Chapter II

Review of Literature
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REVIEW OF LITERATURE

INTRODUCTION

A literature review surveys scholarly articles, books, dissertations, conference proceedings and other resources which are relevant to a particular topic, area of research, or theory. It provides context for a dissertation by identifying the past research. It gives researchers several ideas on how to select & formulate research problems. It helps researcher identify studies that have been done related to the topic interested. It guides the researcher on the possible theoretical framework he can use for his current study. It gives a picture of a comparative analysis between variables used in reviewed materials and those used in the current study. It is a way of strengthening or concretizing one’s idea by citing the similar or relevant ideas or findings of other researchers.

Moreover, it helps in improvement of the present research. In other words reviewing of the literature with a high level of professional skills is demanding but a rewarding experience that provides the aspiration for understanding a study and lays a sound foundation for entire investigation. The related study helps to gain an insight in the area in which work has been done and where work is needed to be done.

Many research studies have been done in the area of gender stereotypes, practical problems faced by women in reaching top positions and how their perception of glass ceiling is influenced by Self-Esteem and Role Efficacy. Thus this chapter brings out the results of such studies related to the above topics.

STUDIES RELATED TO GLASS CEILING

Jones (1988) in his study, Moving Up: Advancement strategies for women in higher education had come to a conclusion that women administrators may be more respected and better accepted by a “new breed” of male administrators currently ascending into top management positions in education. New male administrators are somewhat different than their predecessors. They are more aware of the potential, capabilities, and aspirations of women professionals in education. The new breed of leaders has shared more responsibilities for parenting and household management than
did their predecessors. In most cases, they have shared those responsibilities with working wives who have proven that women can successfully manage multiple roles as mother, wife, and employee. They have also worked with female colleagues throughout their careers and are aware of the contributions that women can make as managers.

Okolo (1989) in a study Women in the legal profession in Nigeria: Problems and prospects – reveals that another obstacle is the lack of role models of executive women due to their scarce presence in top managerial positions. Likewise, this study found out that there is no gender difference in organizational hierarchies when a woman has already gained access to them. “The lack of impact in women can occur because executive and managerial women have developed survival features becoming immune to the effects of men’s hierarchies. A hierarchy composed by men solely may have an effect upon the election of a managerial board, and then its further influence is not very strong.”

Dr. Sharithi Srinivas, (1992) in her study Women Managers in the Banking Industry in India has stated that the selected participants were 17 women who occupied positions of manager or officer in a commercial scheduled bank in Bangalore. The participants in this study were between 32 and 40 years of age. The women in the study had earned at least an undergraduate degree. One of them indicated that she had two masters’ degrees. Two of the participants had earned doctorate degrees. The participants were asked whether they had faced any discrimination in their jobs because they were female. Of the seventeen participants who responded to the questionnaire, 71% (12) said that they had not experienced any type of discrimination, while 29% (5) indicated that they had indeed experienced various forms of discrimination in their attempts to progress in their work environments. The researcher further analyzed these findings and found an intriguing pattern. She attempted to see whether there were any differences in the experiences of single and married women in terms of the extent to which they felt discriminated. All the women who were married indicated that they had not experienced any form of discrimination due to their gender status. However, all the single women except one indicated that they had indeed experienced discrimination. It can be speculated on what the reasons might be for these differing experiences of single and married women. Perhaps the single women in the study received differential
treatment compared to their married counterparts. It could be that men perceive single women as a greater threat than married women since single women might be perceived to be more career oriented and therefore in direct competition with the men of various jobs.

Margaret Gallagher, (1995) in a study An unfinished story: gender patterns in media employment found that women’s average share of posts at the top three levels of management is below 20% in all media and all regions except for broadcasting in Latin America. In Japan out of a total of 3146 senior managers just 12 are women. There are none at all in broadcast management in Malaysia. Across all the 239 media organizations women account for just 12% of jobs in the hierarchical levels. If the analysis is restricted to only the highest management level, women’s share of job drops to 9% across the same organizations. In case of press, more than two thirds of women in these top positions are in administrative posts in areas such as finance, personnel, sales or public relations. At the highest echelon of production management across all the 153 broadcasting organizations studied there are just 73 women, distributed across 23 countries.

Marlow et al. (1995) Career development and women managers: does ‘one size fit all’, proves that top-level women managers did perceive significant differences in the importance of 18 criteria that are important to career advancement. Specifically, they felt that everything was more important to women than men. They felt that women have to be “better” than men to achieve similar advances. They also felt that women were concerned of Glass ceiling for the home and family. This may raise the question about the expectations men and women have about professional development programs. Equal development programs for men and women just may not be equal. Women’s development programs cannot be mere copies of men’s programs; they must be designed with the needs of women in mind from the beginning.

Rosemary S. Caffarella et al., (1997), in a study Life at the glass ceiling: women in mid-level management positions, admits the fact that a total of 23 women drawn from three contexts (educational organizations, both public and private; corporate organizations; and religious ministry) were interviewed in-depth for the study. They found that those married women in their study who were more successful in balancing their professional and personal lives usually had a key resource - a supportive
spouse. But it was the rare woman who had an easy time seeking a balance; it was an on-going challenge for everyone. While the women do experience increased Self-Esteem from being in leadership roles, they also pay a significant personal cost for their professional success.

Beverly L. Little et al., (1998) in a study on Perceptions of Workplace Affirmative Action Plans: A Psychological Perspective states that affirmative action in the workplace continues to be a controversial issue, particularly for persons soon to enter the workforce. This study examines psychological constructs and demographic variables as precursors to perceptions of the self-interest implications of affirmative action programs. The constructs of symbolic prejudice and Self-Esteem were found to predict perceptions toward affirmative action in the workplace. Weak effects were found for race and gender.

Meyerson and Fletcher (2000), in the study, A Modest Manifesto for shattering the Glass Ceiling, indicate that despite the increased number of women both participating in the workforce and reaching management positions, the evidence demonstrates that, for the majority, advancement to the very highest levels is rare and that the ‘glass ceiling’ is still existing in corporate culture, corporate practices, and corporate climate. This provokes frustrations of working women at every level who can see where they want to get to but who find themselves blocked by invisible barriers.

Lemons and Parzinger (2001) in a study, Designing women: a qualitative study of the glass ceiling for women in technology, study about potential barriers to the advancement of women in IT fields: educational aspects and family characteristics, corporate cultures, and sociological factors. The suggestions for increasing promotion opportunities, included more networking for women, coordinating career and family planning, being confident and aggressive in assignments, as well as being technically competent and avoiding the “woman thing.”

Metz & Tharenou (2001), Women’s Career Advancement: The Relative Contribution of Human and Social Capital - The number of women who have reached top management positions in the corporate world is significantly lower than their male counterparts. In this study the three perspectives intended to explain the under
representation of women in management positions are - First, the person centered perspective analyses the individual in relation to the requirements for management positions; and explains that women’s lack of managerial traits, competence and career aspirations are the main reasons for their slow advancement. The second is the organization centered perspective which examines how organizational practices (i.e. performance evaluations and training) and group dynamics (e.g. networks) may contribute to disadvantage women as they have fewer opportunities to move up and lesser power which implies limited access to information and resources. The third is the institutional perspective and it focuses on the impacts of societal and/or cultural values on the organization’s perception of managerial women. Independent to the reasons of women’s under representation in top management positions, organizations are increasingly aware of the need to attract and retain talent. In view of that organizations implement initiatives which may favor women’s advancement.

Elmuti et al. (2003) in his study Inequality between genders in the executive suite in corporate American: Moral and ethical issues. found that the majority of men in executive positions are married. However, over half the women in these positions are single and do not have any children. These findings provide evidence of a barrier that married women and mothers face when seeking promotions due to their family commitments and restrictions.

Goodman et al. (2003) Cracks in the glass ceiling: in what kinds of organizations do women make it to the top? had investigated variables that differentiate work establishments that have women in top management positions from those that do not. Women occupied top management positions in slightly more than all of the 228 medium-to-large-sized private sector establishments the authors studied. They found that women are more likely to occupy top management ranks in establishments that have a higher number of lower level management positions filled by women, have higher management turnover, have lower average management salary levels, place greater emphasis on development and promotion of employees, and operate in non-manufacturing industries.

D. Jamali, et al. (2006), in a study “The glass ceiling: some positive trends from the Lebanese banking sector” explored the salience of glass ceiling type barriers
in the Lebanese banking sector, based on the perceptions of a sample of Lebanese top and middle level women managers. The questionnaire was administered to a sample of 61 top and middle level women managers, drawn from the context of 12 different banks in the Lebanese context. They found that the common precepts of the glass ceiling theory were not supported in the context of Lebanese banks with overall positive inferences and perceptions reported by Lebanese women managers in relation to their work environment and daily work experiences. These findings were explained by the progressive evolution of the Lebanese banking sector over the past few decades."

**Babita Mathur-Helm, (2006) "Women and the glass ceiling in South African banks: an illusion or reality?"** investigated women's low numbers in their top management jobs. A total of 40 women managers were interviewed for their in-depth responses, which were content analyzed. The paper provided clarity for organizational leaders to identify growth barriers existing in their organizations, leading their women workforce towards a glass ceiling. The study indicated that the glass ceiling considered a myth by many is real and is nurtured by the organizational culture, policies and strategies besides women's own inadequacies. Only the most decentralized organizations, characterized by a culture that supports women's top positions, will help in breaking down the glass ceiling, along with women's own efforts to grow, develop and empower themselves through academic and career development.

**McKinsey & Company in the year 2007** - In a study of European companies, Women Matter: Gender Diversity, a Corporate Performance Driver as part of its global partnership with the Women's Forum for the Economy and Society, found that companies whose boards or top management included a strong representation of women financially outperformed companies that did not have this diversity. Specifically, these companies outperformed their sector in terms of return on equity, operating results, and stock price growth over the period from 2005 to 2007.

**Business Administration Department, Henan University (2009) in a study - Cracks in the Glass Ceiling—Studies on Progressing of Women Workforce conducted** finds that there are various causes that have been proposed for the glass ceiling effect: overt sex discrimination, the traditional division of household tasks, child
care responsibilities, incompatibility of family and professional roles, sex differences in lifestyle preferences, self selection, lower self esteem of women, less support from family, supervisor and colleagues, sex stereotyping, sexism, sex differences and bias in recruitment and selection procedures. In a specific organization, the glass ceiling is also likely caused by a lack of access to training program, appropriate developmental job experiences, and developmental relationships such as mentoring.

Tisa Silver (2009) - Investopedia, Female CEOs Who Climbed The Corporate Ladder (2009), studies the rise of some of the most accomplished women in USA-The first thing all these women had in common is that all of them received college education, with six of the mentioned executives going on to complete post-undergraduate education. Apart from this, all these women reinforced their education with varied experience. Before reaching to the top, all these women served at different positions in the companies. Tisa Silver states that female executives have shown us that the road to the executive suite can be a long one paved with education, experience and knowledge. Aspiring female executives should seek progressive responsibility, hone their communication skills and be mindful that gaps in representation and compensation are being tackled. A strong educational background can serve as a good foundation for executive leadership, but education must be reinforced with experience. Few men and even fewer women make it to the role of chief executive officer (CEO) at major corporations. Although there are fewer female CEOs than males (only 13 of America's largest 500 companies were run by women in 2009), the route to the top is not much different.

Kalpana Pai (2009), in a study Glass ceiling: Role of women in the corporate world has analyzed that the opportunities for women are very limited in Texas corporations. Of the 257 corporations in our sample, there were only two that had women CEOs (0.78 percent). These two corporations were the Zale Corporation and the Tuesday Morning Corporation. Not surprisingly, both these companies cater mostly to women customers. Recently, Zale Corporation named Betsy Burton President and CEO nearly six months after she took the post on an interim basis. Burton, 54, permanently succeeds Mary Forte, whose resignation in January sparked a series of front-office troubles for Zale. The other female CEO is Kathleen Mason, of the Tuesday Morning Corporation. Why does this matter? Given the increase in ethnic and gender diversity at the work
place, it is critical that women feel assured of an equal opportunity to reach top-management positions. It is not only important for the success of the organization but also for the betterment of society as a whole that women are involved in strategic business decisions.

Loga Virahsawmy (2009), in her study, Glass Ceilings: Women and Men in Southern Africa Media (2009) presents the data and findings from 126 media houses (approximately half of all media houses in the region) in 14 of the 15 SADC countries, representing 23,678 employees who included senior managers in marketing, editorial and administrative departments and media practitioners. Some 471 respondents (46% women and 54% men) filled in the perception questionnaires. These included senior managers, marketing, editorial and administrative managers as well as media practitioners. The governance structures of media houses in Southern Africa are firmly in the hands of men (72%), with women constituting only 28% of those on boards of directors. Only 23% of the top managers in media houses in Southern Africa are women. The only country in the region with 50% or more women in top management is Lesotho (56%), followed by Namibia with 42% women in top management. Only 11% of the top managers in Zambia are women, and Seychelles, the lowest, has no women in top management. Women constituted between 20-39% of the senior managers in media houses in 10 of the 14 countries and only one, Lesotho, had 50% women as senior managers. On average, however, women are only 28% of those in senior management positions in the region, pointing to where they meet their first challenge of hit the ‘glass ceiling’ and breaking into the higher echelons of media management.

Institute of Leadership & Management, London conducted an online survey during the last three weeks of December 2010 and the first week of January 2011 among ILM members. All ILM members were invited to take part, of whom 2,960 practicing leaders and managers responded, almost equally divided between men (49%) and women (51%). Women managers are well aware of the career challenge they face. Three quarters (73%) of female managers feel that there are barriers to women’s management progression – the notorious glass ceiling. The longer a woman’s career, the more visible the glass ceiling becomes: 63% of under 30s, 71% of 31–44s and 77% of over 45s acknowledge the barrier (see figure 1a). By contrast, only 38% of men believe the glass
ceiling exists, though again we saw increased awareness among more experienced male managers, who are likely to be closer to the level, at which the glass ceiling comes into effect. The percent of women who believe that gender has hindered their career progression doubles from 20% of fewer than 30s to 44% of over 45s. This suggests that women are either now being treated more fairly, or that younger women are less likely to have experienced the impact of the glass ceiling. The underlying factors that prevent women from reaching senior levels of management are already evident at the beginning of their careers. Women set the career progression bar at a lower level than men, leaving a significant gap in career expectations between men and women managers. Women have lower expectations than men of becoming senior managers, and are less ambitious about doing so.

Dr. Carolyn M. Byerly, (2011) from The International Women’s Media Foundation - In a Global Report on the Status of Women in the News Media has examined that approximately 170,000 people are employed in the journalistic workforce of the 522 companies surveyed in the study. These include 59,472 women and 109,763 men. When aggregated, data show that men represent nearly two-thirds (64.9%) of the total workforce across regions, compared to slightly more than one-third women (35.1%). In this long-awaited extensive study, researchers found that Men hold the vast majority of the seats on governing boards and in top management across 7 regions, at 74.1% and 72.7%, respectively, compared to the average number of women (25.9% and 27.3%, respectively). Likewise, there was a level of significance found for the numbers of men and women in top-level management, where women’s representation is only slightly more than a fourth (27.3%) to men’s nearly three-fourths (72.7%). Men hold nearly two-thirds (61.3%) of the senior management positions, to women’s one third (38.7%) in companies surveyed. For example, in the Asia and Oceana region, women are barely 13% of those in senior management, but in some individual nation’s women exceed men at that level, e.g., in South Africa women are 79.5% of those in senior management. Men hold nearly three-fourths (71.3%) of the positions in middle management of companies surveyed, compared to women (28.7%). Men in the media outnumber women 4:1 across the Asia and Oceana region. Glass ceilings were found to occur most commonly at the middle management and senior management levels. Glass ceilings even
occurred in a number of nations where women were fairly close to men in parity in terms of overall numbers. Such was the case in Germany, for example, where women hit the glass ceiling at the senior professional level; and in Canada and South Africa, where women hit the glass ceiling at senior management. Women’s salaries are generally lower than men’s in the Indian news companies surveyed, particularly in governance, and in senior and top management.

Natalia Karelaia and Laura Guillén, France, (2011) in the study Identity challenges of women leaders: Antecedents and consequences of identity interference, has listed out the fact that 722 women responded for the analysis. These women were between 26 and 68 years old; 49% had children; 68% were married or lived with a partner. The sample represents 68 different countries of origin and approximately 60 countries of current residence (69% resided in Europe and Russia, with 9% in France, 17% in Germany, and 16% in the UK; 12% were in the USA and Canada; 8% lived in Asia; and 11% were distributed between Mexico, Central and South America, Australia and New Zealand, the Middle East and Africa, with no more than 5% in each region). In terms of education, 13% of our sample had only attained a bachelor’s degree, 73% had also completed at least one master’s program, and 6% had a PhD. Respondents who were unemployed at the time of the survey (9%) were asked, for the purposes of the survey, to consider the last organization in which they had worked. The women had an average of 16.1 years of working experience (SD = 7.9) and 8.9 years of managerial experience (SD = 7.4). These women represent a variety of sectors and industries: manufacturing (13%), professional services (e.g., accounting, consulting, law; 23%), services (e.g., travel, banking, food; 19%), technology and communications (10%), consumer goods (8%), government, educational, and non-profit organizations (6%), media and entertainment (3%), and other Identity challenges of women leaders 17 industries (e.g., energy; 18%). The number of participants was nearly equally distributed between large (more than 25,000 employees), medium (between 501 and 25,000 employees), and smaller companies (up to 500 employees)—30%, 38%, and 32%, respectively. The majority of our participants (76%) were employed by the organizations where men represented more than 50% of employees across all levels. For 26% of the respondents, the proportion of women in their organizations did not surpass 25%; only 8% of the respondents reported
working at organizations that employed at least 75% women. As for their role within their organizations, 11% of the women were either CEOs or managing partners, 27% were in senior executive management positions, 34% were middle managers, 17% were first-level managers, 7% worked in non-managerial positions, and the remaining 4% reported occupying other positions (e.g., independent consultants and free-lancers).

Joanna Barsh and Lareina Yee, *Mckinsey* (2012), *Unlocking the Full Potential of Women at Work*, surveyed 60 major corporations showing that both the number and the percent of women fall off dramatically in the higher ranks of organizations. In total 325,000 women had entry level positions, 150,000 had made it to middle management, 7000 had made it to Vice President, Senior Vice President or CEO. On average women made up 53% of entry level employees, 40% of managers, 35% of directors, 27% of vice presidents, 24% of senior vice presidents and 19% of executives in the C-suite.

Mike Angelina, (2012), *Saint Joseph’s University Academy of Risk Management and Insurance* while analyzing SNL data of major insurance organizations, found that gender diversity is lacking across all leadership levels within the insurance industry. Women hold only 6 percent of top executive positions (CEO, CFO, COO, etc.), 12.5 percent of board seats, and 8 percent of inside business, legal or actuarial officer roles, such as chief actuary or division president, among the 100 publicly-traded or mutual insurers/reinsurers. The study found that 85 percent of companies have no females in top executive positions; 28 percent of companies have zero women on its board of directors; and 65 percent have no female inside business or functional officers on its board of directors. Many younger women are just entering the insurance workforce, with more than 15 percent having two to three years of tenure in the industry, and almost 10 percent having only one year of experience. According to Angelina, progress that is occurring today may not come to fruition for many years. All but two percent of male and female respondents to a live poll held during the IICF (Insurance Industry Charitable Foundation) said that gender inequality still exists in the insurance industry. About half said that the lack of C-Suite recognition and sponsorship is the top issue that must be confronted to elevate this statistic, and 26 percent said that women need to promote themselves more efficiently in order for change to occur.
Anoop Maithani et al. (2012), in his study *The Effect of Gender on Perception of Glass Ceiling, Mediated by Sex Role Orientation and Attitude toward Women as Managers* found that Sex Role Orientation fully mediated Gender in relation to Perception of Glass Ceiling. However Attitude towards Women as Manager does not have any effect on Perception of Glass Ceiling or Gender. Moreover Sex Role Orientation has a greater effect on Perception of Glass Ceiling than Gender has. It is also noted that females have a higher Sex Role Orientation. In other words they have a modern outlook than men who have a lower value of Sex Role Orientation i.e., a more traditional outlook. It is also clear that the higher the value of Sex Role Orientation, the lower is the perception of glass ceiling and that the females have a lower perception of glass ceiling as compared to that of the males.

Cecilia Titiek Murniati (2012), in his study *Career advancement of women senior academic administrators in Indonesia: supports and challenges* studied a small sample of women administrators in two public research institutions in Indonesia. To have a better understanding of women’s challenges in achieving their personal and professional goals, interviews were conducted for two to three hours for eight women administrators. Women’s participation as students and faculty members in higher education worldwide has increased, but they are still underrepresented in top leadership positions. Existent literature on women’s career advancement discusses the persistent problem of gender inequity in top leadership positions in higher education. The researcher found that Glass ceilings, sticky floors, and labyrinths are some of the metaphors that depict women’s invisible barriers and lengthy path to success.

Olukemi I. Lawanson (2012), *The Effect of Glass Ceiling on Working Women: A Case Study of Nigeria*, interviewed both men and women in executive positions where the managerial positions were occupied by Nigerian women of which 24% were chief executives, 28% were in senior management positions, while 48% belonged to middle level managerial positions The study found that although there is little or no difference between the traits, abilities, education and motivation of managerial and professional men and women, few female executives get to senior and top management positions. Secondly, the study found that Nigerian women managers are young, highly educated witty with a modern outlook but their full potentials have not been fully realized.
because they are seriously constrained by limited access to productive resources. Finally, Nigerian female executives of today suffer from lack of power and this appears to be the most serious problem; faced by the Nigerian women today. Again, the findings on the attitude of the male executives to their female counterparts were discovered to stem from the traditional belief about women. Men have been alleged not to like to work with women but hide under the guise of brotherly consult. Men do not feel comfortable working with women. This theme is identified through comments that refer to how men are unsure of how to act around women or how they don’t want to be around women, even ignoring them. Additionally some of the respondents expressed that they feel awkward in the work place when dealing with the men.

Dr Zuleyka Zevallos (2012), Google’s Glass Ceiling: A Case Study of Why Organizations Lose Innovative Women, has evidently proved that in Google Executive land, it seems, engineers and computer scientists are characterized as “guys” who are proactive in advancing their careers, while women are seen as failed “business” people who don’t ask for promotions. Google has taken some measures to address their hiring practices, but its Executives seem to accept that their gender imbalance (30% women to 70% men) is unlikely to change much. While the researchers focus on Google as a case study, the analysis deconstructs the flaws in the gender logic that large companies have more workplace inequality. This study has found that it is not the fact that women do not ask for promotions that impede their career progression; nor is it simply the decision to exit the workplace to have children. Instead, empirical data shows that when employers are faced with equally qualified and experienced candidates who put in the same amount of work and who have the same outcomes, they are more likely to hire, promote and remunerate men over women. The researcher finds that there is a resistance in workplaces to understand how their organizational practices are structured in ways that impede women from thriving professionally.

P. Ashok Kumar and Dr. K. Sundar in the year 2012, in a study Problems Faced By Women Executives Working In Public Sector Banks In Pondicherry by analyzed that 10 problem variables were rotated by factor analysis method. The first rotation surfaced the variable stress resulting from Physical strain involved has been identified as a prime factor of problems to women executives in public sector commercial
banks. The second factor namely exploitation due to submissive nature of women executives has been discriminated as second important factor. The third factor dealing with ignorant customers confronting women executives. All the three factors are highly responsible for the problems experienced by the women executive in public sector commercial banks. All the three major contributory variables are titled as staff management stressors. In terms of mean scores, the factor, Fear of transfer which disturbs family life and domestic peace ranks first followed by the factor Combining domestic work and office work leaves no time for making us fit for higher posts occupies second rank. Since the environment in public sector banks is more or less similar, these two factors may prove to be great hindrance to women executives working in public sector commercial banks. However the public sector banks scarify their career ambition for the sake of family.

Julia Dawson et al., (2014), in the study The CS Gender 3000: Women in Senior Management analyzed through identifying and mapping more than 28,000 senior managers at over 3,000 companies. They found that social conditioning over centuries depicting a father being the breadwinner and a mother as the primary caregiver has led to the pervasiveness of the unconscious bias against women today and the reluctance to promote women in the expectation that they will eventually put any family first—the old “too risky to promote” attitude. They also find that the percent of companies with at least one female board member is 39% in more “masculine” countries, compared to 59% in more “feminine” countries. This clearly suggests that cultural bias is an impediment to the appointment of women and maintains the glass ceiling. The study with regard to education found that the low female representation in Japanese companies’ boards and overall top management is mirrored in the lowest percent of general growth and the lowest percent of female graduates in engineering among the countries we considered in this analysis. In most countries though low female representation in senior management can no longer be explained by a lack of education or competences. Over 36% of all women in the US today have college degrees compared to 14% in 1970 and OECD data show that virtually every country globally has seen an increase in female university graduation rates. In 2009, women accounted for 58% of OECD graduates up from 54% in 2000. Despite this, if women are graduating in greater numbers than men but are still not breaking through the glass ceiling.
Maddox, Jaquana D, from Capella University, (2014) in her study Breaking the glass ceiling: A mixed methods study of female superintendents in Georgia and the issues impacting their careers involved female superintendents in Georgia to study the issues impacting their careers who are in the position and to get a clear picture of how female superintendents are perceived by themselves and others. Female superintendents gave their perceptions through the use of interviews on the role gender that has played in their careers and the barriers that women face when pursuing such leadership positions. The study also included a quantitative survey which gathered the male's perception of female superintendents and barriers they think women may encounter when pursuing leadership positions. The results of the study showed that women perceive themselves as being just as successful as men. It was also shown that women perceive themselves as encountering both professional and personal barriers. The males surveyed perceived females to be successful with little to no barriers impacting their careers.

STUDIES RELATED TO SELF ESTEEM

R.Duane Ireland et al., (1992), in a study Self-Confidence and decisiveness: Prerequisites for effective management in the 1990s states that Women are an increasingly important component of the professional work force, and constitute a large portion of the pool of managerial jobs. The talent pool of managerial jobs has been decreasing, making female professionals an increasingly critical resource. However research shows that women have lower levels of self-confidence than men. Because of socialization experiences, women often lack the self-confidence required to develop strong self-expectations of success in occupations traditionally dominated by males, such as managerial jobs. Hence the researcher suggests that self-confidence can be altered during all stages of life. In addition, self-confidence can be developed regardless of sex, age, experience or other demographic/ personal characteristics. To help members enhance their own confidence, organizations can provide supporting mechanism. With regard to the discrimination, the researcher adds that to some degree the reduction in discrimination has occurred because of the shortage of managerial talent. In other words, there is strong demand for talented, high performing professionals and managers, regardless of gender.
Amy Dickerson and Mary Anne Taylor (2000) in a study - Self-Limiting Behavior in Women: Self-Esteem and Self-Efficacy as Predictors, suggests that some women may be reluctant to pursue certain tasks because they lack confidence in their ability to succeed. In this study the researcher explores the basis of this type of self-limiting behavior. Global self-esteem and task-specific self-efficacy were used as predictors of task choice and task preference. Results of the study suggested that task-specific self-efficacy was a stronger predictor of whether a woman would choose a leadership task rather than a group-member task. In addition, task-specific self-efficacy predicted the strength of the woman’s preference for the group-member task.

Muzamil Jan and Afiya Ashraf, (2008), in their study - An assessment of Self-Esteem among women consisted 100 respondents, which included 50 working women; out of which 25 were from rural areas and 25 from urban area and 50 non-working women in which 25 were again from rural areas and 25 from urban areas. They found that women in nuclear families have high level of overall self-esteem; whereas, women in joint families have medium level of overall self-esteem. Women in nuclear families also have medium level of self-esteem in personal life; whereas, women in joint families have high level of self-esteem in personal life. Women in nuclear and joint families have low level of self-esteem in family relations; whereas, women in extended families have high level of self-esteem in family relations. Women in nuclear families have low level of self-esteem in career. While as, women in joint families have high level of self-esteem in career. Women in extended families have medium level of self-esteem in career.

Hasnain, Ansari and Sethi (2011) studied the difference between married and unmarried, working and non-working women on life satisfaction and Self Esteem. For this purpose a total of 80 samples were taken on incidental basis. Among them 40 were working and 40 non-working. Among each group there were 20 married and 20 unmarried women making a 2x2 factorial design. ANOVA showed significantly greater life satisfaction and lower self-esteem for working women than for non-working women. However, non-significant difference was found between married and unmarried women on both life satisfaction and self-esteem. The interactional effects of working status and marital status were found non-significant for both life satisfaction and self-esteem”
Mansoor Soufi (2011), Examining the Relationship between Self-Esteem of Women and Lack of Their Appointment to Organization Senior Posts, clearly reveals the fact that the Level of education, marital status and number of respondents and the degree of their self-esteem. It was determined that higher education level causes higher self-esteem. Married people have higher self-esteem and although their number is between 1 and 2 children, however believe that lower children increase self-esteem. There aren’t significant relationships between self-esteem and lack of women appointed to organizational senior posts and both of them are independent. Research has shown that low self-esteem causes depression, anxiety, guilt and many of mental distress and the high self-esteem has an important role in personal life, social relations, creativity, and ultimately results in academic success, career growth and human development. Those who are more active in social and economic activities having higher self-esteem achieved more success. The data analyzed determined that Overall there is glass ceiling or negative beliefs about women, and efforts must be taken to change them. In their Opinion, self-esteem isn’t low in women and barriers aren’t for women in the appointment of senior posts in organization which means women do not refuse to accept responsibility.

Leslie Pratch and Jordan Jacobowitz (2011), in a study Gender, Motivation, and Coping in the evaluation of leadership effectiveness indicates that women have to have high Self-Esteem and high self-confidence while leading in a communal style in order to be perceived as effective leaders. In short, they must be stronger copers in order to transcend the constraints placed on their leadership style. They found that the only measure that predicted leadership for men and women alike was an overall measure of active coping that indicates the ability to respond adaptively to stress and to grow. But this measure was far more strongly associated with perceptions of women’s leadership effectiveness than it was for men’s. And when broke down the elements of active coping, it was found even stronger gender differences. A measure of the readiness to articulate sources of frustration and difficulties in terms of the external environment (as opposed to within the self) was positively and significantly correlated with leadership effectiveness for women but not men, a measure of defensive vagueness and ambiguity, was negatively and significantly correlated with leadership effectiveness for women but not men and a measure of self-confidence and self-esteem, was significantly correlated with leadership for women but not men.
Hay Group (2012) in a study Learning from their success- A study into women executives, gathered data from 27 women executives in Australia and New Zealand, aged between 35 and 60. These women were CEOs/MDs/General Managers (54 per cent) or direct reports to the CEO, such as Directors and Heads of Functions. Participants represented a range of industries, including financial services, professional services, mining, pharmaceuticals and not-for-profits. These executives showed a strong ability to hear and understand the spoken and unspoken thoughts, feelings and concerns of others. Coupled with this, they had developed a strong understanding of the key influencers, decision makers and power dynamics in the organization. Women in the study demonstrated a strong sense of self-belief, resilience and integrity. They were able to stand up for their beliefs, take over in critical periods and continue on even when the situation looked bleak. The researcher identified that respondents in this study demonstrated high levels of self-confidence, leadership and influencing competencies.

STUDIES RELATED TO ROLE EFFICACY

Sarah Clement (1987) in her study The Self Efficacy expectation and occupational preferences of females and males found that a lack of appropriate self-confidence among women contributes to continuing occupational segregation and under representation of women in a number of professions. In fact her findings suggest that self-confidence plays a significant role in predicting the occupational preferences of men than it does of women. Clement argues that in most cases women have unjustifiably low levels of self-confidence. However in some cases women may have more realistic perceptions of their limitations, whereas men, due to their higher confidence levels, may over-estimate their capabilities. Clement concludes that it is important to have appropriate levels of self-confidence, it is just as important to have accurate self-perceptions of one’s job related capabilities.

Pethe and Choudhari (2000) in a study Role efficacy dimensions as correlates of occupational self-efficacy and learned helplessness, was undertaken to find out the relationship between the effectiveness of performing the role (role efficacy), self-belief (self-efficacy) and learned helplessness. Some of the dimensions of role efficacy showed significant relationship with learned helplessness and occupational self-efficacy.
Bray and Brawley (2002) in a study Role efficacy and perceived role performance relationships, hypothesized that role efficacy should be a good predictor of role performance effectiveness only under conditions of high role clarity. Individuals reporting higher role clarity were expected to be more efficacious and perform better than those with lower role clarity. Consistent with hypotheses, role clarity moderated the prospective relationship between role efficacy and role performance effectiveness in the predicted direction for offensive role functions. Individuals who reported higher role clarity also reported higher role efficacy and performed better than those with lower role clarity.

Anindita Chatterjee, et al., (2009) in a study Role efficacy of female employees: A comparative study of Academic and Corporate sector constituted of 53 female employees of academic and corporate sector. The education qualification of respondents of academic sector is post graduate (52.17%) and doctorate (47.83%) but in case of respondents of corporate sector, maximum numbers of respondents belong to graduate (45%) followed by post graduate (32.5%) and professional degree (20%). Few respondents are even under graduate in the corporate sector (2.5%) but not in academic sector. The majority of the respondents are single (65%) in corporate sector; whereas the majority of respondents belonging to academic sector are married (69.57%). Only 26.09% of respondents are married in the corporate sector. But if seen comparatively though the percent of married respondents is less in corporate sector but the number of divorcee is more in corporate (7.5%) than in academic sector (4.35%). The overall role efficacy score was higher for female employees working in corporate sector (502) was higher than that of female employees working in academic sector (447). The difference in different dimension shows very less variation. This reveals that there is no significant difference in the dimensions of role efficacy. The researcher associates the natural qualities of women such as politeness, submissiveness, shyness and of being introvert. The introvert quality on one hand is considered negative for managers as these people are shy and have difficulty in communicating. But on positive side the introverts are more introspective, value oriented, intellectual and are strategies. These qualities in turn affect the behavior with regard to dimensions like integration, pro activity, creativity, influence and superordination. Thus this quality is an important trait for being an efficient performer, which in turn increases the role efficacy of an employee.
Karve and K.J.Somaiya (2010), in a Study of Role Stress and Role Efficacy among Indian women Executives by S. Karve and K.J.Somaiya (2010) has examined the types of role stress, coping ability of women executives with respect to Role Stress, and their Role Efficacy. In this study the sample consists of adult working women namely “executives”. 200 respondents in the age group ranging from 25-60 years have been studied. Primary source for women executives was women employed in public sector, government and private sector enterprises. The researcher finds that Role Ambiguity, Role Set Stress leads to high Role Efficacy, Executives seem to be inundated with Role Stress which has a negative impact on their Role Efficacy. If Executives become aware of means to enhance the various facets of Role Efficacy then they would manage to handle their stress. Therefore it appears that women executives use Role Stress to increase their Role Efficacy and Role Efficacy leads to optimization of Role Stress.

Janet L. Nixdorff and Theodore H. Rosen (2010), in their study the Glass Ceiling Women face: an examination and proposals for development of future women entrepreneurs (2010), examined researches on women’s issues from a number of different vantage points to better understand the glass ceiling faced by both female entrepreneurs and women leaders. Women’s entrepreneurship and women’s leadership research on leadership, decision-making, and gender differences was examined to discover commonalities. The issue of female self-confidence or self-efficacy may be the reflective of systemic problems with our educational system and will be more difficult to solve. The lack of successful role models for both women entrepreneurs and women in corporations may be attenuated “with time”; however, educators should be providing opportunities for females to learn from these exemplars. As a whole, women entrepreneurs are not so different from their corporate sisters. They tend toward the same leadership styles and ways of interacting with others; they also experience a lack of role models, and possible lack of self-efficacy. This should not be so surprising in light of the number of women entrepreneurs who often leave their corporate environments to try to escape the glass ceiling.

Sample consists of 63 career women working in Andhra Pradesh, India. The results showed that there is a significant impact of factors affecting role efficacy on emotional intelligence.

**Paul Smith (2012) in a study on Connections between women’s glass ceiling beliefs, explanatory style, self-efficacy, career levels and subjective success** - shows that among two hundred and fifty eight women working in a variety of Australian organizations majority of respondents lived in urban area (76.7%), were under 41 years old (59.7%), had completed university (65.6%), were married or in a relationship (67.9%) and had no children (53.5%). Most participants had been in their present career for up to 10 years (63.2%), occupied staff positions (53.1%) and worked 31-40 hours per week (65.9%). A total of 34.4% worked in middle or top management.

**Fitzsimmons, T.W., et al., (2013), in his study Gender disparity in the C-suite: Do male and female CEOs differ in how they reached the top?** Examined the childhood schooling and career trajectory of thirty female and thirty male CEOs of large companies of Australia. Fathers of the CEOs conveyed the importance of self-reliance and self-efficacy to their sons through activities such as camping, fishing, building, hiking, working on vehicles or toiling alongside them. Female CEOs from families with all female siblings received similar attention and exposure to ‘traditional’ boyhood activities and, to a much greater extent than other female CEOs, attributed their development of self-efficacy to these experiences. While nearly all of the male CEOs’ fathers encouraged their sons to attend university, slightly less than two thirds of the female CEOs reported being similarly encouraged. All but four female respondents had obtained undergraduate degrees. More than two thirds had postgraduate generalist degrees such as an MBA. Females reported blockages to their career paths more often than the male CEOs. The remainder of the female respondents came from families with traditional fathers, all of whom had sons and expected their daughters to take up a domestic role. Many of these female respondents related stories of fathers who gave them no encouragement to follow academic or career pursuits. These early experiences generated characteristics associated with the development of leadership capital such as self-efficacy and moral courage. Self-efficacy for the female respondents was also acquired from female family members, overcoming adversity and participation in family small business.
Herminia Ibarra et al., (2013) in the study Women Rising: The unseen barriers, shares that a person’s leadership capabilities grow and opportunities to demonstrate them expand, high-profile, challenging assignments and other organizational endorsements become more likely. Such affirmation gives the person the fortitude to step outside a comfort zone and experiment with unfamiliar behaviors and new ways of exercising leadership. An absence of affirmation, however, diminishes self-confidence and discourages him or her from seeking developmental opportunities or experimenting. Leadership identity, which begins as a tentative, peripheral aspect of the self, eventually withers away, along with opportunities to grow through new assignments and real achievements. Over time, an aspiring leader acquires a reputation as having—or not having - high potential.

Juliette Boone et al., (2013) in a study Rethinking a Glass Ceiling in the Hospitality Industry - conducted an online survey with convenience sample of ninety-nine respondents of fifty-four male and forty-five female global industry leaders. The researcher found that women in hospitality faced a complicated set of barriers to advancement that suggest the traditional view of the “glass ceiling” as being predominantly due to workplace barriers now appears to be a misnomer. The researcher categorized the participants’ responses into basic themes and then classified them as either self-imposed or workplace-imposed. Both sexes showed considerable agreement regarding the obstacles for women. Fifty-seven percent of the themes identified by men involved self-imposed barriers to women’s advancement, especially obstacles related to family and household, while workplace barriers were mentioned in 39 percent of men’s narrative themes. For the women, self-imposed barriers constituted 51 percent of the narrative themes and 48 percent focused on workplace barriers. Executive-minded men and women have matching personal priorities and levels of ambition. Make no mistake - workplace barriers still exist to different degrees. Stereotyping in particular remains a visible symptom, but the workplace barriers rated as most prevalent appear more aligned with organizational and leadership blind-spots rather than a systemic epidemic of overt gender discrimination.

P. M. Bombuwela., De Alwis A. Chamaru (2013) in their study, Effects of Glass Ceiling on Women Career Development in Private Sector Organizations –
Case of Sri Lanka - indicates that increasing Glass Ceiling barriers would result in the decreases of Women Career Development at moderate level (Correlation between Glass Ceiling and WCD = -0.464). In the case of analysis sub variable of Glass Ceiling found that increasing Individual Factors, Cultural Factors and Organizational Factor also result to decrease the Women Career Development at moderate level, but Family Factor would result to decrease the Women Career Development at low level. With the help of correlation and regression analysis (Beta and P value) also discover the importance of most powerful factors among the considered Glass Ceiling Factors which results to decrease the Women Career Development. According to the respondent’s opinion Individual barriers are the most significant factors for creating Glass Ceiling whereas Cultural barriers and Organizational barriers are the second and third most significant factors. On the other hand respondent kept Family barriers at lowest (among considered four). According to research findings among the Glass Ceiling factors most influenced factor is Individual Factor. Hence Female workers must work to avoid the individual barriers like such, lack of Self-Esteem, low role-efficacy being too emotional with regard to working matters. Women should try to develop the Self-Esteem, increase knowledge on their roles and be efficient.

McCarthy Kelly & Burn Paula (2013), in a study on The Double Glass Ceiling: An In-Depth Investigation and Analysis Into The Challenges Faced by Women When Seeking Promotion To The Boardroom and Beyond To The Executive Suite, documented an interesting finding in pre-career expectations demonstrates that, overall, women have lower career expectations than men before even starting work. This could denote that women are setting themselves up for failure before they have even commenced their career journey. However, research has shown that the modern young women are more ‘agentic’, assertive and have higher levels of Self-Esteem and role efficacy than previous generations suggesting that there are more similarities between themselves and their male counterparts.

Sandhu & Gurbaxani (2013) in a study “Life Satisfaction and Role Efficacy as Predictors of Transactional Styles” reveals that employees with high role efficacy have better interpersonal relationship with other employees and show higher performance efficiency thereby contributing to organization strategy. With an improved sense of effectiveness in the job role, this also results in increased motivation of employees.
The study concludes that role efficacy is a prominent determinant in the performance of employees which again contributes in increasing organizational success.

**Vij Renu (2013)** in a study “Executive role efficacy among knowledge workers” reveals that a high attrition rate in software industry shows that if the values of an employee are not in harmony with the values of the organization, he may either change his value system or quit the company. Role perception and the various dimensions of role efficacy thus, show a positive effect in keeping the employee motivated which becomes one of the prime tasks of human resource management to ensure internal as well as external customer satisfaction.

**Dr. Kirti Diddi et al., (2014), in a study, Organizational Role Efficacy in Indian BPO Industry with Reference to Women Human Resource by** shows that women workforce of BPO organizations experience considerable levels of organizational role stress affecting role efficacy. The result analysis leads to the interpretation that when the role efficacy decreases amongst the women human resource of Indian BPOs, their organizational role stress level increases, in particular, the stress dimensions role overload and role ambiguity increase when these women employees experience less role efficacy. The women employees have to be more focused and need to experience more role clarity which reduces ambiguity. This is turn, helps the women employees to plan their performance in a particular role according to their liking which in turn results in enhanced role efficacy and thus, the lower levels of organizational stress resulting in better contribution to the role and organizations goals.

**Lori J. Jarmon (2014), in a study cracking the glass ceiling: A phenomenological study of women administrators in higher education** found that there are numerous barriers to women’s advancement in higher education administration. But a person’s attitude seems to be a major contributor to breaking the glass ceiling in higher education. The women in this study are women of incredible strength, and integrity. They possess leadership skills, knowledge of their work environment, extensive work experience and a strong network of support, both personally and professionally. However, the most striking attribution about these women is their attitude. They were so focused on excellence that it appeared they didn’t even take time to consider the possibility of a glass
ceiling or invisible barrier that could prevent them from achieving their career goals. They persevered through difficult supervisors, salary gaps, lack of recognition, long work hours, juggling work-life balance, hectic travel schedules, and personal challenges.

Ken Favaro et al., (2014) in a study Chief Executive Study & Women CEOs of the last 10 years, (2014) identified the world’s 2,500 largest public companies, defined by their market capitalization then identified the companies that had experienced a chief executive succession event and cross-checked data using a wide variety of printed and electronic sources. The study analyzed that more women are becoming CEOs, slowly but surely. In eight out of the last 10 years, the proportion of women in the incoming class of CEOs has been larger than the proportion in the outgoing class, indicating that women CEOs are becoming more prevalent among the world’s largest 2,500 public companies. Over the last decade, there have been 75 percent more women CEOs in the incoming than outgoing classes. Over the past five years, the share of women in the incoming CEO class (3.6 percent) was considerably higher than in the prior five-year period (2.1 percent). Despite these trends, women made up just 3.0 percent of the incoming class in 2013, a 1.3 percent point drop from 2012. As much as one third of the incoming class of CEOs will be women by 2040, based on a 10 year trend in our data, ever higher education of women, continuing entry of women into the business workforce, and changing social norms of corporate leadership around the world says researcher.

Rathiranee Yogendrarajah (2014), in a study ‘The Effectiveness of Women as Managers and its impact on Organizational performance’: A Study on Educational Sector in Jaffna, Sri Lanka focused to explore the relationship between women’s managerial effectiveness and organizational performance in Government Schools in Jaffna. Individual’s managerial skills and characteristics of management are necessary to improve managerial effectiveness and achieve the organizational performance. This study was conducted to find out the general concept of the woman educator and her role as a school administrator in the society. Data were gathered from 43 Women principals, Vice principals, Deputy Principals and sectional heads in fifteen government primary and secondary schools. It is analyzed from this study that the organizational performance is mostly influenced by the human skill which is an important skill to behave with subordinates and others. The conceptual skill is important to top level management and
the human skill is essential to all level of the management that is the reason for the positive relationship between the variables. The technical skill which is important to the lower level management also has more impact on organizational performance which was revealed by the computer skills, sports activities and other activities.

Souha R. Ezzedeen (2015) in a study on The Glass Ceiling and Executive Careers Still an Issue for Pre-Career Women - states that with respect to how the enduring challenge of the glass ceiling might be resolved, one position holds that parity in the executive ranks will be achieved, provided enough women enter the managerial pipeline. However, there is scant evidence that such a pipeline exists, and pre-career women’s attitudes toward executive work remain to be better understood. Guided by theories of social role and stereotype threat, and research on work–life balance and culture, the study uses thematic discourse analysis to explore executive attitudes in an ethnically diverse sample of 69 Canadian undergraduate women in business. It was found that they perceive the glass ceiling in stereotype threatening ways, blame their personal limitations and work–family choices for its existence, and sense a range of obstacles to their advancement. Although some expressed a desire for work–family balance, participants predominantly restricted career choices to favor one over the other.

Dr. Francis Ofunya Afande, (2015), in a study - Factors Affecting Women Career Advancement in the Banking Industry in Kenya (A Case of Kenya Commercial Bank Branches in Nairobi County, Kenya) found that majority of the respondents of the study either “agreed” or “strongly agreed” that individual factors: age; gender issues; individual’s skills, tenure, hard work, reputation and performance and affect women’s career advancement; and women’s lack of self-confidence and their tendency to be more self-critical than men hinder their career advancement in the banking sector in Kenya. The findings also show that the ranking of the factors affecting women’s career advancement in the banking sector, show as follows: “Individual’s age” was first ranked, “women’s lack of self-confidence and their tendency to be more self-critical than men hinder their career advancement” was second ranked, “Individual’s level of education” was third ranked, “The gender issue” was fourth ranked, and the least ranked was “Individual’s skills, tenure, hard work, reputation and performance”.

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Gurdeep S. Hora, Managing Director of IRC India and Synergy Consultants in a study, (2015), in A Global Study: Where are the Women CEO’s: Myths & Reality interviewed and surveyed CEO’s from more than forty countries; of which about one-third were Women. He found that almost 30% of the Women CEOs are leading the Services Business, closely followed by 23% in the Retail sector. Banking and Financial Sectors attract 17% Women CEO’s while Healthcare has 13% women leaders.

He also intended to study the causes of too few CEOs being women vary from country to country, the fundamental factors are almost universal: One-Fourth of the CEOs felt that women have to take greater responsibility for nurturing the family and the children and this keeps on increasing as they grow and advance in their professional careers. Somewhere, along the way, this interplay of conflicting pulls on their time and attention reaches a crisis point and impacts their drive to grow in the profession. 23% of the CEOs felt that the decision not to pursue their career ambitions is made by the women themselves. They, no longer, stay keen to live with the stress inherent in the leadership roles. Their aggression, drive and commitment to career growth slow-down as other personal priorities take center stage. Even though choices made by women leaders are governed by cultural and historical factors, and well entrenched biases prevalent in the societies they work in, but only 20% of the respondents cited this as the main cause, indicating that the role and share of women at the higher echelons of organizations is in transition and growing steadily. The percent of Women at the CXO levels is higher, but still substantially lower than men. Thus there is a Talent-Shortfall of competent women in the pool available for selection as the CEO. Almost 18% of the CEOs felt that the tapering-off of growth of women professionals starts at the sub-CXO levels and keeps increasing.

An interesting fact cited by 14% of the CEOs is that a large number of women make softer educational and career choices in the beginning of their careers and this impacts their growth to the top where functional requirements are different. For example 50% to 60% of the women pursue their careers in Human Resource Management while the CEOs with the HR background are very few. While the situation is changing rapidly, the momentum is still inadequate to make women leaders’ presence felt at senior management levels.
Das & Padhi (2015) in a study “A study on role efficacy and engendering trust on performance indicators” reveals that Management is increasingly realizing the importance of role efficacy in order to gain organization as well as individual effectiveness. Thus organizations stress on the importance of role efficacy and key performance indications during the job analysis stretch of the employees to create a strong competitive advantage in the market among its competitors and its contribution in organizational development.

Lazar Joe (2015) in a study “A comparative study of the organizational factors affecting the role efficacy of the employees in selected manufacturing and IT (information technology) industries in Bangalore, India” indicates that role efficacy has a negative impact on role stress and positive impact on organizational culture. If a role gives the occupant a scope for development and progress, his efficiency and job satisfaction level rises. This helps the employee shed his dysfunctional attitudes, thereby, relieving role stress. The research concludes with a few methods which could improve in contributing to the role efficacy of individuals in organization are - counseling, orientation, life skills coaching and constant feedback and follow-up sessions.

M. Kumaraswamy and Ashwini.S (2015), Challenges in Work Life Balance of Married Working Women– A Study in Selected Indian Banks in Karnataka stated that Independent sample t-test was used to test whether there is significant difference between the work life balance and the related factors of married and unmarried. The research hypothesis states that there is difference in the work life balance of married and unmarried women employees. The mean value of married women employees is greater than unmarried women employees in the factors like ‘Demands of work interfere with home and family life’, ‘Family related strain interferes with ability to perform job related duties’, ‘Family related strain interferes with ability to perform job related duties’. It indicates that married women feel more imbalances between work and life than the unmarried women employees in these factors.

Talathi & Dhale (2015) in a study “Correlational study of role efficacy and attribution of success and failure among employees” reveals that role efficacy of an employee in the organization can be ascribed to internal factors such as effort and the
ability of an employee as well as external factors like task difficulty. Taking into consideration the manufacturing sector, an employee attributes the success of his job more to his own effort as compared to human force or luck. This shows a positive correlation between role efficacy and internal attribution of success which in turn motivates the employees to put in more effort in their work.

CONCLUSION

Thus a close review of the related literature enlightened about various dependent variables like Perception of Glass Ceiling, Self Esteem, Role Efficacy and dimensions of each respectively and their relation with independent variables. It also provides ideas about reasoning ability to its related variables. Thus overall the review of related literature provided a good poetical prospective to verify the study under investigation.