happening? Barring a handful like ICICI Bank, HSBC and Biocon, an overwhelming majority of Indian boardrooms are still, “no –go” areas for women. Women today comprise only 2 percent of the total managerial strength in the Indian Management sector. India is among the countries witnessing an increased number of women occupying management positions in leading companies, both listed and privately held along with places like Taiwan, the Philippines, Hong Kong and Sweden. India being one of the fastest growing economies in the region does not translate bigger and more commanding roles to women. Among the BRIC countries, 42 percent of top managerial positions in Russia are held by women, 31 percent in Mainland China and 29 percent in Brazil. The Philippines leads where 47 percent of all top jobs go to women.

Apart from Japan, India's position on the list is better than only 2 other countries - Denmark (13 percent) and Belgium (12 percent). The Indian metros do emerge better than the national average with Chennai closest to the global average at 22 percent followed by Delhi at 18 percent and Bangalore at 16 percent.

According to Grant Thornton, Indian partner Karishma R Phatarphekar states, despite an increasing number of women reaching senior management positions, the top levels are still male - dominated. The reasons for this are many, ranging from individual constrains, mindsets, stereotypes and organizational and structural impediments. There is an increasing feeling that a majority of Indian companies still have a kind of institutionalized sexism that tries to prove women are less able than men and hence, don’t allow women to move up in their career. Not only this is visible in the Indian corporate sector, but also observed in the civil services in India where women IAS and IFS officers have been victim of gender bias. There are cases where women IFS officers have been denied assignments compatible with seniority by Ministry of External Affairs (MEA), for the simple reason that they had challenged the system.
In a democratic country like India, merit, fairness and transparency should be the hallmark of career growth for any individual whether male or female. But regrettably those who try to question the government are further penalized. There is unpleasant competition in the senior level civil services. Male officers feel endangered when there are strong independent minded women officers as a competitor. And that’s when they start accusing women for being concerned about family or for being emotional and their achievements are not recognized. “Women still hold less than a quarter of senior management positions in privately held businesses”. Women in corporate India are aware of the restraints they work under and obviously try to make the best of the bargain. They typically bear a disproportionate amount of responsibility for home and family and thus have more demands on their time outside the office. And when they do reach the managerial level, they bring with them both silver lining and dark clouds. But they flourish, if they are allowed to flourish, despite all the hurdles, which are mainly societal, perceptual and organizational.

**WOMEN IN WORKFORCE IN TOP INDIAN CITIES**

Of the major Indian cities, Delhi has the lowermost female workforce participation, of about just 10.6% as against a male participation rate of 53.1%. Ahmedabad is the next worst city in terms of jobs for women, with a female workforce participation of just 11.7%. Kolkata and Mumbai are somewhere in the middle, with female workforce participation rates of around 18%. At the high end are Chennai and Thiruvananthapuram at around 20%. Rounding off the top are Coimbatore and Bengaluru, at nearly 25%. To put this in perspective, there is one working woman for every two working men even in Bengaluru, India's best city in terms of working women.

Moreover in Delhi, there is a connection of patriarchal mindsets that see the place of the woman as the home, and a honest challenge for scarce jobs, says Preet Rustagi, economist, professor at the Institute of Human Development, and associate editor of the Indian Journal of Labour Economics. Rustagi’s view is that within manufacturing, many factories are increasingly masculinized spaces, and only by consciously creating an environment in which women can be accommodated - like in apparel factories in Coimbatore where women are given hostel facilities, where women are realistically expected to join the workforce.
ONLY FIVE PERCENT INDIAN WOMEN IN SENIOR CORPORATE POSTS

A study carried out in Delhi reveals that only 5% of working women in India make it to senior leadership positions in the corporate sector, compared to the global average of 20%. According to the study, women's representation at the board level was smaller at just 2%. The study said that in India, women's labour force stands at 28 % at the junior level, 14.91 at the middle level and 9.32 % at the senior level. From being the lowest in the list of overall women's participation in the workforce, India ranks at the top in the dropout rate.

Indian women drop out of the workforce much early in their career compared to their counterparts in other Asian countries. India is once again the worst performer in this regard, with 48 % of women dropping out between the junior and middle level. The primary reasons often mentioned for the high dropout rate have been babysitting, child care, family responsibilities and care for the elderly. Women often surrender to the 'daughterly guilt' where they take upon themselves the responsibility for the care of elders in the family and are thus forced to push their careers behind.

A study was conducted following the Companies Act 2013, passed by parliament in August which makes, it compulsory for public and private firms with an annual turnover of at least three billion rupees ($50 million) to have at least one female director. Experts say the law recognizes that having women in a company's boardroom correlates with better performance and sustainability. In fact India is the first developing nation to declare that promotion of women to decision making managerial positions is mandatory.

PERSPECTIVES OF INDIAN WOMEN PROFESSIONALS

To learn more about Indian women managers, Society for Human Resource Management (SHRM) conducted interviews with four Indian women professionals: Archana Bhaskar, HR Director, Shell Companies in India, Hema Hattangady, Vice Chairman and CEO, Schneider Electric Conzerv India, Dr. Juhi Kumar, Assistant Professor, Weill Cornell Medical College, Navodita Varma, SPHR, President, Maanasvi LLC. Each of them with a broad range of experience in their respective career - physician, business owner, HR director and CEO. Their perspectives reflect many of the research findings about Indian women managers. All highlight the importance of family support,
higher education, mentors, belief in one’s capabilities and a strong focus on personal and professional goals. While biases still exist in Indian society, each of these Indian women professionals sees increasing opportunities for women in India. As one of the interviewees points out, “we have indeed come a long way, from a nation condoning practices like female infanticide, dowry deaths and sati to one that approves and encourages education, economic remuneration, employment opportunities and social reforms that have resulted in macro-level changes in the country and within organizations.”

**HISTORICAL BACKGROUND OF THE TERM GLASS CEILING**

The term "glass ceiling" was coined by Hymowitz and Schellhardt in a report on corporate women published in 1986 edition of Wall Street Journal.

The concept of glass ceiling was originally introduced outside of print media at the National Press Club in July 1979 at a Conference of the Women's Institute for Freedom of the Press by Katherine Lawrence of Hewlett Packard. This was part of an ongoing discussion of a clash between written policies of promotion versus action openings for women at Hewlett Packard. The term was coined by Lawrence and Hewlett Packard manager Maryanne Schreiber.

The term was later used in March 1984 by Gay Bryant. She was the former editor of Working Woman magazine and was shifting jobs to be the editor of Family Circle. In an Adweek article by Nora Frenkel, Bryant reported a saying, "Women have reached a certain point “I call it the glass ceiling, they're in the top of middle management and they're stopping and getting stuck”. There isn't enough room for all those women at the top. Some are going into business for themselves; others are going out and raising families.

In 1984, Bryant used the term in a chapter of the book The Working Woman Report: Succeeding in Business in the 1980s. In the same book, Basia Hellwig used the term in another chapter.

Thus in a widely cited article in the Wall Street Journal in March 1986 the term was used in the article's title: "The Glass Ceiling: Why Women Can't Seem to Break The Invisible Barrier That Blocks Them From The Top Jobs." The article was written by Carol Hymowitz and Timothy D. Schellhardt.
SIGNS OF THE GLASS CEILING IN THE WORKPLACE

Evidence of the glass ceiling has been described as unseen, covert and overt. At the root of the glass ceiling are gender-based barriers, commonly cited in the literature and noted anecdotally. These barriers run the gamut from gender stereotypes to preferred leadership styles to tokenism in the high managerial ranks.

A major sign of the effect of the glass ceiling is gender-biased compensation. Countless studies and anecdotal reports have shown huge differences in salary in favor of men, even for similar positions in similar organizations. For example, in 2002 the median total payment of male CEOs in nonprofit organizations was $147,085, approximately 50% higher than the median total of female CEOs ($98,108) in similar settings. Differences in favor of men still existed even when organizational income sizes were compared. Also, women who do not have opportunities to gain additional competencies are not likely to have the skills, such as specific managerial experience, required to compete for and be awarded equal positions as men and close the pay gap.

Another indicator of the glass ceiling is when women’s progress is hindered by well-rooted corporate cultures. For example, corporate policies and practices can subtly maintain the status quo by keeping men in positions of corporate power. Boards of directors, which are mostly comprised of men, sometimes perpetuate the status quo by selecting CEOs who look like them. Other gender-based barriers include behavioral and communication styles that differ vastly from the company’s standards and women’s lack of opportunity to gain general management/line experience.

Work/life balance challenges can influence women’s progression and, if not dealt with, may lead to the glass-ceiling phenomenon. Women are naturally the primary family caregivers for children and the elderly. Assumptions are often made regarding women’s availability to do a job without interference from family responsibilities. Further, some organizations may not offer work/life programs that support outside commitments, particularly for senior-level positions. Therefore, many women are at a disadvantage to take steps that would increase the likelihood of advancing them to upper corporate ladder.

Finally, chances for promotion often favor men due to developmental prospects, mentoring and networks. Women may not have full access to informal networks through
which men use to develop in work relationships in the company. And these networks often tend to exclude women due to the nature of their activities or the perception that these are “male activities”, thus contributing to gender barriers in the workplace.

**IS GLASS CEILING A MYTH OR A REALITY?**

The glass ceiling is a reality! This is not only because women are not held to higher standards than men but also because they are neither made aware of, nor given opportunities that would catapult them to the upper echelons. Often, women with technical competencies in line functions such as manufacturing, R&D and operations end up in staff functions. Experience in line or operational functions, during one’s mid-career are often an unwritten prerequisite to getting into the C-suite. But what sets women such as Indra Nooyi and Chanda Kochchar apart from the rest of the similarly talented women are: a high level of constant self-confidence and emotional quotient, persistence and patience, the right mentors at various stages of their career, an extremely supportive family and a little bit of luck or opportunity.

**GLOBAL PREVALENCE OF GLASS CEILING**

Glass ceiling do exist all over the world since the forces that keep women away are the same. The degree of intensity of these forces may differ by nation or by region. In emerging and developing countries, religious, legal, and economic factors are particularly biased towards women. Since women do not get equal opportunities even at the grass roots level, the question of a glass ceiling does not even arise. For the women who do have these opportunities and who are able to have a career, in emerging country like India, the glass ceiling they confront is no different from that confronted by women in the western world.

**REASONS FOR THE GLASS CEILING IN LATE 1970s – EARLY 1980s**

- Women lacked essential experience and skills
- They were limited to clerical and other support services jobs

**MID – LATE 1980S**

- Trends started changing
- More women took up higher education in management
Looked for careers in operating areas
The debate over the existence of the Glass Ceiling began

PROBLEMS IN DEVELOPING COUNTRIES
Culture issues
Male Chauvinism
Marriage
Corporate organizations do not favor women
Unwritten rule of not employing women

ON THE GREENER SIDE, WOMEN MANAGERS ARE PRaised FOR
Soft Skills
Caring
Understanding
Good teamwork
Good communication skills
Patience
Perseverance
Style of Management
Unique skills

TYPES OF GLASS CEILING BARRIERS
Different pay for comparable work.
Sexual, cultural, racial, religious discrimination or harassment in the workplace
Lack of family-friendly workplace policies
Exclusion from informal networks; Stereotyping and preconceptions of women’s roles and abilities; Failure of senior leadership to assume accountability for women’s advancement; Lack of role models; Lack of mentoring.
Requiring long hours for advancement, sometimes called the hour-glass ceiling. Sexism and glass ceiling effects - The gender wage gap This gap is the difference in both the wages and earnings between males and females who have same job titles, training experience, education, and professions. In most situations, women are paid less than men when all of these factors are comparable.

BARRIERS THAT RESTRICT WOMEN TO REACH LEADERSHIP POSITIONS

- **SOCIETAL BARRIERS**

  Here the analysis is concerned with the social construction of gender and the assignment of specific roles, responsibilities, and expectations to women and to men. These gender-based roles immaterial to the work place are carried into the workplace via their internal structures and everyday practices. The socio-cultural insights which determine the attitudes and behaviors of individual men and women form barriers to the equal participation of women in senior management. In such situation women get clustered in the lower ranks itself.

- **ORGANIZATIONAL BARRIERS**

  - Outreach and recruitment practices that fail to seek out to recruit women and minorities
  - Lack of mentoring and management training
  - Lack of chances for career development, tailored training, and rotational job assignments that are on the revenue-producing side of the business
  - Little or no access to critical developmental assignments such as memberships on highly visible task forces and committees
  - Special or different standards for performance evaluation
  - Prejudiced rating and testing systems
  - Little or no access to informal networks of communication
  - Counterproductive behavior and harassment by colleagues
  - Resistance to women’s leadership
  - Leadership style issues
 ➢ GOVERNMENTAL BARRIERS
  ➢ Lack of active and consistent monitoring and law enforcement
  ➢ Weaknesses in the collection of employment related data which makes it difficult to determine the status of groups at the managerial level and to disaggregate the data.
  ➢ Inadequate reporting and broadcasting of information relevant to glass ceiling issues

➢ INDIVIDUAL BARRIERS

Individual centered viewpoint in which the shortage of women at top positions is attributed to the psycho-social attributes, including personality, characteristics, attitudes and behavioral skills of women themselves. The problem is bestowed in the individual and she is called upon to adapt herself to the traditional, male concept of management within the academy. Focus here is laid on the need for women to adapt to compensate for their socialization deficits. Some of the personal factors are lack of self-esteem, self-confidence, role efficacy, limited aspirations in the field of management, lack of motivation and ambition to accept challenges to go up the ladder, lack of good personal health, family demands and women’s orientation to interpersonal relations with peers could obstruct their upward mobility to leadership positions.

WOMEN SURPASSING THE GLASS CEILING

Although there is a glass ceiling, many women recently have surpassed that obstacle. At the top management, many women feel isolated like outsiders. Most of the time they are the only female at that level, surrounded by males. Many women have faced sexual harassment, wage inequality, blocked movement and gender stereotyped roles. Women are said to have different styles of leadership and management once they break the barriers. They are generalized to be more nurturing and caring in nature than men. Men are stereotypically, more “tough” and shrewd in business, which is sometimes seen as positive traits.

Women’s traditional role is in the home, taking care of children, and keeping house. The stereotype of maternal leadership stems from that. Some men in senior management that do not want to see women climb the corporate ladder believe that they do not have the qualities to lead a company. Many believe that making assumptions about
the way women act in a leadership position perpetuates the stereotypes that cause the glass ceiling. There are many reasons why women have been able to break the barriers. Some believe that having women on an executive board is a positive thing. The more women that are accepted into management positions, the more they will get promoted to senior management and serve as role models for the younger. Younger men have also been accepting female superiors. The perception of a woman’s role is changing with the younger generation. Women who break through the glass ceiling may also face a glass cliff whereby they are more likely than men to occupy risky or precarious leadership positions.

**RELATED TERMS**

- **Brass Ceiling** - In the customarily male-dominated fields of law enforcement and military service, some people use the term “brass ceiling” to describe the trouble women have when they try to rise up in the ranks. "The brass" denotes the decision-makers at the top of an organization, especially in the military; it is an example of synecdoche.

- **Stained-Glass Ceiling** - Is a sociological phenomenon in religious communities similar to the concept of the "glass ceiling." The concept revolves around the apparent difficulty for women who seek to gain a role within church leadership.

- **Bamboo Ceiling** - The exclusion of Asian-descendants from executive and managerial roles on the basis of subjective factors such as "lack of leadership potential" or "inferior communication ability".

- **Concrete Ceiling** – This is a term used to define the type of obstacle minority woman encounter. Caucasian women may face the glass ceiling in the workforce, but be able to break through it from time to time. However, minority women’s glass ceiling tends to be more solid and unyielding. This ‘concrete ceiling’ is due to minority women facing both issues of sexism and racism which increases their barriers in advancing within the labor market.

- **Expatriate Glass Ceiling** - After breaking through the first level of the glass ceiling, many women are beginning to face an additional barrier. This is a term used to describe the second level of hindrance which prevents women in
managerial positions from receiving foreign management assignments, projects, and experiences that is becoming increasingly more important for promotion into the upper-level managerial positions.

- **Glass elevator (or glass escalator)** – Refers to the quick promotion of men over women, especially into management, in female-dominated fields such as nursing. Men in these fields are promoted with ease – they actually have to struggle not to advance due to facing invisible pressures and expectations to move up from where they currently are. This is based on traditional gender roles and stereotypes that men are expected to be in the chief roles, while women are to be in the subordinate positions. Therefore, in the fields where men are less common, they receive differential treatment that favors them to exert their authority and control in the workplace.

- **Glass Labyrinth** – Refers to something related to a maze and can find the way out of and get through; otherwise thought of as finding a path through power in an organization.

- **Sticky Floor** - Refers to women who are stuck in low-wage, low mobility jobs in state and local government.

- **Sticky Ladder** - A term used to describe women’s struggle to reach the top of the corporate ladder. This term describes the theory that women are not incapable of reaching the top; they just get "stuck" on the middle rungs of the ladder.

**BREAKING THROUGH THE GLASS CEILING - A CASE STUDY**

Despite entering the same professional and decision-making ranks as males, women are naturally underrepresented at top positions within large organizations as 95-97% of senior management positions are occupied by males (Oakley 2000).

Some have suggested that this may be due to the presence of a “glass ceiling” which stops women from progressing past a certain point in their career (Baxter and Wright 2000, p.275). There are, however, examples of women who have reached the top, thereby showing that it is possible for the glass ceiling to be broken; if in fact such a barrier does exist.
Hilary Devey, for example, is chief executive of Pall-Ex delivery network (Devey 2012), an industry that is heavily male-dominated with only 23% of workers being female (Suljic 2012).

Devey has publicly specified that the idea of a glass ceiling is a “myth” and is an “excuse” used by women by justify their own failing in the business world (Glennie 2012). “If the glass ceiling did exist”, Devey claims, “then how could I have got to where I am today? I am living proof there’s no such thing” (Glennie 2012).

Hilary Devey provides a good example of how a woman can prosper in business despite being in a male-dominated industry. However, Devey also admits the fact that getting to the top is harder for women, and several comments made by her provide an understanding into why this may be.

When Devey had her first son, for example, her employer at the time took away her company car “before we were even out of the hospital” (Ratchet 2012). Later, when trying to secure a loan to set up her own business (Pall-Ex), Devey was told by her bank manager that “You’re a woman trying to do business in a man’s world and a single parent. I’m afraid that I’m not going to give you a loan or an overdraft.” (Lunn 2012).

To obtain the money she needed, Devey had to sell her home, downgrade her car, and at times, she “could barely afford to eat” (Lunn 2012). Unsurprisingly, Devey also states that “The old boys network still exists in the City because there will always be men who think that women should be in the kitchen and the bedroom, and not in the boardroom. There will always be sexism.” (Ratchet 2012).

What we learn from women such as Hilary Devey is that even though, generally speaking, women may physically be the weaker sex, in a business environment, it is mental rather than physical sturdiness which determines how successful one becomes.

It also shows how women can encounter prejudice against them as a result of occupying a role incongruent with their gender (Garcia-Retamero and Lopez-Zafra 2006). For example, Devey was exposed to sexist comments such as “Can you drive a truck, love?” (Moya 2010) whilst working in the male-dominated distribution industry.

It is significant to note, however, that such bias is not exclusively confined to women, as men may also encounter prejudice (e.g., being called “gay” or a “pedophile”)
when occupying a gender-incongruent role (e.g., a male nurse or primary school teacher) (Decker 1986) which may account for why males are typically underrepresented in such female-dominated professions (Meadus 2007). This shows that, for both genders, gender-role stereotypes can make it more difficult to reach the top, but as shown by Devey, by no means make it impossible for one to do so. As a result of such stereotypes, women may find it more difficult to reach senior positions within an “old boy’s network” due to a lack of access to mentoring and support (Noe 1988).

Without such access, they then lack the tacit knowledge that their male peers gain, and thus receive less advice, contacts, and support, which could have otherwise helped them to progress in their career (Rhode 2003). This may have been why, in order to break the glass ceiling, Devey had to set up her own business to become chief executive.

Furthermore, as Devey herself admits, women have to make more “personal sacrifices” (Glennie 2012) than men in order to reach the top due to the fact that they will, or could, one day bear a child.

This is a significant issue for women in the workplace, because even though an organization may formally support (e.g., by offering part-time work or “family-friendly” schedules) a woman’s desire to bear and raise a child, there is a commonly held belief amongst women that taking advantage of such support would eventually disadvantage their career progression (Rhode 2003).

As a result, women who choose to bear a child, risk being passed over in favor of their male colleagues when new positions become available (Whitlock, Edwards, McLaren and Robinson 2002).

Although, it should be noted that this is not always the case, as Yahoo! chose to hire former Google executive, Marissa Mayer, to be its new chief executive with the full knowledge when she was expecting her first child (Dell’Antonia 2012).

One may, however, be justified in questioning whether Mayer would have reached her executive position within Google had she chosen to have a child sooner than she did, and if so, would she have subsequently been in a position where Yahoo! would have even considered her for the role of chief executive?
WHY HR PROFESSIONALS NEED TO KNOW THE CONCEPT OF THE GLASS CEILING

Human resource professionals are often in management positions that allow them to have a broad influence on organizations. As a result, it is vital that they are knowledgeable about how the glass-ceiling phenomenon may directly or indirectly impact an organization’s status, customer loyalty, and diversity of skill sets, growth potential and even its bottom line. Oftentimes, the CEO or president of an organization may tap HR professionals for their advice and expertise on the strategic organizational changes that are necessary to decrease the existence of a glass ceiling in order to maximize an organization’s performance and reputation.

HR professionals are also required to be knowledgeable of employment laws, programs and practices for their organization. Because the law provides protection for certain demographic groups, such as women, in the labor market, HR professionals need to understand the potential impact of glass-ceiling barriers (e.g., discrimination) on women regarding advancement in the workplace.

In the United States, discrimination in the workplace is illegal, yet discrimination exists in many forms. For women, for example, discrimination can result in lower pay and fewer advances in salary when compared with men. It may also manifest in hiring practices, training and development, and promotional opportunities that are disproportionately in favor of men.

Workplace changes that are enabled and implemented by HR professionals—such as hiring, transfers, training and development, promotions, succession planning, and terminations—have the potential to either positively or negatively impact glass-ceiling barriers. For example, many organizations are required to develop affirmative action plans (AAP), complete EEO reports and undergo audits. A critical section of the AAP is the utilization analysis, which compares the number of women and minorities available in the labor market to those employed in the organization. Corporate management reviews, sometimes called glass-ceiling audits, are another compliance requirement, usually conducted during the overall AAP audit and focused primarily on the decision-making process of senior executives and CEOs. For AAP noncompliance, companies can be severely fined.
WHAT HR CAN DO TO HELP BREAK THE GLASS CEILING

HR professionals should take a positive role to identify whether the glass-ceiling phenomenon is operating within their organization and should lead the way to find solutions to overcome it. Below are a number of actions that HR professionals can take to break the glass-ceiling barriers.

- Analyze HR policies and practices to determine if they are fair and inclusive (e.g., pay differences, hiring practices, history of promotions to senior positions, affirmative action plans).
- Ensure that diversity (including women in senior positions) is a key business measurement for success that is communicated to all employees by top management.
- Require line management accountability for advancement of women by including it in performance goals.
- Train line managers to raise awareness and understand barriers to women’s advancement.
- Examine the organization’s informal culture: look at subtle behaviors, traditions and norms that may work against women.
- Through surveys and focus groups, discover men’s and women’s perceptions about organization’s culture, their career expectations and what drives their intentions to stay or leave.
- Identify the organization’s best practices that support women’s advancement.
- Map the strengths and weaknesses of policies and programs. Initiate Change through Management Commitment
- Support top-management commitment to talent management, including women in senior positions.
- Establish and lead a change-management diversity program for managers and employees.
- Affirm diversity inclusion in all employment brand communications.
➢ Develop a list of women for succession planning.

➢ Develop and implement retention programs for women. Educate and Support Women in Career Development

➢ Highlight the importance of women obtaining line management experience.

➢ Encourage mentoring via informal and formal programs.

➢ Recognize successful senior-level women as role models.

➢ Support the growth and utilization of women’s networks inside and outside the organization.

➢ Create and implement leadership development programs for women, including international assignments, if applicable.

➢ Develop policies that create a women-friendly workplace environment.

➢ Launch training programs for women, such as mentorships, career guidance and leadership development.

➢ Promote awareness initiatives that highlight the value of women managers.

➢ Bring about input from women employees regarding policies, promotion and performance review processes.

➢ Make accommodations for women in areas such as need-based postings. As done in civil services, have a policy to post both spouses to the same district or state.

➢ Have a true commitment to hire and promote women and include women in the annual business strategy.

**INDUSTRY FORUMS AND NETWORKS FOR WOMEN AT WORK**

In India, there are a growing number of industry forums and networks that actively help women managers deal more efficiently with corporate challenges, mainly with developing in their careers. A leading organization for women is the Forum for Women in Leadership (known as WIL). Founded by Poonam Barua in 2007, WIL brings together senior women executives from across corporate India. The purpose is to develop
an open dialogue on women’s ambitions and chances, nurture mindsets, and mentor and harness the rewards of collective thinking to improve the workplace. WIL focuses on setting a strong agenda for women executives—including private and public sectors and multinational corporations to influence the large talent pool of women, creating opportunities for them and, ultimately, sharing the rewards of best practices to make a contribution to business and society.

These forums have been introduced by major corporations such as Infosys Technologies, Indian Oil Corporation, Tata Consultancy Services, Deloitte, KPMG and ONGC Ltd. Another organization that promotes women leaders is India’s National Association of Software and Services Companies (NASSCOM) through its IT Women Leadership Summit. Such groups and forums provide chances for women to learn grow and become leaders in their fields. They fill a need in the marketplace, because both society at large and Indian organizations have to work together to make the Indian workplace supportive for women. Finally, the U.S. business magazine Forbes published its 2009 list of “The 100 Most Powerful Women.” Such listings provide an encouragement to women and further encouraging public reliability. A number of Indian women are on this list: Ranked at #3 is Ms. Indra Nooyi, Chief Executive, PepsiCo; #13 is Ms. Sonia Gandhi, President, Indian National Congress Party; #20 Ms.Chanda Kochhar, Chief Executive, ICICI Bank; and #92 Kiran Mazumdar- Shaw, Chairman, Biocon.

PRACTICAL PROBLEMS FACED BY WOMEN EXECUTIVES IN ALL SECTORS OF OCCUPATIONS

➢ WORK PLACE DISCRIMINATION

There are hardly any women holding top executive positions in all areas of employment globally which is mainly because of job inequalities. Women in occupations are facing disparities on pay and promotion. Women are less often considered for more prestigious departments in all segments of employment. Women officers also complain that they are stuck in staff positions and are rarely chosen for overseas postings. There is evidence that women managers are increasingly demanding equal treatment on the job, which can enable less confident women, shed their inhibitions and the confident and ambitious women officers can get suitable experience, visibility and above all an
opportunity to prove their managerial competency. However, senior officers refuse the charge of discrimination and maintain that most of the women employees whether at officer or clerical level did not want to be away from their homes for outside assignment.

➢ ATTITUDE OF TRADE UNIONS

Union, which constitutes a powerful pressure, has so far been lukewarm to women's causes. All the key positions in the union are occupied by men who lack empathy and understanding of women employees' problems and hence cannot solve their problems. Union leaders take up problems that bring high popularity to them rather than women problems that lie low in their agenda. Some trade union leaders say that they are not interested in appointing women as office bearers because they have no self-confidence in putting their problems with power. Unfortunately for the women employees, unions are also unconcerned to their problems.

➢ DUAL RESPONSIBILITIES

Women executives shoulder the dual responsibility of household tasks and employment responsibilities. Hence, it becomes increasingly difficult to manage the domestic activities like care and nurturing of family members including children. Lack of day care centers and their increasing costs, even in big cities poses a major problem for married women executives. The education of the children gets affected, their relationship with the family gets affected and the marital relationship may also get affected. Such dual responsibilities may develop tension particularly among the married women executives.

➢ LACK OF SELF-CONFIDENCE

Self-confidence of an individual in his/her capabilities needs recognition and encouragement from others as well. This appears to be lacking in case of women in managerial jobs. An attitudinal study attributes the slow rise of women in managerial positions to: (i) their own attitude of putting their family first, (ii) the resistance of men to accept women as worthwhile peers and bosses, (iii) the influence of the unfavorable male attitudes on organizational decisions concerning women's progress. Women apprehend that their unconventional behavior might not get social approval. For example, moving about with male colleagues, are misinterpreted by male & female colleagues as well as the society. They must be offered help to get over these blocks and find ways in dealing with such issues in a less threatening manner.
➢ GLASS CEILING

Women executives face the problem of glass ceiling wherein male colleagues see to it that women do not perform and pass derogatory remarks at them. The women executives are often denied foreign assignments. However, there are certain women officers who do not want to get into the rat race and do not feel the need to get involved in organizational politics and hence accept stagnation in their career.

➢ PROBLEM OF PROMOTIONS AND TRANSFERS

In some professions promotion has inherent transfers. Hence, the social and family lives of women executives get hindered. The education of the children gets affected, their relationship with the family also gets affected. There are many women whose husbands are working elsewhere, seek transfers to their husband's place of posting. If that is not possible they are forced to resign their jobs in order to care to needs of the family responsibilities.

➢ PROBLEM OF SOCIAL NETWORKING

Women employees face a lot of networking problems, as they do not have time to attend informal meetings. This is because they have to cater to the needs of their family. Hence, they often tend to avoid social network at workplaces, which are explicitly dominated by men, and they often try to confine themselves to their seats and cabins. As a consequence of social isolation whether imposed by others or inflicted by oneself, working women experience an intense feeling of loneliness. Besides the loss of sense of belonging and a camaraderie which in themselves are important losses. Social isolation of women employees also deprives them of valuable information about the organization politics and other major facets of organizational functioning. Due to lack of networking skills, women also miss out on developing useful contacts, which become vital as they ascend the organizational hierarchy.

➢ LACK OF FLEXIBLE PERSONNEL POLICIES

The personnel policy lacks flexibility. The promotion & training opportunities may not be provided to women executives during the suitable phase of their career advancement. Thus, lack of flexible personnel policies demotivate the women executives to perform better.
LACK OF GUIDANCE

Non-availability of mentors who can take fresh women entrants under their wings and groom them for the future managerial responsibilities is another problem faced by women employees. Research in career development shows that men and women who move up in an organization ladder have been provided support by their mentors who accept their new comers as their protege and help them understand the do's and don'ts culture and policies of the organization. Men are reluctant to act as mentors of young women employees as they fear of their name being linked with them. Even the more ambitious women also fear of such linkage and do not actively seek mentorship and hence they prefer to learn from their own mistakes. Hence, they have to pay a heavy price for it instead of being directed and helped by their senior male colleagues.

PROBLEM OF OBJECTIVE APPRAISAL

Numerous studies indicate unconscious prejudicial evaluation of performance in favor of men and against women. Also women's successful performance is attributed to effort and luck, while men's performance is generally attributed to skill, ability and competence and also women employees need to learn to accept negative feedback without excessive emotional reaction.

Thus in today’s global economy, Indian corporations need talent in order to be competitive. Generally, women at top level management are underutilized in corporate India. To advance women in managerial roles, and help them break the glass ceiling, support by top management is essential. Encouraging diverse management practices and opening doors to women in management, through active human resource policies and programs, is one way for Indian organizations to expand their talent pool and, finally, their leadership pipeline. As highlighted by the Indian women professionals interviewed, specific success factors such as a good education, mentoring, family support before and after marriage, strong communication skills and lifelong learning, good work life balance, sound knowledge on career growth pathways, women friendly working environment etc. are essential for Indian women to progress to the top levels today. While traditional Indian cultural viewpoints are slow to change (that not all women want a career in management), positive attitudinal change for women in the business world in India is essential for them to reach top hierarchical jobs.
SELF ESTEEM

INTRODUCTION

It is generally believed that there are many benefits to having a positive view of the self. Parents, educators, business and government leaders agree that we need to develop individuals with healthy or high self-esteem characterized by tolerance and respect for others. Individuals who accept responsibilities, have integrity, take pride in their accomplishments and are self-motivated, willing to take risks, capable of handling criticism and are loving & lovable. They look for challenges and inspiration of valuable and demanding goals, and take command and control of their lives. In other words, we need to help foster the development of people who have healthy or authentic self-esteem because they trust on themselves to be life affirming, productive, accountable and honest.

Thus, self-esteem is an attitude about the self and is associated to personal beliefs about skills, abilities, social relationships, and upcoming outcomes and an evaluative aspect of the self-concept that corresponds to an overall view of the self as worthy or unworthy (Baumeister, 1998). “It is the personality of experiencing oneself as competent in coping with the basic challenges of life and being worthy of happiness”.

In sociology and psychology, self-esteem reveals a person's overall subjective emotional evaluation of his or her own worth. It is a judgment of oneself as well as an attitude toward the self. Self-esteem comprises beliefs (for example, "I am competent," "I am worthy") and emotions such as triumph, despair, pride, and shame. Smith and Mackie (2007) defined it by saying "The self-concept is what we think about the self. Self-Esteem is the positive or negative evaluations of the self. Self-Esteem is often seen as a personality trait.

According to subsequent views, however, self-esteem can be viewed as a “state” as well as a trait (Heatherton & Polivy, 1991). Around a stable baseline are variations, although we might generally feel good about ourselves, there are times when we may experience self-doubt and even dislike. Instabilities in state self-esteem are associated with increased sensitivity to and reliance on social evaluations, increased concern about how one views the self and even anger and hostility (Kernis, 1993). In general, those with a delicate sense of self-esteem react extremely favorably to positive feedback and extremely defensively to negative feedback.
CONCEPT AND MEANING

Self-esteem is how we value ourselves; it is how we perceive about our value to ourselves and to the world, and how valuable we think, we are to others. Self-esteem affects our trust in others, our relationships, and our work almost in every part of our lives. Positive self-esteem gives us the strength and flexibility to take charge of our lives and grow from our mistakes without the fear of rejection. Self Esteem can be shaped by both internal & external factors i.e. characters within individuals and situations outside individuals.

DEFINITION OF SELF ESTEEM

According to Blascovich, J., & Tomaka, (1991) Self-Esteem denotes to an individual's sense of his or her worth or the extent to which a person values, approves, appreciates, praises or likes him or herself.

WHAT IS NOT SELF ESTEEM

- Self- Esteem is not what others think of you.
- Self-Esteem is not selfishness, arrogance, self-admiration/self-centeredness or a craving to feel superior to others.
- Self Esteem is not short-term excitement.

MAJOR DIMENSIONS OF SELF ESTEEM

Self-esteem also can be conceptualized as a graded concept such that it can be broken down into components. From this viewpoint, there are three major components of Self-Esteem – Physical Self-Esteem, performance self-esteem and social self-esteem, (Heatherton & Polivy, 1991). Each of these components, in turn, can be broken down into smaller subcomponents.

- **Physical Self-Esteem** refers to how people view their physical bodies, and includes such things as athletic skills, physical charm, body image, as well as physical stigmas and feelings about race and ethnicity.

- **Performance Self-Esteem** refers to one’s sense of general competence and includes intellectual abilities, school performance, work performance, self-regulatory capacities, self-confidence and self and role efficacy. People who are high in performance Self-Esteem believe that they are smart and capable.
➢ Social Self-Esteem refers to how people believe others perceive them. Note that it is perception rather than reality that is most critical. If people believe that others value and respect them, they will experience high social Self-Esteem. This occurs even if others truly hold them in contempt. People who are low in social Self-Esteem often experience social anxiety and are high in public self-consciousness. They are highly attentive to their image and they worry about how others view them.

Need for Self Esteem: A Stable Self Esteem in an Unstable World

In today’s fluctuating global economy, businesses are characterized by rapid change, accelerating scientific & technological breakthroughs. These new developments naturally create demands for higher levels of training and education. Accompanying these new progresses also come new demands on our psychological resources. Thus the above situation calls for greater creativity, self-management, personal responsibility & self-direction. In other words these demands call for an abundance of Self-Esteem, so where once Self-Esteem was viewed as an important psychological need, it is now quickly becoming known as an important economic need.

Changing Self Esteem

The level of Self-Esteem of persons is not set once for all in childhood. It can grow as they mature or it can decline. There are people whose Self-Esteem was higher at the age of 10 than at the age of 20 and the inverse is also true.

Sources of Self-Esteem

There are many theories about the source of Self-Esteem. For example, William James (1890) argued that Self-Esteem advanced from the accumulation of experiences in which people’s outcomes exceeded their goals on some important dimension. From this viewpoint, assessment has to examine possible differences between current appraisals and personal goals and motives. Moreover, self-perceived skills that allow people to reach goals are also important to assess.

Thus, measures must include some reference to personal beliefs about capability and ability. Many of the most popular theories of Self-Esteem are based on Cooley’s (1902) notion of the looking-glass self, in which self-appraisals are viewed as inseparable
from social milieu. Mead’s (1934) symbolic interactionism outlined a process by which people internalize ideas and attitudes expressed by significant figures in their lives. In effect, individuals come to respond to themselves in a manner consistent with the ways of those around him.

Low Self-Esteem is likely to result when key facts reject, ignore, degrade, or devalue the person. Subsequent thinking by Coppersmith (1967) and Rosenberg (1965, 1979), as well as most contemporary Self-Esteem researchers, it is well in accord with the basic beliefs of symbolic interactionism. According to this perspective, it is important to assess how people perceive themselves to be viewed by significant others, such as family members, friends, classmates, colleagues, employers and so on.

Some recent theories of Self-Esteem have highlighted the norms and values of the cultures and societies in which people are raised. For instance, Crocker and her colleagues have argued that some people experience collective Self-Esteem because they are particularly likely to base their Self-Esteem on their social identities as belonging to certain groups (Luhtanen & Crocker, 1992). Leary, Tambor, Terdal, and Downs (1995) have proposed a novel and important social account of Self-Esteem. Sociometer theory begins with the assumption that humans have a fundamental need to belong that is rooted in our evolutionary history (Baumeister & Leary, 1995). For most of human evolution, survival and reproduction depended on association with a group. Those who belonged to social groups were more likely to survive and reproduce than those who were excluded from groups.

According to the sociometer theory, Self-Esteem functions as a monitor of the likelihood of social exclusion. When people behave in ways that increase the likelihood they will be rejected and they experience a reduction in state Self-Esteem. Thus, Self-Esteem serves as a monitor, or sociometer, of social acceptance or rejection. At the trait level, those with high Self-Esteem have sociometers that indicate a low probability of rejection, and therefore such individuals do not worry about how they are being perceived by others. In contrast, those with low Self-Esteem have sociometers that indicate the imminent possibility of rejection, and therefore they are highly motivated to manage their public impressions.
FACTORS INFLUENCING SELF ESTEEM

COMPONENTS OF SELF-ESTEEM

According to one definition (Braden, 1969), there are three key components of self-esteem:

1. Self-esteem is an important human need that is vital for existence and normal, healthy development.
2. Self-esteem arises inevitably from within based upon a person's beliefs and consciousness.
3. Self-esteem occurs in combination with a person's thoughts, behaviors, feelings, and actions.

THE SIX PILLARS OF SELF ESTEEM

It is believed that self-esteem comes from within us, and is based on six practices that we take part in. This is called the six pillars of Self-Esteem, which means that they support the development of high self-esteem. The more we participate in these practices, the stronger our self-esteem becomes.
Living Consciously - Is the first pillar. It refers to that we're present in each moment and aware of what's going on inside of us as well as around us. We don't ignore information that we don't like, and we pay attention to our emotions. People who are living consciously are able to focus on what is happening now, and to stop thinking about the past and the future.

Self-Acceptance - Is the second pillar. It means that we accept ourselves unconditionally. We are compassionate toward ourselves even when we don't admire our own feelings or decisions.

Self-Responsibility – Is the third pillar, which means recognizing that we're in charge of our own choices and actions, and that no one else can make them, change them, or fix them for us. We don't blame others for our own choices, and don't expect others to make us happy.

Self-Assertiveness – Is the fourth pillar. It's the practice of honoring our needs and interests and of expressing them in appropriate ways like knowing it's alright to have needs and that it's acceptable to let others know about them in a healthy way.

Living Purposefully – Is the fifth pillar. It's all about our goals, if we are living purposefully, we set goals and make plans that will allow us to reach them.

Personal Integrity – Is the sixth pillar. While living consciously we must also be conscious of our standards and live up to them. It may be hard to hold integrity in a world where the unethical continually succeed, but it is important for the sake of self-identity to be as true to your values as possible.

ASPECTS THAT INFLUENCE SELF ESTEEM

- How you were brought up
- The people you mingle with
- The things you say to yourself everyday
- What you decide to believe
- How you deal with bullies
- How you deal with criticism
- The way you deal with failure and mistakes
SELF ESTEEM & BEHAVIOUR

Self Esteem as a motivator stimulates behavior and in turn behavior also stimulates Self Esteem. Individuals with high Self-Esteem are more likely to continue in the face of difficulties and individuals with low Self-Esteem are more likely to give up or go through emotions without really trying or giving their best.

OUTWARD SIGNS OF POSITIVE SELF-ESTEEM

- A good sense of personal limits
- An awareness of personal strengths
- Capacity to make mistakes and learn from them
- Capability to accept mistakes from others
- Talent to solve problems
- Self-determining and cooperative attitude
- An ability to trust others
- Confidence
- Feeling at ease with a wide range of emotions
- Good self-care
- Non-blaming behavior
- Optimism
- Self-direction
- The ability to say no

LOW SELF-ESTEEM

Low Self-Esteem is a devastating condition that keeps individuals from understanding their full potential. A person with low Self-Esteem feels worthless, incompetent, and hopeless about himself/herself. Because the person with low self-esteem feels so unworthy about him or herself, these feelings may actually cause the person’s continued low Self-Esteem which will hinder his/her personal growth.
OUTWARD SIGNS OF LOW SELF-ESTEEM

- Blaming behavior
- Dependence – Asking or letting others take decisions
- Fear of taking risks
- Feelings of being unloved and unlovable
- Fear of being mocked
- Mistrusting others – even those who show signs of affection
- Negative view of life
- Perfectionist attitude
THE IMPORTANCE OF A HEALTHY SELF ESTEEM

Self Esteem is essential because it has an impact on life and its choices. Self-Value is the source of our mental health. Self-Esteem is the idea that an individual have about oneself. Self- Esteem is important because:

- Self- Esteem has a profound effect on thinking, emotions, happiness, desires, values, and goals.
- A healthy Self-Esteem enables an individual to feel respected and be proud even if they make a mistake.
- A good Self -Esteem enables to have a sense of control & direction to face problems with a different perspective. Allows individuals to make correct choices and take prompt action.
- Allows to act independently and to assume responsibility for one’s actions, goals and desires.
- Empowers to take new challenges easily and handle criticism.
- Helps to consider oneself a respected person and live for a reason.
- Gives the clarity to recognize skills and acquire strong faith in individuals and helps them to understand that they are lovable and capable.
- It is an essential part of personal happiness in fulfilling relationships and achievement of desires.
- Allows keeping life in control and able to do what is essential which is the source of your mental health.
BENEFITS OF HIGH SELF ESTEEM

High Self-Esteem underpins every positive experience in your life. It enables individuals to see the positive in every situation, to cope up with hardships and to fully be glad about the good times. In the modern mechanical & complex digital society that we live in, there is always people and situations demanding your time and care. When while constantly responding to these life demands and meeting the needs of others which is good, individual fail to take time for themselves which results in dropping of their Self-Esteem which stays ignored until they experience some real difficulties. The list below emphasizes the benefits of high Self Esteem which has an impact on every aspect of an individual’s life.

- You can be yourself – Need not feel the need to adjust your views, values or behavior to meet the expectations of others.

- You accept disagreement - High Self-Esteem allows individuals to accept that others will often disagree with you and don’t worry about disagreement as everybody is permitted to their own views.
You can articulate your view when challenged - If one has low Self-Esteem they may get nervous or confused when someone challenges your opinion or actions. High Self-Esteem allows individuals to acknowledge the challenge and put their argument across without the need to admit or the fear of disapproval.

You accept new challenges - When presented with an opportunity which requires individuals to step outside of their comfort zone, they can accept the challenge with pleasure.

You do not fear uncertainty – When one takes on new opportunities, they do know that the end result cannot be sure. This does not discourage them, it excites them to think of the all the positive possibilities.

You are more resilient - Bad things can, and do happen to anyone. When they do arise, their high Self-Esteem allows them to cope more efficiently, take the setback on their stride and make the necessary changes to get back on track.

You do not need approval - It’s great when others approve of us but it is not necessary. We know that one cannot please everyone so you just do what you believe to be right.

It’s ok to not know everything - We cannot possibly know everything. Life is a journey to learn and grow where we can acquire the things we need to know as we go along. Not having all the answers should not trouble us.

You are more dedicated - Low Self-Esteem leads to pessimism but high self-esteem gives us a more optimistic outlook on life. When we are more optimistic, we believe in us and are more willing to commit ourselves to our set goals and objectives.

You do not feel the need to be flawless - Perfectionism is a major source of stress. When one feels the need to be perfect, then they are setting themselves up for failure. The best that one can do in any given moment is to do their best. There will be mistakes and individuals may tend to make some bad choices. When one loses the need to be perfect, then we learn from mistakes rather than criticize ourselves for them.
You accept that you and others are fallible - High self-esteem allows us to accept that everyone makes mistakes. We are more human and forgiving both with ourselves and others. When conflict arises, we deal with it in the most dignified manner and then we move on without taking the baggage with us.

SELF-ESTEEM AT WORK

Self Esteem is affected by individuals' attitudes about themselves, which in turn can be shaped via managerial or colleagues feedback. As an adult, one who has a positive Self-Esteem believes that a valuable, intelligent, savvy business person can handle any situation. This positive Self-Esteem is developed through years of working hard, which result in success.

An employee who has high self-esteem (positive) has the following organizational traits:

- Self-confidence in work abilities
- Self-acceptance
- Not affected by other individual's views
- Optimistic

An employee who has low self-esteem (negative) tends to have the following organizational traits

- Does not have self-confidence in work abilities
- Is not happy with who they are as a person physically, mentally or emotionally
- Excessively concerned about what other people think
- Pessimistic

RELATIONSHIP BETWEEN SELF ESTEEM AND WOMEN CONCLUDES THAT:

- Employed women have higher Self-Esteem more than housewives and unemployed single women.
- Women who have high Self-Esteem display great desire to continue studying and take efforts to develop their career.
- People who have high Self-Esteem choose further jobs and careers in which they have more ability.
One of the obstacles for employment women is lack of self-esteem or lack of accountability for employment.

Barriers to acceptance of women in middle management level and top level posts include: Organizational barriers, Family barriers, Cultural and social and individual barriers.

Young women enter the workplace with full of self-confidence, with 43% of female employees aspiring to top management roles. Julie Coffman and Bill Neuenfeldt found in their research for Bain & Company, a management consulting firm, that unfortunately, after just two years on the job, “women’s aspiration levels drop by more than 60%...with only 16% of women” still thinking they can reach executive roles. What’s worse is that as women establish their careers, their confidence that they can achieve those goals drop by half because of the various barriers personal, organizational and societal. This in turn badly affects their level of Self Esteem.

**HOW CAN YOU RAISE LOW SELF-ESTEEM?**

Feelings of low Self-Esteem often build up over a lifetime, and letting go of deep-rooted feelings and behaviors is not an easy task. It may take time, hard work, and it may require professional counseling. But there are some simple, positive thinking techniques that can be used to help improve self-esteem. These are called affirmations.

Using affirmations to stop negative self-talk is a simple, positive way to help increase Self-Esteem. Affirmations are encouraging messages that one can give to oneself every day until they become part of our feelings and beliefs. Affirmations work best when a person is stress-free. But since people are often upset when they are giving themselves negative self-messages, they may need to counter negative messages with positive ones.

For example, substitute the message “I made a stupid mistake, and I am no good at this job,” with “Yes, I made a mistake but I have learned from it, and now I can do a better job.” Begin each day by looking in the mirror and giving yourself a positive message. The following affirmations can help you to work toward a positive self-image:
- I respect myself and others
- I am lovable and likable
- I am self-confident, and it shows
- I care about myself
- I am creating loving, healthy relationships
- I am a good friend to myself and others
- I accept myself just as I am
- I look great
- Life is good, and I like being a part of it

**TIPS FOR NURTURING SELF-ESTEEM**

- Have a Good Hygiene and work out regularly.
- Don’t always try to please others.
- Be your own person.
- Avoid negative people and negative thoughts.
- Face your fears and learn from failures.
- Start from within.
- Don’t worry about being ‘perfect’.
- Learn to appreciate yourself.
- Stop comparing yourself to others.
- Reward yourself when you succeed

Self-Esteem is a principal identity issue, vital to personal validations and our ability to experience joy. Once succeeded it comes from within. But it can be assaulted or stunted from the outside in too. A woman with low Self-Esteem does not feel good about herself and her work because she has engrossed negative messages about women from the culture or relationship around her.
Self Esteem comprises of self-worth and self-image, which affects women’s adjustment. Several spheres of life compared to earlier days things have changed and although 21st century girls have a strong and positive identity, some young women at work still struggle with low Self–Esteem. Thus with regard to Self-Esteem, several factors consistently have an impact across racial and gender subgroups around us.

In conclusion, everybody has a picture of what his strength and weaknesses are. This mental picture is created through experiences starting at birth. Self-Esteem is been considered by many as being the most significant element of emotional health. Low Self Esteem can prevent a person from engaging in collective environment and enjoying social communications. However individuals start to evaluate their negative self-beliefs more critically and focus on real life activities their Self Esteem might turn to a brighter side.

ROLE EFFICACY

INTRODUCTION

The performance of a person working in an organization depends on his own potential effectiveness, technical competence, managerial experience as well as the role that he performs in the organization. It is the integration of the two that guarantees a person’s effectiveness in the organization. Unless a person has the necessary knowledge, technical competence and the skills required for the role, he cannot be effective. If the role does not allow the person to use his competence, and if he constantly feels frustrated in his role, his effectiveness is likely to be low.

The integration of a person and the role comes out when the role is able to fulfill the needs of the individual, and when the individual in turn is able to contribute to the evolution of the role. The more we move from role taking to role making, the more the role is likely to be effective. Efficiency of a person’s role in an organization will depend on his own potential effectiveness, the potential effectiveness of his role, and the organizational climate.

CONCEPT AND MEANING

An individual in an organization can work effectively only when he/she is able to understand and relate to others in a particular context. When a person relates himself to
other set of members, his or her effectiveness depends on the design of the role he/she performs in an organization. It is thus required that an individual is well integrated to the role in the organization. Design of the role and the performance on the role become the integral components of the effectiveness of the role in an organization. Change manifests organizations in a rapid fashion. In order to improve the productivity of organizations, it is essential to improve the Role Efficacy of individuals. Role Efficacy is concerned with the level of employee performance in daily job related performance. Role Efficacy is considered from a generic point of view and relates employees at a level at which employees are successful at producing outputs.

It is important to understand that the performance of people working in an organization depends on their managerial expertise, technical competence, and their potential effectiveness in the roles they perform in any given work situation. Integration between the person and his role in an organization is possible only when the role is able to fulfill the needs of the individual and the individual is able to fulfill the demand or meet the expectations of the role. (Mark R. Beauchamp Steven R. Bray, Mark A. Eys and Albert V. Carron; 2002). Role Efficacy means the potential effectiveness of an individual occupying a particular position in an organization. People with high Role Efficacy seem to experience less role stress and work-related pressure. They rely on their own strengths to cope with problems, use more focused behavior, interact with people and the environment, persist in solving problems (mostly by themselves), and show commitment to their work.

In one of the study Singh (2006) found Role Efficacy to be associated positively with Emotional Intelligence and Internal Locus of Control, but negatively with External Locus of Control. It has been found that people with high Role Efficacy seem to experience less role stress, anxiety and work related strain, rely on their own strengths to cope with problems that come their way, and are persistent in solving problems mostly by themselves and sometimes by taking the help of other people (Sen, 1982; Surti, 1983; Shingala; 1985). Role clarity moderated the potential relationship between Role Efficacy and role performance effectiveness in the predicted direction for offensive role functions. (Bray and Brawley, 2002).
ROLE IS THE INTEGRATING POINT OF INDIVIDUAL & ORGANIZATION

DEFINITION

Pareek (2003) defines role efficacy as the potential effectiveness of a person in personal and interpersonal effectiveness, while occupying a particular role in an organization and is seen as the psychological factor underlying role effectiveness.

VARIOUS ASPECTS OR ROLES OF INDIVIDUALS

- **Initiator-Contributor**: Recommend new solutions to group problems in organizations.
- **Information-Seeker**: Attempt to obtain the necessary facts to implement the work.
- **Opinion-Givers**: Share one’s own thoughts with others in a given situation.
- **Energizers**: Motivate the group into action whenever interest drops due to various reasons.
- **Harmonizers**: Passify group conflicts and bring about harmonious relationship among team members.
- **Compromisers**: Relinquish their own opinions to create group harmony.
- **Encouragers**: Motivate, encourage and praise others for their work done.
- **Expediters**: Give opinion and guide the groups to operate more smoothly.
- **Blockers**: Act as stumbling blocks for the growth of the group and organization as a whole.
- **Recognition-Seekers**: Seek attention of others to their own accomplishments.
- **Dominator**: Emphasize authority on the members of the group.
- **Avoiders**: Maintain distances; isolate themselves from fellow group members.

**IMPORTANCE OF ROLE EFFICACY**

Efficacy theory purports that roles are interdependent and are dynamic in nature. In order to make roles effective, all the role set members have to contribute equally to make their roles effective. In this context, it is obligatory that in a hierarchical relationship, both the roles of superior and subordinate should be effective to make the role set effective. Thus leader role efficacy and staff role efficacy are interdependent and should complement each other.

Leader efficacy and staff efficacy contribute to collective efficacy and may lead to effective team performance. It is found that if leaders have a strong belief in their capacity to lead and if the staff efficacy for demonstrating appropriate team playing behaviors is comparatively high, then teams, as a whole, are likely to have a relatively high sense of collective efficacy.

If leader and staff role relevant behaviors are influenced by their respective Role Efficacies then role specific behaviors mediates collective efficacy relationship.

**ASPECTS OF ROLE EFFICACY**

Role Efficacy has several aspects. These aspects can be classified into three groups or dimensions:
Dimension 1: Role Making

1. **Self-Role Integration**– Every person has his strengths, experience, technical training, special skills, and some unique contribution that he may be able to make. The more the role a person occupies, it provides an opening for the use of such special strengths, the higher the efficacy is likely to be. This is called self-role integration. The self or the person and the role get combined through the possibility of a person’s use of his special strengths in the role. Our special strengths are used in the role so that it may be possible for us to exhibit how effective we can be. Integration contributes to high Role Efficacy. On the other hand if there is a detachment between the self and the role, Role Efficacy is likely to be low.

2. **Proactivity**- A person, who occupies a role, responds to the numerous expectations that people in the organization have from that role. While this surely gives him satisfaction, it also pleases others in the organization. However, if he is also expected to take initiative in starting some activity, the efficacy will be higher. Reactive behavior helps a person in being effective to some extent, but proactivity contributes much more to efficacy. If a person feels that he would like to take initiative but has no opportunity to do so in the role that he occupies in the organization, the efficacy will be low.

3. **Creativity**- It is not only initiative which is important for efficacy. An opportunity to try new and unconventional ways of solving problems or an opportunity to be creative is equally important. If a person perceives that he has to perform only routine tasks, it is detrimental towards a high role efficacy. If he feels that the role does not allow any time or opportunity to be creative, the efficacy is bound to be low.

4. **Confrontation**– If people in an organization evade problems or shift the problems to the others; their Role Efficacy will be low. The tendency to confront problems and find relevant solutions contributes to efficacy. When people facing inter-personal problems sit down, talk about these problems, and search out solutions, their efficacy is likely to be higher when compared with circumstances in which they either deny such problems or refer them to their higher officers.
Dimension 2: Role Linking

1. **Inter-role Linkage**- Connection of one’s role with other roles in the organization rises efficacy. If there is a joint effort in understanding problems, finding solutions, the efficacy of the various roles involved is likely to be high. The feeling of isolation of a role reduces Role Efficacy.

2. **Helping Relationship**- If persons performing a particular role feel that they can get help from some source in the organization whenever the need arises, they are likely to have higher Role Efficacy. On the other hand, if there is a feeling that no help is coming when asked for, or that the respondents are aggressive, Role Efficacy will be low.

3. **Super Ordination**- When a person performing a specific role feel that what he does is likely to be of value to a larger group, his efficacy is likely to be high. Roles in which people feel that what they are doing is helpful to the organization, in which they work, result in Role Efficacy. But if a person feels that he does not get an opportunity to be of help to a larger group, the role efficacy is likely to be low.

Dimension 3: Role Centering

1. **Centrally**- If a person occupying a particular role in organization feels that the role he occupies is central in the organization; his Role Efficacy is likely to be high. Every employee would like to feel that his role is significant to the organization. If persons occupying numerous roles feel that their roles are peripheral i.e. not very important, their potential effectiveness will be low.

2. **Personal Growth**- If a person feels that he is stagnating in a role without any opportunity to grow he is likely to have a low Role Efficacy. In many institutes of higher learning, the roles of the staff pose problems of low efficacy. The main factor behind this is the lack of opening for them to grow systematically in their roles. Institutes which are able to plan the growth of such people in the roles will have higher efficacy and obtain a great deal of contribution from them.
APPROACHES TO ROLE

One approach to role is called role making and another as role taking. The first is an active attitude towards the role i.e (to define and make the role to one's liking), whereas the second is a passive attitude i.e (mainly responding to others' expectations).

ROLE EFFICACY AND EFFECTIVENESS

Studies prove persons with high Role Efficacy seem to experience less role stress, anxiety and work-related tension. They trust on their own strengths to handle with problems, use more purposeful behavior and are active, interactive with people and the environment. They persist in solving problems (mostly by themselves), show growth orientation, attitudinal commitment and optimistic approach behavior. Persons with above characters feel satisfied with life and with their jobs and the roles in the organization. Such is the profile of effective managers. Role Efficacy is found to be related to the quality of work life (measured by influence, amenities at the work place, nature of job, and supervisory behavior). Role Efficacy has also been found to be related to age, the type of role, the location of the work place and the length of employment.

Regarding organizational aspects, a participative climate, in which the employees get higher job satisfaction, contributes to Role Efficacy. It seems that a climate,
promoting concern for excellence, use of expertise, and concern for the large issues also contributes to Role Efficacy. On the other hand, a climate characterized by control and association seems to lower employees Role Efficacy. An innovation fostering climate is a strong predictor of role efficacy.

**ROLE EFFICACY AND PSYCHOLOGICAL HEALTH**

Organizational role theory not only disturbs person’s job attitude and job behavior but it also affect personal adjustment and psychological well-being of the focal employees (Pareek, 1987). On the personal dimension, internal locus of control approach, mode of coping personality factors such as cylothemia, surgence and adventures together with job satisfaction, age, length of services and needs are positively related to Role Efficacy. On the other hand role stress avoidance, mode of behavior, dominance and alienation are reported to be negatively related to Role Efficacy. (Pareek, 1987).

Role efficacy work as reducer of role stress.(Pestonjee,1992), job anxiety and tension( Sharma &Sharma,1983). Role Efficacy is found to bring about positive change in performance, interpersonal relations and overall job behavior of executives that make sound and healthy environment in the organization, vital for well-being of employees (Pandey, 1994). A study by Karve & Nair (2010) on women executives found that if executives become conscious of means to enhance the various facets of Role Efficacy, they will be able to cope with role stress and use role stress as eustress.

In a study according to Khetarpal & Kochar (2006), the key stressors which affected maximum number of women were poor peer relations, inherent impoverishment and under-participation. Another study conducted to make the workplace friendlier and effective for women states that more flexible workplace rules for female executives to eliminate stress associated with work-family conflict as well as improved effectiveness of social support and person-organization fit based on individual administrative orientation would help dealing with the problem of workplace stress (Conner & Douglas, 2005).

**ENHANCING ROLE EFFICACY**

Potentially significant intervention for enhancing Role Efficacy is restructuring, Redesigning & redefining the job. Job enlargement and Job enrichment are some
important enablers of Role Efficacy (Pareek, 1987). Redefinitions and restructuring of the role process is another step towards the enrichment of Role Efficacy (Pareek, 1993). Understanding of role attribute is important for redefining the role. These attribute are used to inspire employees. Redefinitions of role process are very important to enhance individual and organizational effectiveness (Sayeed, 1985).

By process of redefining decision-making role condition of role making can be created for not only managerial and non-managerial but it can be helped in others role in vertical management (Graen, 1976). Researchers also emphasis that redesigning of role or job is an significant factor in determining the motivation, satisfaction and performance of the employees at work (Hackman & Lawler III, 1971). Redesigning has been found as a good predictor of effectiveness (Singh, 1997). Job expansion and enrichment are also helpful to enhance Role Efficacy. Routine and non-challenging jobs lead employees towards dissatisfaction (Argyris, 1964). Hackman et al. (1971) proposed that enriched job-

(a) Should allow the employee to feel personally accountable for his work.

(b) Provide meaningful and challenging outcome

(c) Provide sufficient knowledge of result.

Job enrichment is also helpful to reduce role stress. Due to role stress, condition of role conflict, ambiguity and ineffectiveness arise that adversely affect organizational effectiveness. Further Agrawal (1993) recommended that role restructuring and responsibility can change work behavior and culture that can facilitate Role Efficacy which in turn enhance organizational effectiveness. A further step towards Role Efficacy is job involvement. In fact it is an advance step towards individual participation with his job. Job involvement refers to the degree to which a person is defined psychologically with his job or the importance of work in total self-image (Joshi, 1998). Similarly Mishra (1997) concludes that job involvement is required condition if an individual accept his membership in the organization. Earlier Likert (1961) found that job involvement results from psychological climate in the organization, which facilitates the satisfaction of the individual’s need for Self-Esteem. To expand the economy now organizations have included total quality management, employee involvement, job enrichment, skill-based pay, autonomous work teams, and gain sharing plans (Toppo & Prusty, 2012).
MEASURING ROLE EFFICACY

Role Efficacy of an individual can be measured by using the following methods.

1. Writing and Scoring the Essay

The best method of measuring Role Efficacy is the EMR (Essay on My Role). In this method the role occupant may be asked to write an essay on his role which is then analyzed for Role Efficacy. In writing an essay the person projects his perceptions about the role from which Role Efficacy can be measured. The essay can be scored either by the one who writes the essay or by an expert.

2. Role Efficacy Scale (RES)

Role Efficacy Scale is a structured instrument consisting of 20 triads of statement in each triad which describes his role most accurately. A respondent marks one statement in each triad which describes his role most accurately. These three alternatives are pre-weighted. There are two statements for each dimension of Role Efficacy and the same scoring pattern is followed.

4. Interview

An unstructured interview with a role occupant will help to know their perceptions about the role. By this method spontaneous responses can be sort and necessary investigations can be made to find out more about the various dimensions.

5. Checklist of Adjectives

Role Efficacy can also be measured by asking a role occupant to list as many adjectives as he can think of to describe the role. By listing this, the person reflects his significant perceptions of the role.

6. Role Efficacy Differential (RED)

Semantic differential scale can also be used to measure Role Efficacy. These scales are bipolar, having conflicting adjectives at each of the two ends, with 7-point or 9-point scales in between.
7. Role Efficacy Index (REI)

Role Efficacy Index represents the percent of role effectiveness of a respondent in an organization. It ranges from 0 to 100. A high REI indicates that the respondent perceives that he has a great deal of opportunity to be effective in the role.

SUGGESTIONS FOR INCREASING ROLE EFFICACY - WHAT YOU CAN DO FOR YOUR INDIVIDUAL ROLE

- Prepare a balance sheet of personal assets and liabilities.
- Work hard and be effective.
- Acquire knowledge relevant to the problem before attending the discussion
- Take initiatives when there is appropriate opportunity to explain your understanding of your role.
- Keep up communication with other roles/ departments.
- Provide feedback to others.
- Identify the areas in which coordination is needed.
- Increase the receptiveness or eagerness to know about yourself.
- Request, encourage and get feedback from others.
- Change the role, within realistic limits, to utilize your strengths.
- Take initiatives in giving ideas at meetings to which you are invited.
- Become aware of others expectations.
- Maintain & review the past records.
- Plan activities well in advance.
- Always try new ways and means of doing things.
- Clarify a problem or its symptoms.
- Study a problem carefully before taking a decision.
- Listen to others grievances and problems.
➢ Understand the basic contribution made by your role to the organizational objectives.

➢ Search areas in which you feel proud of doing something.

➢ Understand the role thoroughly through various sources.

➢ Think of innovations which would influence your role.

WHAT YOU CAN DO FOR THE ROLES YOU SUPERVISE -

➢ Work with the employees in restructuring their roles whereby their strengths can be utilized.

➢ Minimize supervision of employees, and encourage them to ask for your help when they need it.

➢ Listen to the employees, respect their views, and use these wherever possible.

➢ Arrange for employees to visit other organizations.

➢ Encourage our employees to give ideas to solve the problems.

➢ Create a climate which boosts people to generate ideas without fear of being criticized.

➢ Appreciate and use new ideas given by the employees.

➢ Encourage and reward suggestions to solve problems.

➢ Take the employees into self-confidence while confronting a problem.

➢ Encourage employees to bring forth the problem.

➢ Encourage subordinates to solve problems and report to you.

➢ Communicate the importance of the role as perceived in others.

➢ Give increasingly difficult and challenging responsibilities.

➢ Delegate enough authority.

➢ Transmit the good ideas of employees to higher management.

➢ Be willing to accept mistakes.

➢ Do not insult the employees for their shortcomings but cooperate to improve them.
WHAT THE ORGANIZATION CAN ENSURE -

- Develop a good placement programme, assigning roles according to knowledge and skills.
- At the time of job allocation, design a job, taking into consideration the existing skills of the perspective role occupants.
- Introduce a programme for role definition and clarity in which the role occupants also participate in defining their roles.
- Allow change.
- Prepare schemes motivating the employees to bridge the inadequacies of job skills.
- Provide special facilities to employees to pursue their lines of interest/specialization.
- Include initiatives in the performance appraisal form.
- Include creativity as an attribute to be rated in the performance appraisal form.
- Develop schemes of worthwhile innovations, suggestions for productivity.
- Once a decision has been taken, support the concerned employees through its implementation and do not back out.
- Support personnel in all their actions, within the rules.
- Do not label jobs in the order of importance.
- Review delegation of authority from time to time to provide more powers at all levels of the organization.
- Introduce supervisory training which helps them to support the employees.
- Encourage employees to contribute to professional meetings, associations and journals.

High Role Efficacy has a positive influence over Self Esteem & negative Perception of Glass Ceiling. It means higher Role Efficacy in women executives, higher will be their Self Esteem and their Perception towards Glass Ceiling will be negative. This would result in
enhancing the career level of women in various sectors of employment like Banking & Insurance, Industry, IT, Teaching, Media and various other sectors of employment.

Management must adopt various strategies like training programmes, counseling, coaching, technical skill development sessions etc. to enhance the role efficacy and motivate women to break the so called Glass Ceiling to reach the top management positions in the career.

**STATUS OF EMPLOYMENT OF WOMEN IN MIDDLE AND TOP MANAGERIAL POSITIONS IN INDIA**

According to a report by ILO Geneva, nearly 50 percent of Indian women drop out of the corporate employment pipeline between junior and mid levels compared to 29 percent across Asia. Further many researches shows that women at executive levels leave at a higher rate than those at other levels. As a solution for the above, women employees should have mentors and sponsors in the top-level management who advocate for them and back them on their journey to the top by providing needed guidance, support, and encouragement. Moreover Catalyst has also found that though all employees receive similar training and development through formal programs, women receive fewer critical on-the-job experiences, which is essential for them to move up the corporate ladder. For example, as many as 57 per cent of men relocated to work abroad for three or more years compared to just 18 per cent of women who had similarly long relocations. Additionally Catalyst research states that organizations with higher representation of women in the top management teams perform better financially when compared to companies with lower representation of women. Even though studies persistently points out the benefits of women participation in higher managerial levels, the reality is quit different.

A report by Mahua Venkatesh to Hindustan Times, New Delhi in May 2017, India ranks 120th among 131 Nations in women workforce. It is said that the country has one of the lowest female participation in the workforce. If India can increase women’s labour force participation by 10 percent points (68 million more women) then by 2025, India could increase its GDP by 16 percent.
In a report on, “Women in Labour Force in India”, New York Catalyst in June 2017 mention that Women hold only 7.7% of board seats and just 2.7% of board chairs. Out of 323 total executive directorship positions on the Bombay stock Exchange 100, just eight i.e. mere 2.5% are held by women and more over 54% of companies on the Bombay Stock Exchange 100 have no women board of directors.

CONCLUSION

Today, though modern women are deft and self-sufficient and can be easily called superwomen, juggling in many fronts single handedly, the path towards total gender empowerment is full of path holes. Despite progress, the very fact that women, along with being achievers are also expected to fulfill their roles as wives and mothers prioritizing home against anything else.

Though over the years women have made great achievements in all areas like engineering, entertainment, literature, media, medicine, politics, sports, technology, teaching etc, realities such as trafficking, practice of dowry, rape and sexual harassment has increased and hit hard against all the development that has taken place. Thus though women on one side are climbing the ladder of success on the other hand they are mutely suffering the violence afflicted on them either by their own family members or society at large.

As compared to the past, modern women have achieved a lot having left their secured domains of their home in all aspects of life, but in reality they have to still travel a long way and face the exploitative and challenging world that awaits them to really prove their talent amidst of socialized prejudices against her at both home at workplace. For this the above study emphasizes that efforts have to be taken by the counter parts men, society and Self at large to remove the factors influencing the Perceptions of Glass Ceiling and increase the Self Esteem of Women resulting in high Role Efficacy which will enable them to reach top managerial positions.