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THE DYNAMIC CAREER PATHWAY FROM GLASS CEILING TO GLASS CLIFF - A PERCEPTION OF MALE COUNTERPARTS ON WOMEN LEADERSHIP IN BANKING INDUSTRY

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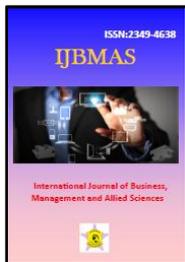
ABSTRACT

Over the past 50 years, India has made major legal and societal leaps regarding women's rights which have led to significant improvements in female workforce participation and pay equity. Despite these achievements, women continue to lag behind men when it comes to participation and earnings in the workforce and in senior roles (the gender gap).

The main objective of the study was to understand the perception of **Male Counterparts on Women Leadership in Banking Industry**. A sample of 185 male counterparts who had a working experience under women leadership, who are currently working in the banking industry in Ahmedabad region i.e. ICICI bank, Axis bank, Kotak bank, bank of Baroda, SBI bank, kalupur commercial bank as well as those male employee who have recently left the bank to pursue work in other industry were the population for the study. Through the analyses conducted, it was determined that male counterparts perceived women leadership positively. There was no significant difference in perception of men for women leader's characteristics on the basis of their experience of working under women leadership. (P> .05) except for the factor internal motivation (F=2.385, p= 0.040) and Recognizes and reward performance (F= 2.490, p=.033). These two characteristics of women leader have the significant difference on the basis of their experience under women leadership. There is a positive strong correlation between all the factors of barriers and women career building opportunities except for the factor role model have a weak correlation. It is concluded by this research that women possess both transactional leadership and transformational leadership.

Key Words: Gender gap, Glass Ceiling, Leadership

Introduction

India has many men and women leaders. But women leaders in India are very much varied if we are talking about their contribution in the education or their personality, politics, women empowerment or social welfare. It is neither forgettable nor limited one. We can recognized few of such women leaders who made India proud because of their intelligence, efforts and deeds like Pandita Ramabai (1858 -1922), Swarna kumaridevi (1856-1932), Sarala Debi Chaudhurani (1872 – 1946), Kamaladevi Chattopadhyay (1903-1990), Aruna Asaf Ali (1906-1995). Very few really known them but if we think about modern India; Queen Elizabeth, Indira Gandhi, Margaret Thatcher, Benazir Bhutto and recent Pratibha Tai Patil are some of them whom everyone have remembered yet.

Today women are not just restricted to household work and cooking for her family. Today, it's all about empowerment of women. A woman is the flag bearer of a society. It is she who gives birth to the future of the world. She is responsible for rearing her children and giving them an opportunity to grow up in a healthy and positive environment. Women are doing leadership role throughout their lives. When it comes to leadership does gender matters? And after a long time of twentyfive years; now a days women started driving into the labor force and trying to give tough competition to men in every way from picking up golf clubs to wearing power suits and going on space missions. Traditionally, women have been denied a voice in decision making but now when she comes to power, she transmutes the growth plan toward the human element and focuses on health, nutrition, education, water, hygiene and better family revenue. Not only this, but also they challenge problems like domestic violence, exploitation and drunkenness which have been long overlooked.

According to Economic times' survey, out of 30 sensex companies, there are only 16 women in the board of directors or it covers only 4.8% of the 335 people who hold directorship positions. In top 100 companies of Bombay Stock Exchange (BSE), only 5.4% are women directors (50 out of 923) while in the BSE 500 index; only 5.3% women (192 out of 3650) holding directorship positions. India's 500 M strong women populations does not find representation in even 10% of the managerial posts across companies - said Ms Poonam Barua, founder chairperson of the Forum for women in Leadership.

Today it is about calibrating how many of women are in the key leadership roles. And somewhere it is a long way to go for country like India though an increasing number of companies are determined to improve women representation in their staff but that may not be enough! Only 17% of Indian companies presented target leadership development program for women – according to Catalyst India Benchmarking report, 2010. According to a report from Women in Leadership (WILL) forum, Indian companies have much minor women representation in senior position compared with Multinational Firms like multinationals such as KPMG, PepsiCo., GE, Pfizer, Citigroup had 15-20% women in senior position, Indian companies such as Tata Consultancies Ltd, Tata Steel, JSW Steel, Zensar Technologies had 5-6% women at the same level. While Indian Banks like Axis bank had 21% women participation in its total workforce during the same period shows much better picture. The same study revealed that 37% of India headquartered companies have adopted women's progression approach while in case of Indian subsidiaries of multinational it is quite high to 84%. In case when three or more women are on the board, the Fortune 500 companies had very high return on sales, equity and invested capital up to 73%, 83% and 112% respectively which clearly showed a significant performance advantage over those with fewer women on the board.

Literature Review

In one of the report by (Kathleen Grace; 2004) which stated that there are some reasons in which the talented driven women still have difficulty to reach the top management levels. The women leaders are more likely to be liked as compared to be admired or respected. It can be a barrier for her career development as the future modern leadership does not prefer liking but the accomplishments of a

person and to be respected more.

Additionally, female leaders have lack of self-confidence, they think that if they just work hard they will be noticed in public and therefore do not show up their capabilities in other words they are faced with lack of advertisement. Furthermore, women feel hesitated to deal with conflicts but actually conflicts can strengthened their personality and their career as a problem solver. So, these conflicts make women uneasy to climb up the ladder.

Women do not effortlessly get advantage to reach to the top administrative roles while it is easier for men to reach that level (Oakley. J.G. 2007). There are some known and unknown obstructions which are stopping females to achieve such a position. Like one cultural stereotype is women are less capable as leaders compared to male which acts as a barrier for women in rising up to higher administrative levels. It is also believed that men are better suited for leadership positions as there are wide differences in the abilities of men and women and women are not able to bear such pressure of position.

Transformational Leadership Style for Women

There are many researchers have been done about gender stereotypes and gender impacts on leadership styles or expectations in most of which it has been said that in most of the cases, women adapt more of transformational leadership style while males follow transactional leadership style that gives more contribution to the management attributes. Leadership styles between male and female are somewhat gender-stereotypic like women demonstrated relatively interpersonally oriented and democratic styles as compare to men while men demonstrated task oriented and autocratic style as compare to women as per the study done by Eagly and Johnson in 1990. Again it was studied that the transformational style of leadership is more focused on future perspective than the present one and relatively could build more trust and confidence in the followers. Eagly A.H and Carli L.L. in their study in 2003 revealed that as compared to male leaders female leaders were more transformational which is very usually perceived as positive (Bass and Avolio, 1994, Ming Yi-Wu, 2006 p 37). Opposite to this, Early, Makhijani, and Klonsky's have confirmed in 1992 that women leaders were slightly perceived negative as compared to men leaders and male participants be likely to diminish these female which may avert the females to grasp and desire to high management positions.

According to Dennis, Michael Robert and Kunkel; stereotypes of me often includes characteristics such as being objective, modest, logical independent, hostile, accountable lucid and determined whereas women are generally stereotyped to be calm, expressive, spontaneous, dependent, subtle, inert, irrational, fostering, warm and helpful. They again added that often feminine traits incline to be sensitive or communal in contrast male traits include ability to complete tasks which leads to believe the statement that women are less in leadership roles because of more of their feminine qualities.

Again, it has been argued that top administrative positions need more managerial driven, impartial, self-confident and commanding type of traits which are typically and normally found in masculine leadership and not in feminine which portrays negative evaluation of women and can influence personal decisions of hiring, promotions specifically for top executives and leaders (Dennis, Michael Robert, Kunkel; 2004).

Research Objectives

To determine the male counterpart's perception of women occupying leadership position.

Secondary Objectives:

 ➢ To Examine the Characteristics of women Leader

 ➢ To know the factor that become barrier for the women to be in the leadership position.

➢ To find out leadership style that female adopts.

➢ To explore the role of male preferences in the selection of leader.

Data Analysis and Interpretations:

Demographic Characteristics of Respondents

Name of the Bank
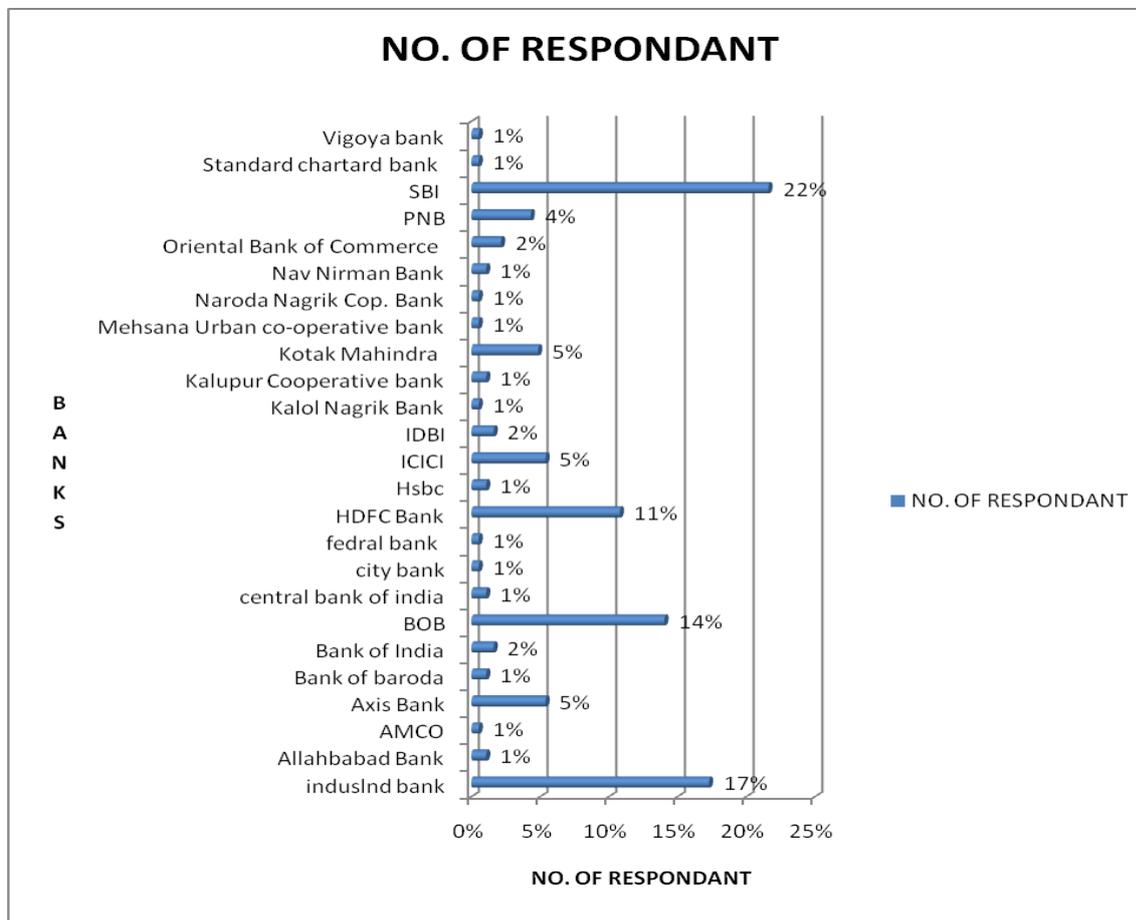
Interpretation

22 % of the respondents from state bank of India, 17% respondents are from induslnd bank,14% respondents are from bank of Baroda, 11% respondents are from HDFC bank,5% respondents are from each kotak Mahindra, ICICI and Axis bank,4% Respondents are from PNB, 2% respondents are from each Bank of India and oriental Bank of Commerce, 1% respondents are from each Vigoya bank, Standard chartered bank, NavNirman bank, NarodaNagrik cooperative bank, Mehsana Urban cooperative bank, Kalupur cooperative Bank, KalolNagrik bank, HSBC, Federal Bank, City Bank, Central bank of India, Bank of Baroda, AMCO, Allahabad bank.

Demographic Details

Demographic Details	Criteria	Frequency	Percent	Valid Percent	Cumulative Percent
Level of education	Post Graduate	77	41.6	41.6	41.6
	Graduate	98	53	53	94.6
	Undergraduate	10	5.4	5.4	100

	Total	185	100	100	
Age	<20	3	1.6	1.6	1.6
	20-30	124	67	67	68.6
	30-40	51	27.6	27.6	96.2
	40-50	3	1.6	1.6	97.8
	>50	4	2.2	2.2	100
	Total	185	100	100	
How long have you worked/ have been working under the women leadership	<1	41	22.2	22.2	22.2
	1-2	60	32.4	32.4	54.6
	2-3	60	32.4	32.4	87
	3-4	14	7.6	7.6	94.6
	4-5	8	4.3	4.3	98.9
	>5	2	1.1	1.1	100
	Total	185	100	100	

Interpretation

53% respondents are Graduate. 42% respondents are post graduate and 5% respondents are under Graduate. Most of the respondents (67%) are between 20-30 years. 28% Respondents are between 30-40 years and 2% respondents are between 40-50 years , 50< years and <20 years. 32 % each were for the people who are working under the women leadership for 1-2 years and 2-3 years and 22% for the people who are working for less than 1 year.

**Respondent's View on Organizational Involvement in Women Leadership**

1. Effectiveness of Banks in Recruiting Women Executives:
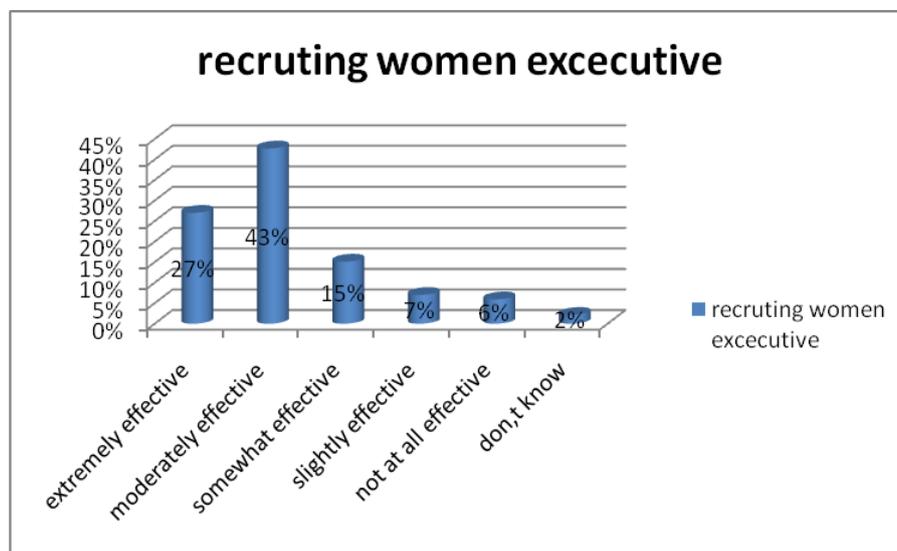
Interpretation

43% of respondent thinks that there organization feels moderately effective in recruiting women executive. 27% of respondent thinks that there organization feels extremely effective in recruiting women executive15% of respondent thinks that there organization feels somewhat effective in recruiting women executive

2. Bank Gives Opportunity to Women to Develop There Career at Leadership Position

oppurtunity to women

21%

79%

- yes
- no
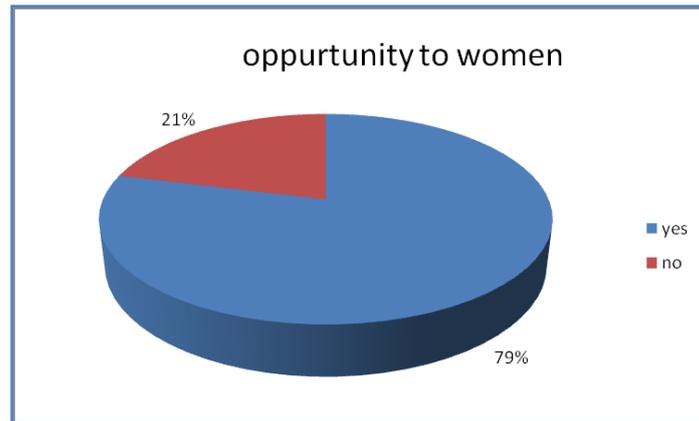
Interpretation :

79% of respondent agrees that their organization give opportunity to women to develop her career at leadership position. 21% of respondent does not agree that their organization give opportunity to women to develop her career at leadership position.

3. Women are rewarded equally as men on similar position in banks:

rewarded equally

21%

79%

- yes
- no
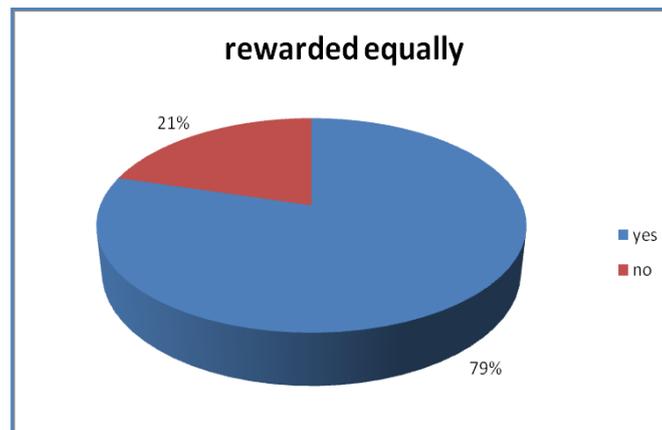
Interpretation:

79% of the respondents agree upon that woman are rewarded equally.21% of respondent does not agree that women are rewarded equally.

4.   **For whom it is more challenging to develop their career in banking industry**

chalenging

14%

21%

65%

- men
- women
- no difference
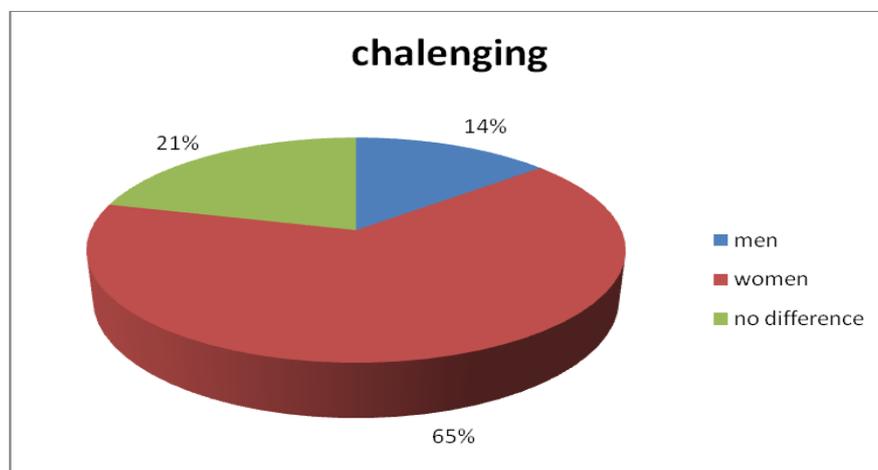
Interpretation:

65% of respondent fells women are challenging or difficult to develop their career in banking industry, 21% of respondent fells no difference between men and women in challenging or difficult to develop their career in banking industry, 14% of respondent fells Men are challenging or difficult to develop their career in banking industry

5. Rate the characteristics of the women leader

	Mean	Median	Mode	Standard Deviation	Variance	Minimum	Maximum
INTERNAL MOTIVATION	3.5405	4.0000	4.00	1.02667	1.054	1.00	5.00
IGNORE RULES	3.6162	4.0000	4.00	1.06769	1.140	1.00	5.00
EGO CLASH	3.7351	4.0000	4.00	.98913	.978	1.00	5.00
CONSCIOUSNESS	3.8000	4.0000	4.00	1.02044	1.041	1.00	5.00
ADAPTABILITY	3.8432	4.0000	4.00	1.04895	1.100	1.00	5.00
GOOD LISTNER	3.8270	4.0000	4.00	1.08964	1.187	1.00	5.00
INSOIRATIONAL	3.8270	4.0000	4.00	1.03332	1.068	1.00	5.00
PROACTIVE	3.8973	4.0000	4.00	1.06078	1.125	1.00	5.00
VISIONARY	3.6162	4.0000	5.00	1.18356	1.401	1.00	5.00
REWARDPERFORMANCE	3.8541	4.0000	4.00	.94138	.886	1.00	5.00
CHANGERESISTANT	3.7838	4.0000	4.00	1.07175	1.149	1.00	5.00
EMPOWER	3.8757	4.0000	4.00	1.02188	1.044	1.00	5.00
ASSERTIVE	3.8000	4.0000	4.00	1.04153	1.085	1.00	5.00
EMPATHETIC	3.7838	4.0000	4.00	1.04088	1.083	1.00	5.00
PERSUASIVE	3.8595	4.0000	4.00	1.01710	1.034	1.00	5.00
PRACTICAL	4.0162	4.0000	5.00	.99168	.983	1.00	5.00

Interpretation:

Considering this scale, it was observed that a high score implied that the women leader had strong representation of the leadership characteristics. As presented in the above table the women leader are practical (M=4.0162, SD=0.99168), have internal motivation (3.5405, 1.02667), ignore rules and take risky decision (3.6162, 1.06769), they are high on ego clash when reach at top (3.7351, 0.98913). Likewise the women have the other characteristics on high level.

6. Descriptive statistics of the barrier that have impact on career building of women

Statistics

	N		Mean	Median	Standard Deviation	Minimum	Maximum
	Valid	Missing					
FAMILYRESPONSIBILITY	185	0	4.1135	4.0000	0.84896	1.00	5.00
MOTHERHOOD	185	0	3.8541	4.0000	0.98096	1.00	5.00
AAGE	185	0	3.6757	4.0000	1.11935	1.00	5.00
QUALIFICATION	185	0	3.6865	4.0000	1.05762	1.00	5.00
PERSONALITY	185	0	3.6054	4.0000	1.09890	1.00	5.00
DISCRIMINATION	185	0	3.7730	4.0000	1.12401	1.00	5.00
ROLEMODEL	185	0	3.6000	4.0000	1.26491	1.00	5.00

Interpretation:

It is interpreted all the factors like Family responsibility , motherhood, age qualification, personality difference, discrimination and rack of role model have a high impact on career of women.

Hypotheses Analysis:

H01: There is no significant difference in perception of men for women leader's characteristics on the basis of their experience of working under women leadership.

Interpretation:

The results of the one-way ANOVA showed that there was no significant difference in perception of men for women leader's characteristics on the basis of their experience of working under women leadership.

(P> .05) except for the factor internal motivation (F=2.385, p= 0.040) and Recognizes and reward performance (F= 2.490, p=.033), the perception of these characteristics differs significantly on the basis of their experience of working under women leadership.

H02: There is no significant relation of the factors of barriers on women career building.

Interpretation:

The result from the correlation analysis is that the barriers like Family responsibility (r= 0.413, F= 0.000), Motherhood (r=0.967, F= 0.000), Discrimination within the organization (r= 0.149, F= 0.000) are positively correlated. This means that as one of the following barrier increases in value, the effect on the women career building also increases. Unlike these factors, qualification (r=0.475, F=0.420), personality, and the lack of role model do not have any relation with career building.

H03: Men who have experienced women leadership do not have the positive perception toward the women leaders.

Interpretation:

It is interpreted that men perceive that women are more capable to become a leader. This means there is a positive perception toward women leadership and 64 % of the population wants women to be their next leader.

H04: Women do not possess both transformational as well as transactional leadership

Interpretation:

To analyze this research question, we use the descriptive analysis i.e mean and the standard deviation, to find out whether women possess both transformational as well as transactional leadership. From the following table it is interpreted that all the characteristics of women have the almost similar mean and standard deviation which means women possess all the following characteristics. This signifies that women possess both transformational as well as transactional leadership.

FINDINGS

- A total of 185 male respondents are there in this research study that have worked or have been working under women. The major portions of the respondents are from Induslnd bank (17%), State bank of India (22%), Bank of Baroda (14%) and HDFC (11%).

- 53% respondents are Graduates and 42% are post graduate.

- 67% of the respondents belong to 20-30 yrs. Of age group.

- 33% of the respondents have worked around 1-2 yrs. And 32% Respondents have worked around 2-3 yrs. Under women leader.

- It was found that 45% respondents feel that their organization is moderately effective in recruiting women executives.

- It was found that 75% of the respondents feel that their organization give opportunity to women to develop their career at leadership position.
- It was found that 75% of the respondents feel that women are rewarded equally as men in their organization.
- From the analysis of the characteristics of women leader, it was found that women are high on each of the characteristics as men and standard deviation are in between 3.5 to 4.5 and 0-1 respectively. So, women are perceived to be high on all the characteristics provided in questionnaire.
- From the descriptive analysis, it was found that all the factors of barriers presented in the questionnaire have a high impact on the women in building their career.
- It was found that there was no significant difference in perception of men for women leader's characteristics on the basis of their experience of working under women leadership.
- It was found that there is significant correlation between the factors of barriers and women career building.
- It was found that around 64% of the respondents want women to be their next leader.

CONCLUSION

Based on the results of this study, men who have worked or are working under women have a positive perception regarding the women leadership. However many of the statistical analysis conducted on the survey data did not reveal a statistical significance within this small sample of experienced men. It is concluded that there was no significant difference in perception of men for women leader's characteristics on the basis of their experience of working under women leadership except the characteristics like internal motivation and Reward and recognizes for the performance. It was concluded that there is a significant correlations between the factors of barriers and women career building. It is concluded that women possess both transformational and transactional leadership style. Male counterparts who have worked or are working under women leader have a positive perception toward the women leadership.

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