



Cover Page



## WOMEN IN CORPORATE WORKPLACE: EFFECTIVE MANAGERIAL ROLES

**Ms. Somdatta Neogi**

Research Scholar

Department of Social Work; Visva Bharati  
Sriniketan, West Bengal, India

### Abstract

While women’s workforce participation is recorded to be highest in Asia, yet women’s presence in the managerial rank is very unimpressive and their presence is near to invisible in the executive ranks. One of the most common explanations for women's unimportance, underutilization and underrepresentation in management has been the influence of Indian ethics, values and various cultural and religious traditions. The persistence of the “glass ceiling” is omnipresent in all areas of the corporate world. The traditional role of women is now being rightly questioned and discarded. Women are now fully laden with potentialities – with power – packed personality and identity – to work as effective personnel in the management board and contribute to the development of human resources and potentials in organizations.

**Keywords:** Women, Management, Participation, Social Structure, Attitude, Gender, Change.

### Introduction

On the eve of International Women's Day – UN Secretary-General, Kofi Annan, said that

"The role of women in decision-making was central to the advancement of women around the world and to the progress of humankind as a whole."

While women’s workforce participation is recorded to be highest in Asia, yet women’s presence in the managerial rank is very unimpressive and their presence is near to invisible in the executive ranks. One of the most common explanations for women's unimportance, underutilization and underrepresentation in management has been the influence of Indian ethics, values and various cultural and religious traditions. Indians are majorly familial with an expectation that women would assume all the primary responsibility for the home and children. However, these traditional cultural and religious bindings are no longer “the most important” reasons for justifying women's representation in management. India’s rapidly growing economy and the magnanimous profound social structural changes is occurring because of societal factors as increasing educational levels among women, decision making capacity of women and their dynamism.

Women are enhancing their skills to increase their global competitiveness and therefore the influence of women's rising educational levels, management skills and dynamism continue to provide women with managerial opportunities. Along with the impact of rising education levels and entrepreneurial activity on India's women managers, enhanced skills and also the continued presence of many family-owned firms, women are getting opportunities to grow as women managers. The influence of family businesses is to be specifically mentioned here, because it offers women’s easy access to senior executive positions, although unfortunately it is restricted to women from socioeconomically privileged families. International firms are hugely recruiting women managers and the primary reason for hiring and promoting women managers and executives is to create competitive advantages among each other. Multinational firms are recruiting the best people by targeting top women and men, rather than continuing the traditional pattern of restricting the recruitment pattern only towards patriarchal milieu. However, in majority of the cases, it is the woman who remains primarily responsible for the household, children, and social well-being of the family and therefore many lower- and middle-level managers appreciate receiving help from employers which is in sync with their family demands. Therefore, whenever possible, companies offer such benefits as flexitime, telecommuting, and a company car and driver for personal use to women managers nowadays.

Research across the globe has shown that men and women who are engaged in the corporate workplace are with similar capabilities and management competence, but there lies a "glass ceiling" which poses an invisible barrier to their promotion to management positions. One of the many explanations for the existence of these barriers lies in stereo typed, biased attitudes toward women in executive positions. Another major hindrance of their growth of career in the corporate industries lays in the attitude of the colleagues and the management towards women executives and women managers. Usually, an individual's level of cognitive moral development correlates with his or her attitude, and the patriarchal attitude toward women is pervasive in all corners of our society till date. “Statistics indicate, however, that while the numbers of women in the workforce have increased dramatically, the progress of women to management positions is questionable. For example: (1) 15% of entry level positions are held by women, (2) 5% of middle



Cover Page



DOI: <http://ijmer.in.doi./2022/11.02.116>

management positions are held by women, and (3) only 1% of executive level positions are held by women (Ragins and Sundstrom, 1989)".

The persistence of the "glass ceiling" is omnipresent in all areas of the corporate world. This has been attributed to a number of factors; there is a huge presence of differential treatment of women due to gender bias, looking down upon them and tagging them as the weaker section, stereotyping attitude by management and decision makers, the negative attitudes or stereotypes of women as emotional, "thinking from the heart", less objective, illogical and the belief of generally less possession of managerial competence than men - have been detrimental to women who come with desirable competence and skills seeking executive positions – but gain nothing. Several studies have suggested that attitudes have become more positive than before, but then too, a huge way to go.

There have been several studies across the globe on the agenda of gender inequality<sup>1</sup>, but unfortunately social research has largely overlooked the arena of participation of women in management and gender inequality in organizational leadership and management. This is the reason, that data and statistical information on Indian female managers<sup>2</sup> and their role and participation is merely non-existent. This lack of information reflects the dearth of attention to the issue of women in leadership especially in managerial positions in corporate world. Women are not only deprived of their basic rights, getting low paid jobs, unimportant positions, but they are also largely excluded from decision making process, especially in the corporate sectors. They are not acknowledged as active contributors in the process of strategic decision making and their active participation of controlling and managing human resources is largely undermined. However, women are entering the world of the "male dominated" workplace. Women in middle and senior level management are constantly battling against these horizontal and vertical segregations.

It has been noticed that the presence of women in top managerial positions<sup>3</sup> is negligible. Women, who are graduating with management expertise and technical knowhow, are entering the corporate world with much ease, but their progress towards the upper management positions is much slow. They are denied of actively or even passively participating and managing the capacities and resources of employees, and effective management becomes a distant possibility for them. They are largely losing out on justifying their positions of managerial positions. Usually there is a bottleneck in middle management levels, till where participation of women managers in the corporates is entertained. Thereafter, there is a sudden pause and women managers become mere supervisors with not much active role to play. The last century and the present one is marked with reversal movements, theorem formulations, revolutions, political decisions and innovations. Throughout the world, these changes have a visible and latent impact on the fast-changing socio-economic scenario of the world. One of the embedded impacts is on the Human Resource Management arena of formal organization by women managers.

The traditional role of women is now being rightly questioned and discarded. Women are now fully laden with potentialities – with power – packed personality and identity – to work as effective personnel in the management board and contribute to the development of human resources and potentials in organizations. Their durability in the organization has also increased manifold as they are now balancing work and domestic front with much ease. The global perspective of women working as effective decision makers is discussed all over but their active participation is never spoken about. The corporate process and organizational governance are now demanding serious attention. The traditional, normalized and rationalized imitation of the age-old social structure advocates gendered deep distribution and structure of power in formal organizations. Incorporating women in the management board in the corporate structure is no more a glaring attention – seeking concept, but is rather emerging as one of the most urgent imperative and a competitive necessity for organization.

Corporate sector refers to the modern day industrial and office setup, which is highly formalized and institutionalized. Male members primarily inhabit the major positions in formal organizations. This is making the lives and working of women managers difficult and uncomfortable. This is also denying the rights of these managers to voice out their opinions and therefore they become ineffective participants in the management zone. Various social, economic and psychological factors are encouraging entry of women in managerial positions in the corporate world. This title is suggesting a study that is going to be made on their contributions and the mark that they are making in their positions. But this study has been formulated to analyse the extent to which these women managers are managing the employees. Employees of an organization are making the crux of what is known as "human resources" - one of the major resources that an organization runs on is this resource and the capacities of human employees. The human resources need to be efficiently managed, grown, and utilized optimally. These women managers are working in these corporate industries with the

<sup>1</sup> Dex, S. (1985). *The Sexual Division of Work:Conceptual Revolutions in the Social Sciences*. Brighton: Wheatsheaf Books Ltd.

<sup>2</sup> Women Managers in India.(2009) : Challenges and Opportunities. Centre for Social Research.

<sup>3</sup> Rana, K. (1998). *Modern Working Women and the Development Debate*. New Delhi: Kanishka Publishers.



Cover Page



DOI: <http://ijmer.in.doi./2022/11.02.116>

responsibilities of managing and developing resources of human beings. Therefore, the title speaks that this is a study to fathom the depth of the effective contributions of these women managers in managing and developing corporate affairs.

There are only a handful of studies that reveal that women are sparsely represented in management jobs, which itself is a signal that this issue is largely overlooked. According to the study conducted by Chadha in 2002, women across the globe comprise only 10% of senior management positions. In India, according to the studies of Chadha in 2002, Mehra in 2002, Singh in 2003 and Kulkarni in 2000 - Indian women are found in administrative positions ranging from only 3% to 5.8%. Majulika Koshal in 2006 had conducted a study, which revealed that only 2 women per 100 men are economically active and participate in administrative and managerial positions in India.

The Confederation of Indian Industry had conducted a study, which was published naming "Women cry Bias at Work" in the "The Telegraph", Calcutta on Saturday, April 15, 2006. This study was released as "Understanding the Levels of Empowerment of Women in the Workplace in India," which was conducted covering 149 large and medium-sized companies across various regions. This revealed that women are found only in about 16% in the junior management level, 4% in middle and senior management levels and only 1% in organizational leadership positions. Indian is also lagging far behind in world's average female representation in management positions, which is a sheer reflection of "glass ceiling"<sup>4</sup> and "tokenism"<sup>5</sup>. A study conducted by Catalyst in 2003, showed that Fortune 500 companies, who harbour the highest percentages of women corporate officers, yielded 35.1% higher return on the equity share than companies who represented women in low percentages. According to a study published on October 6th on rediff.com, women comprise on 2% of the total managerial strength in the corporate sector. According to the article " Women's Labour Force Participation in India: Why Is It So Low in International Labour Organization in 2014?" by Sher Verick, women's participation in the labour force is continuing to fall. Women's labour force participation fell from 34% in 1999-2000 to just 27.2% in 2011-2012. Out of 323 total executive directive positions (generally considered to be prerequisites to becoming CEO) on the Bombay Stock Exchange 100, just 8 (2.5) are held by women.

The article, "Only Four Percent Senior Management Level in India," published in the Business Standard on August 20th, 2015; it was found that only 4% women are found in the senior positions as compared to about 11% in Asia. Sahana Sharma, principal of McKinsey & Company, stated that in India about 25% women are found at the entry level, which drops down to 19% in the mid-level management level and which further drops down to 16% in the senior management level. She said, "As many as 43% feel that their companies do not have real initiative in place to recruit, retain and promote development. Despite the awareness and good intentions, women are not seeing that translate into real initiatives on ground."

In the 1970s and 80s<sup>6</sup>, a lot of empirical research was carried out to point out the socio-economic and political grudges and frustrations of half of the global population and thus emerged civil rights, quotas, anti-discrimination and drive for equal opportunities for women employees, who would want to take part in the management board. There has been a rapid increase in the number of women in the ranks of management and also administration. This is an effect of obtaining management – specific trainings and exposure. Women are being incorporated in management and decision-making process for diversity in opinion forming procedure, for being tagged as an organization with "liberal outlook" and also for obtaining favours from international forums and markets.

But despite the rapid rise in the percentage of women in management and managerial ranks, but women are virtually represented very sparsely<sup>7</sup> and they are not given opportunity to participate in highest and gravest decisions and decision-taking procedure. Another strange part is that, even in female-dominated jobs, even though women constitute more than 80%<sup>8</sup> of the workforce-yet the management board constitutes male members. The men are preferred, promoted and favoured superintending or managerial positions. Men in all circumstances are over represented and occupy upper-level organizational positions.

Women usually occupy only a token share of the positions in corporate boards. This shows that even if men and women share and both occupy managerial positions<sup>9</sup>, women are merely used as "tokens". They occupy 'de jure' positions, whereas men occupy 'de

<sup>4</sup> Weidenfeller, N.K. (2012). Breaking Through the Glass Wall: The Experience of Being a Woman Enterprise Leader: Human Resource Development International. Routledge

<sup>5</sup> Elstad, B, Ladegard G. (2010): Women on Corporate Boards: Key Influencers or Tokens? Science and Business Media: Springer

<sup>6</sup> A Qualitative Approach to the Challenges for Women in Management: are they really starting in the 21<sup>st</sup> Century? (2011)

<sup>7</sup> David A. Matsa, .. A. (July 2013). A Female Style in Corporate Leadership? Evidence from Quotas. American Economic Journal .

<sup>8</sup> Women Managers in India – Centre for Social Research (2009)

<sup>9</sup> Joshi, R. J. (October 1990). Women in Management: Perceptions and Attitudes of Managers. *Indian Journal of Industrial Relations* , 175-184.



Cover Page



DOI: <http://ijmer.in.doi./2022/11.02.116>

facto' positions. Women are only represented for gender diversity and are never given real powers. Resources of human beings are the potentials and capacities inherent in individuals. In every formal organization, apart from the major capital like land, machinery and technology – 'labour' is a major aspect which runs on organization. Machines, capital and technology are of no use if individuals, using their resources, are not channelizing them. The resources are the fuel of the engineering of the organization.

It has been noted that women are entrusted with some blessed talents of driving out major resources from individuals. In our families, women are mothers, wives, daughters and sisters, and in the neighbourhood, they are friends. But if we focus deeply, we find that in all the major roles they play, they are in-born "managers". They run the show both in the home and in office. They are managers by birth. They manage the family, the household, the family members, the maids, the relatives and draw out the best resources from them. Similarly, in organizations of corporate nature, resources and potentials of individuals are the driving forces of production. Therefore, it is the task of the management to draw out and shape these resources. It has been noted that if women are included in management board, then the balance of vision and outlook towards labour management is much better<sup>10</sup>. Women opinion has benefitted several decision-making processes. Even at home, women are consulted in various important decisions to be taken. We have observed this even in the political forums. In India, 33% reservation has been initiated in all assemblies and boards because gender diversity ensures balance in opinions and pulls out strategies which can come out exclusively from women's thought processes.

Therefore, the inclusion of women working in corporate sectors<sup>11</sup>, justification of their representation, their contribution in reality in the development of the organization as individuals in management and most prominently their contribution in developing resources of employees and labour management is highly overlooked. According to the study conducted by Chadha in 2002, women across the globe comprise only 10% of senior management positions. In India, according to the studies of Chadha in 2002, Mehra in 2002, Singh in 2003 and Kulkarni in 2000 - Indian women are found in administrative positions ranging from only 3% to 5.8%. Majulika Koshal in 2006 had conducted a study, which revealed that only 2 women per 100 men are economically active and participate in administrative and managerial positions in India.

The Confederation of Indian Industry had conducted a study, which was published naming "Women cry Bias at Work" in the "The Telegraph", Calcutta on Saturday, April 15, 2006. This study was released as "Understanding the Levels of Empowerment of Women in the Workplace in India," which was conducted covering 149 large and medium-sized companies across various regions. This revealed that women are found only in about 16% in the junior management level, 4% in middle and senior management levels and only 1% in organizational leadership positions. Indian is also lagging far behind in world's average female representation in management positions, which is a sheer refecton of "glass ceiling<sup>12</sup>" and "tokenism<sup>13</sup>." A study conducted by Catalyst in 2003, showed that Fortune 500 companies, who harbour the highest percentages of women corporate officers, yielded 35.1% higher return on the equity share than companies who represented women in low percentages. According to a study published on October 6th on rediff.com, women comprise on 2% of the total managerial strength in the corporate sector. According to the article " Women's Labour Force Participation in India: Why Is It So Low in International Labour Organization in 2014?" by Sher Verick, women's participation in the labour force is continuing to fall. Women's labour force participation fell from 34% in 1999-2000 to just 27.2% in 2011-2012. Out of 323 total executive directive positions (generally considered to be prerequisites to becoming CEO) on the Bombay Stock Exchange 100, just 8 (2.5) are held by women.

The article, "Only Four Percent Senior Management Level in India," published in the Business Standard on August 20th, 2015; it was found that only 4% women are found in the senior positions as compared to about 11% in Asia. Sahana Sharma, principal of McKinsey & Company, stated that in India about 25% women are found at the entry level, which drops down to 19% in the mid-level management level and which further drops down to 16% in the senior management level. She said, "As many as 43% feel that their companies do not have real initiative in place to recruit, retain and promote development. Despite the awareness and good intentions, women are not seeing that translate into real initiatives on ground."

<sup>10</sup> Sonalkar, W. (1975). Problems of Working Women in Urban Areas. *Social Scientist*, Vol. 4, No. 4/5, Special Number on Women, 124-133.

<sup>11</sup> Pearl, J, Schain, L (2005); *Professional Women: The Continuing Struggle for Acceptance and Equality*; Journal of Academic and Business Ethics (2005); Springer; 98-107

<sup>12</sup> Weidenfeller, N.K. (2012). *Breaking Through the Glass Wall: The Experience of Being a Woman Enterprise Leader*: Human Resource Development International. Routledge

<sup>13</sup> Elstad, B, Ladegard G. (2010); *Women on Corporate Boards: Key Influencers or Tokens?* Science and Business Media: Springer



Cover Page



After starting out late and usually staggering behind, women usually do not catch up their male counterparts. Men move faster<sup>14</sup> and further up in the career ladder and become top managers much ahead than the talented but ignored women employees. This research will show that diverse talent supports innovation and business success, yet organizations under-utilize their highest potential-the female talent. Essentially, women arrive confident and ambitious, but very soon they realize that they might get promoted only up to a certain level and but they are not effectively contributing towards corporate management.

Section 149 (1) of Companies Act, 2013[1] makes it necessary for the listed companies and certain other public companies to appoint at least 1 woman director on its board. Companies incorporated under Companies Act, 2013 shall be required to comply with this provision within 6 months from date of incorporation. In case of companies incorporated under Companies Act, 1956, companies are required to comply with the provision within a period of 1 year from the commencement of the act.

It is revealed that the women in management positions in the corporate sector are travelling through a lot of hurdles to reach and retain their positions. In spite of equal or better qualifications and expertise and experience, they have to repeatedly get discriminated and shunned away from climbing up the ladder of management. Moreover, the employees who are reporting to them find it very “difficult” and “insulted” to obey the decisions and dictates of the women managers. The path of reaching the zone of management is never smooth for them as they are considered to be “not suitable”<sup>15</sup> and “temporary” managers. Even if the women are able to reach the managerial positions, they have to double the effort and sometimes even more than that to get accepted by their own team and organization. They are sometimes even represented as mere” tokens” where they are only symbolic head. They are not considered as effective strategic decision makers and are rarely accepted by their male manager counterparts and colleagues. Today women are entering into the corporate world as managers in all levels of management due to ambition, career aspiration and more exposure in various sectors. Increase in educational levels and wider acceptance of women along with gender equality in corporate, more women are moving into management jobs. Though women are not adequately represented in managerial jobs and the rate of progress is very slow and uneven, women across the globe are trying to break the "glass ceiling."<sup>16</sup> Women managers comprise of only 2% to 4%<sup>17</sup> of management in India.

Managers are no more regarded as allotting and supervising jobs. It goes beyond that and studies how an individual in management is offering challenging roles and jobs to her employees and taking crucial organizational decisions. In corporate management<sup>18</sup>, a manager needs to delegate her job through middle level and junior level managers. She sees the overall management and governance of the organization and monitors the performance of the managers. She is entrusted with the job of selecting proper employees in appropriate departments, monitor them, evaluate them and compensate accordingly. The contribution also relates to formulation to strategic plans, arrange for proper work dissemination, implement and review. Controlling of work culture, maintenance of ethical issues and legal compliances is also a major contribution of management. The management plays an important role in managing the entrepreneur's risks, establishment and maintenance of relations with stakeholders, employees and also the community where an organization is working.

If we consider business terminology, then corporate sector<sup>19</sup> is a term derived from corporations, which is a very common form of business organization. These organizations are chartered by a particular state and are guided by various legal rights. These organizations are least affected by the interference of owners and the latter have least liability in these organizations. The owner liability is least, as the organization has a separate legal entity and is in ways more flexible to formulate and execute its own set of rules and regulations. The corporate sectors have a large share of contribution in the infrastructural growth, development of economy and national income generation of our nation. They are usually owned and operated by shareholders and corporation. In 1960s, the role of women in economic arena was last discussed. There were only stereotypical discussions of working women. However, later research studies instigate researchers to think and restructure the approach towards working women. Since the Second World War, the participation of women in labour force has increased manifold, which cannot be ignored. Women's increasing success by participating in economic growth is complicated by changes in fertility rate, birth rate, family and household relationships and family size. The field

<sup>14</sup> Zaiton Othman, N. O. (2015). A Literatural Review on Work Discrimination among Women. Asian Social Science .

<sup>15</sup> Davies-Netzley, S. A. (June 1998). Women above the Glass Ceiling: Perceptions on Corporate Mobility and Strategies for Success. Gender and Society , 339-355.

<sup>16</sup> The Relationship between Women Corporate Directors and Women Corporate Officers: Diana Bilimoria (2006)

<sup>17</sup> Women On Corporate Boards of Directors: Ronald J. Burke (1997)

<sup>18</sup> PAWAN S. BUDHWAR, D. S. (2005). Women in Management in the New Economic Environment: The Case of India. Asia Pacific Business Review , 179-193.

<sup>19</sup> Tarrant, J. T. (1976). *Drucker: The Man Who Invented the Corporate Society*. Boston: Canhers Books Inc.



Cover Page



DOI: <http://ijmer.in.doi./2022/11.02.116>

of women studies, labour sociology and labour economic has geared research studies on working women in corporate sectors. From the late 1960s onwards, actual changes have occurred in the recognition of women employees. Also, the growth of visibility of women workers is also very slow and gradual.

India ranks 127th on the gender inequality index and 108th on the global gender gap index. This is borne out by data on the ground. Over the last decade, women’s participation in the labor force has seen a dramatic decline. Latest government statistics suggest that women’s labor participation rate fell from 29.4 percent in 2004-2005 to 22.5 percent in 2011-2012. The gender gap in the labor force is particularly stark when we consider that in the 15-59 age group, women’s participation is only 32 percent in rural areas compared to 83 percent for men, and 21 percent in urban areas compared to 81 percent for men<sup>20</sup>. The traditional feature of the Indian society is an unjustified one where there is an argumentative division of labour based on gender. Men are considered as “producers” vested with the responsibilities of providing for the families, whereas women are considered as “consumers”, who have defined social roles. However, women are assigned complimentary work assigned with production activities. Therefore, the contribution of women is economic activities and economic production is very low as compared with western countries. There is a predominant under estimation of women's work and their role of management, especially in corporate sectors.

Indian tradition of female participation in production is guided by a model of women contributing only in domestic sector. However, he opines that the model us substituted by a three-pronged model of female labour participation. It speaks about women labour supply and work participation depends on wages and their market share in goods and services. Religions, caste, technological innovation, required expertise to work are major detrimental factors, which hinder the growth of women labour participation. A major reason for the differential impact of development of women in corporate sector is the control and access of men over the resources of production. The traditional attitude of the society towards women occupying positions in management is hampering the growth of women in contributing to industrial production. In order to get a vivid picture of the present scenario of women working in the various industries of India, the author gave certain case studies of the female labour participation in rural sector, certain inputs from women workers working the in the tea plantations and tea industries, in agricultural farms and even animal husbandry.

Even if there are provisions of safeguarding the interests and security of working women in organized sectors, the women working in unorganized sectors and non-governmental organizations – they are not shielded by any policies and legislations. The studies made by many researchers reveal that men do not welcome and readily accept a situation of working under a lady boss. Men's ego is bruised and hurt if they happen to work or be subservient to women boss in office circumstantially. While getting a good picture of urban working atmosphere, we also observe the "secondary involvement" of working women when they get engaged in "extra-official activities concerning the office" - like trade union activities, cooperatives and recreational activities.

Women are being incorporated in major decision-making platforms, both in formal and informal organizations and institutions. This aspect is discussed in literature only from the point of view of 'reservations and quotas'. But it is not so always. There is a psycho-social and gender biasness angle of inclusion of women in management, as it will portray a balanced decision and policy formulation will be applicable for all sectors. Worldwide, the role of women in management is undergoing a dramatic change. Today women are on the same platform as men sharing the same platform along with men in the corporate world, from politics to spaceships to farming. Nowadays working women are no longer a rarity and are now accepted as an integral part of the working force. Indian organization has experienced a steady increase in the number of women employees in not only in the juniour levels, but also in the senior management levels. But women at the top management positions are still a rare species.

“On average, women account for 6 per cent of seats on corporate boards, and 8 per cent on executive committees. That is strikingly low compared with Europe and United States, where the comparative figures -- though still low -- are 17 per cent and 10 per cent, and 15 per cent and 14 per cent, respectively.” “Even when women do enter the corporate world, they often fail to progress very far, either getting stuck in the pipeline early in their careers or deciding to leave at middle management. China, for example, has one of the world's highest female labour participation rates, but still only 8 per cent of corporate board members and 9 per cent of executive committee members are women,” said Jin Wang, co-author of the report and Partner in McKinsey's Shanghai Office. It has been found that women account for over 30 per cent of total workforce of India corporates, but their presence is very low at less than 7 per cent when it comes to the board-level positions at the Indian companies, (a survey has found). Out of all women, only five percent of working women in India make it to senior leadership positions in the corporate sector, compared to the global average of 20 percent, says a study released few months ago by a group of freelancers.

<sup>20</sup> <http://asiafoundation.org/2016/03/09/where-are-indias-working-women/>



Cover Page



DOI: <http://ijmer.in.doi./2022/11.02.116>

The gender-based research carried out by Anupriya Singh of Delhi-based Lal Bahadur Shastri Institute of Management said there was "gender inequality" in placement of women in the corporate sector in India. According to the study, women's representation at the board level was lesser at just two percent. The study said that in India, women's strength in the labour force stands at 28 percent at the junior level, 14.91 at the middle level and 9.32 percent 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 as well, it said. "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 percent of women dropping out between the junior and middle level," Singh said. "The primary reasons often mentioned for the high dropout rate have been child care and family responsibilities, including care for the elderly. Women often succumb 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 as 'secondary'," Singh said.

During the past decade, the environment for multinational corporations has been quite volatile, with numerous challenges for the firms operating in this arena. However, throughout this period there have emerged a number of executive leaders who have been recognized for their contributions to organizational excellence and leadership despite the environmental fluctuations. But invariably even few years back, women power was not so welcome to hold & glorify the top positions of different corporate houses. Several myths were there & so women employees used to face barriers while climbing up the corporate ladder. But time and again women power have proved them, succeeded over those imposed barriers & made major contribution towards organizational excellence. Gone are the days when women were considered no match for all powerful men in this world. The male dominated world was always reluctant to even acknowledge the fact that women were as good as men on parameters of hard work, intelligence quotient (IQ) and leadership traits.

The new generation of women across the world have overcome all negative notions and have proved themselves beyond doubt in all spheres of life including the most intricate and cumbersome world of corporate management. There is no dearth of women who are confident, believe in themselves and have enormous fire in their bellies to take on the best in the business and beat them at their own game. India too has its own pool of such bold and fearless women who have made a mark for themselves both within the country as well as overseas. Their relentless zeal, incessant quench for success and willingness to walk the extra mile has broken all myths about their inborn limitations that were supposed to be major roadblocks on their success expressways. In India, the glass ceiling appears in many forms: women's under-representation within the corporate hierarchy, a severely gendered wage gap, occupational segregation, discriminative corporate policies, lack of attention to the specific needs of women, the proliferation of sexual harassment and exclusion of women from informal networks. This is a major irony to participation of women in management at corporate workplace.

Though statistics elude, if we look around, we will not find even a handful of companies headed by women or women at the helm of strategic departments. Major road blocks for women who aspire to achieve and succeed in organizations are the presence of social and role of constraints imposed upon them by society, the family and women themselves. These constraints are referred as myths fostered and sustained with preconceived ideas and unsupported evidence, which generate guilt in women.

## References

- Armstrong, M. (2008). *A Handbook of Human Resource Management*. London and Philadelphia: Kogan Page.
- Dale, E. (1965). *Management Theory and Practice*. Tokyo: McGraw-Hill.
- Dex, S. (1985). *The Sexual Division of Work: Conceptual Revolutions in the Social Sciences*. Brighton: Wheatsheaf Books Ltd.
- Pearl, J, Schain, L (2005); *Professional Women: The Continuing Struggle for Acceptance and Equality*; *Journal of Academic and Business Ethics* (2005); Springer; 98-107
- Ghosh, D. A. (2005). *Managing Human Resources: Strategic Approach to Win*. New Delhi: Manas Publications.
- Isidro, H. (2014). *The Effects of Women on Corporate Boards on Firm Value, Principle Performance and Ethical and Social Compliance*. *Journal of Business Ethics*, Springer.
- Michael, V. P. (1992). *Management for Managers*. Bombay: Himalaya Publishing House.
- Weidenfeller, N.K. (2012). *Breaking Through the Glass Wall: The Experience of Being a Woman Enterprise Leader*: Human Resource Development International. Routledge
- Nalini Shastry, S. P. (2000). *Women Employees and Human Resource Management*. Hyderabad: Universities Press India Ltd.
- Rana, K. (1998). *Modern Working Women and the Development Debate*. New Delhi: Kanishka Publishers.
- Tarrant, J. T. (1976). *Drucker: The Man Who Invented the Corporate Society*. Boston: Canhers Books Inc.



Cover Page



DOI: <http://ijmer.in.doi./2022/11.02.116>

- Torchia, M. (2011). Women Directors on Corporate Boards:From Tokenism to Critical Mass. Journal of Business Ethics , Springer.
- Vazquez, R. (2011). A Qualitative Approach to the Challenges for Women of Management: are they really starting in the 21st century? Journal of Science and Business Media .
- (2009). Women Managers in India : Challenges and Opportunities. Centre for Social Research.
- Elstad, B, Ladegard G. (2010): Women on Corporate Boards: Key Influencers or Tokens? : Science and Business Media: Springer
- Pearl Jacobs, L. S. (2005). Professional Women: The Continuing Struggle for Acceptance and Equality. Journal of Academic and Business Ethics , 98-107.
- David A. Matsa, .. A. (July 2013). A Female Style in Corporate Leadership? Evidence from Quotas. American Economic Journal .
- Joshi, R. J. (October 1990). Women in Management: Perceptions and Attitudes of Managers. Indian Journal of Industrial Relations , 175-184.
- Zaiton Othman, N. O. (2015). A Literatural Review on Work Discrimination among Women. Asian Social Science .
- Siri Terjesen, V. S. (November 2008). Female Presence on Corporate Boards: A Multi-Country Study of Environmental Context. Journal of Business Ethics , 55-63.
- PAWAN S. BUDHWAR, D. S. (2005). Women in Management in the New Economic Environment: The Case of India. Asia Pacific Business Review , 179-193.
- Siri Terjesen, V. S. (November 2008). Female Presence on Corporate Boards: A Multi-Country Study of Environmental Context. Journal of Business Ethics , 55-63.
- Basharat, Z. M. (2012). Review of Classical Management Theories. International Journal of Social Sciences and Education , 512-522.
- Cristina M. Giannantonio, A. E.-H. (Vol 17). Journal of Business Managemnt .
- Basharat, Z. M. (2012). Review of Classical Management Theories. International Journal of Social Sciences and Education , 512-522.
- Burke, R. J. (1997). Women in Corporate Management. Journal of Business Ethics , 873-875.
- Claude Francoeur, R. L.-D. (Aug 2008). Gender Diversity in Corporate Governance and Top Management. Journal of Business Ethics , 83-95.
- Cristina M. Giannantonio, A. E.-H. (Vol 17). Journal of Business Managemnt .
- Claude Francoeur, R. L.-D. (Aug 2008). Gender Diversity in Corporate Governance and Top Management. Journal of Business Ethics , 83-95.
- Sonalkar, W. (1975). Problems of Working Women in Urban Areas. Social Scientist , Vol. 4, No. 4/5, Special Number on Women , 124-133.
- Davies-Netzley, S. A. (June 1998). Women above the Glass Ceiling: Perceptions on Corporate Mobility and Strategies for Success. Gender and Society , 339-355.
- Ellen Van Velsor, C. D. (2010). The Center for Creative Leadership (CCL) Handbook of Leadership Development.
- Moore, D. R. (Vol. 26, No. 3 (Sep., 1983)). When Reason Fails: A Comment on the Reliability and Dimensionality of the Wams. The Academy of Management Journal , 535-540.