HOW GENDER BIAS AND STEREOTYPING AFFECT AND SHAPE WOMEN'S
LEADERSHIP IN INDIA

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DEDICATION

To all women who have suffered the consequences of being gender biased and stereotyped because they are women. I, too, have been silenced and yearn for the day when women can speak openly without fear of discrimination, sexual harassment, or retaliation.

ACKNOWLEDGEMENTS

I would first like to thank the women who shared their voices publicly and inspired many other women to come. I extend my gratitude to you for your strength and perseverance and for being excellent role models not only for younger women but also for all who care and pay attention to issues of equity and social justice.

I would like to thank my guide Dr. Anil Ota and my family members who supported me in this

ABSTRACT

Due in part to discrimination at work, women still have a barrier to entry for managerial roles. We seek to understand these prejudiced practices because gender stereotyping is one of the key causes of such discrimination. The paper discusses how gender stereotypes encourage gender bias due to the unfavorable performance expectations that arise from the perception that women's characteristics do not match those that are thought to be required for successful performance in male-gender-typed positions and roles. The study discusses several gender stereotypes and how they affect women's career advancements from a managerial perspective, engaging with gender studies' critical ideas.

The study adds to the body of knowledge by examining the causes of gender stereotypes and how they affect women's career advancement in management by analyzing various women leaders journey to the top managerial positions and what gender biases they had to see.The findings show how discrimination is produced by the predictable interactions of gender stereotypes with the sex mix of workplaces and organizational policies, frequently through the use of discretionary organizational policies. The study adds to the body of knowledge by examining the causes of gender stereotypes and how they affect women's career advancement in management.

LIST OF FIGURES

LIST OF ABBREVIATIONS

FM………………...Finance Minister

APAC…......................Asia Pacific

NSSO……………... National Sample Survey Organization

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CHAPTER 1

INTRODUCTION

While many biases and hurdles related to gender have decreased over time, gender stereotypes still hinder the advancement of women's jobs. Gender stereotypes continue to have a negative impact on the prospects for women to advance their careers, since they mould management behaviour and vocational outlooks in the workplace according to patriarchal expectations. Compared to the regional average of 16%, 22% of working women in India cited a lack of professional advancement possibilities as the reason they were dissatisfied with their workplaces. Compared to the regional average of 60%, 85% of working women in India claim to have missed out on a raise, promotion, or job offer because of their gender.

In India, 37% of working women and only 25% of males feel that women receive less opportunities than men. This discrepancy in perception is also evident in discussions about equal pay, as more women (37%) than men (21%) believe that women receive less money than men do.

Approximately two-thirds of working mothers (69%) and working women (63%) claim to have experienced discrimination at work because of domestic and family obligations.

"In order to enhance female participation in the workforce, firms must rethink their diversity procedures and allow carers more flexibility. According to Ruchee Anand, director, talent and learning solutions, India, LinkedIn, "Reduced and flexible hours, more sabbaticals, and additional opportunities to upskill and learn are essential features that can help firms attract, hire, and retain more female talent.

While gender equality may have improved over time, a survey claims that among Asia Pacific nations, working women in India still face the most severe gender bias.When compared to the APAC area, more women in India have seen the effect of gender on career growth, according to the LinkedIn Opportunity Index 2021. According to the study, more than 7 in 10 working moms and women feel that taking care of their families frequently gets in the way of their professional progress, even though 66% of Indians believe that gender equality has improved since the time of their parents.

Gender stereotypes refer to the historical gender and role division that has been historically al located in the workplace, and they may serve as the foundation for both personally prejudiced choices and organisational discrimination. Stereotypes are "beliefs about the features, attribut es, and actions of members of particular groups," according to one definition.

Figure 1.1 India's rank in gender parity

India still lags behind other nations in gender parity as shown in the above imageThe underrepresentation and exclusion of women, especially in leadership roles, persists despite equal opportunity laws and affirmative action programmes dating back to the Fifth Five Year

Plan (1974-78).Women in higher education occupations earn less, receive fewer promotions, have jobs with lower prestige, and lack power and control.
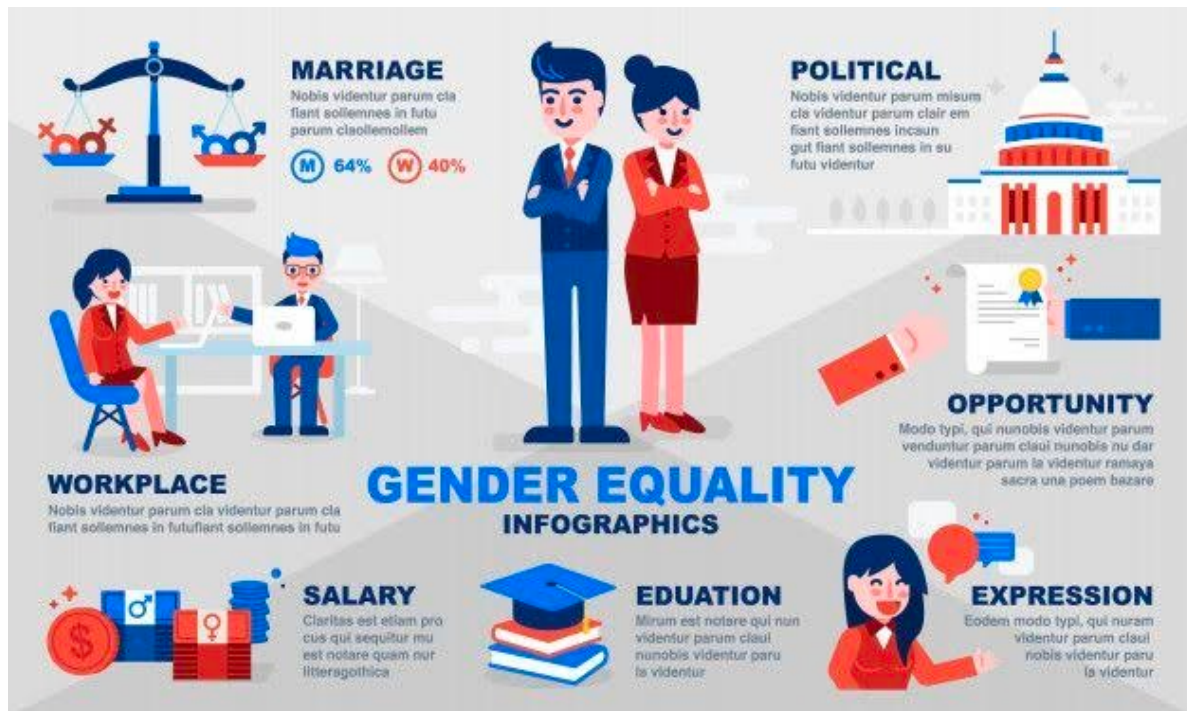

Figure 1.2 Infographics of Gender equality

In recent years, gender infographics have been clear and it has become clear that the key factor in defining women's position is their empowerment. The National Commission for Women was established in 1990 to protect the rights and legal privileges of women through a Parliamentary Act. Women now have seats reserved in Panchayats and Municipalities under the 73rd and 74th Amendments to the Indian Constitution from 1993, creating a solid platform for their involvement in local decision-making.

The objectives set forth in the Constitution, laws, policies, plans, programmes, and related procedures, on the one hand, and the situational reality of women's status in India, on the other hand, nevertheless remain far apart. This was extensively discussed in the Platform for Action, Five Years After- An Assessment, the Shramshakti Report, and the Report of the Committee on the Status of Women in India, "Towards Equality," all of which were published in 1988.
The most glaring manifestation of gender inequality is the pattern of steadily dropping female population ratio over the past few decades. Gender inequality takes many different forms. Other aspects include social stereotyping and violence in both the home and in society. In some parts of the country, discrimination against young girls, adolescent girls, and women still exists. The

social and economic structure, which is built on informal and formal norms and practises, is related to the underlying reasons of gender inequality. Between January 26 and January 31, 2021, GfK, an independent market research company, was hired by LinkedIn to perform the study.

Participants in the online poll ranged in age from 18 to 65. More than 10,000 people from Australia, China, India, Japan, Malaysia, the Philippines, Singapore, and other countries in the Asia-Pacific area took the survey.2,285 people in India took part in the poll, 1,223 of them men and 1,053 of them women. According to Ruchee Anand, Director, Talent and Learning Solutions, India at LinkedIn, "Gender disparity at work and increased family obligations amid the epidemic have jointly rendered women's jobs more susceptible at this moment. "Anand contends that in order to boost female involvement in the workforce, organisations must rethink their diversity policies and provide more flexibility to carers. Anand stated that organisations may attract, hire, and retain more female talent by providing "reduced and flexible hours, more sabbaticals, and additional opportunities to upskill and learn. "The results of these investigations demonstrate that the stereotypes mentioned in the preceding studies are still present. Both men and women agree that men are better suited than women to hold leadership roles, albeit men tend to agree with this statement more than women do.

1.1   Aim

The prime subject matter of this research is to determine the gender bias and stereotypes faced by women leaders of today , who originate from India and what they had to face to come up to the position that they are in now. The research concentrates on selected few Indian originated women who have gone through gender bias , got stereotyped and overcame them to become women leaders with top positions in great organisations.

1.2   Objectives

In order to explore the journey of the top Indian originated women leaders who have faced and voiced the stereotypes and gender bias that they have face in their career paths , the following research questions were made :

- What types of conflicts with stereotypes related to leadership and gender do women at higher positions in organisations encounter?
- What chances are lost for women to hold leadership positions as a result of the mismatch between gender and leadership roles?

- What extra challenges does this contradiction pose for women in leadership positions?

CHAPTER 2

LITERATURE REVIEW

A survey of the literature on women in the workplace finds that these issues are exacerbated by the organisation itself, stereotypes and discrimination, less prospects for growth, lower pay, and inferior status for women. In spite of the rise in the number of women in management positions, masculine traits are still valued by managers because gender stereotypes are pervasive in the workplace (Eagly & Steffen, 1986). (Powell, Butterfield, & Parent, 2002). According to Rublerenae Cohen and Ruble (1984), sex stereotypes also contribute to women's disadvantageous employment positions and possibilities.

Barriers for women include discrimination and covert kinds of bias. Stereotypes about particular professions also influence opinions about who is most qualified to perform particular positions. Women struggle to obtain positions in industries dominated by men, and once they do, they encounter more challenges and put in more effort than men do in comparable roles. They receive harsher criticism during performance reviews and potential assessments, are paid less, lack access to appropriate networks, put in more hours, and work longer hours.

Women's potential and access to leadership positions are seriously constrained by the interaction of gender and vocational stereotypes. According to a study by Davison and Burke from 2000, preconceptions affect the recruiting process in such a way that they lead to discrimination against both men and women in the workplace. In particular, women faced discrimination when no individuating information about them was accessible. For jobs of a masculine nature, males were favoured, and women for jobs of a feminine nature. Men were also favoured for gender-neutral jobs, though not to the same degree as in roles that reflected gender stereotypes. Both the interviewer's sex and gender-based assumptions about the job had an impact on the hiring process. When gender inequalities exist, the practise of applying a double standard, or "using different requirements to interpret the same evidence," (Foschi, 2000, p. 22), can be evoked with reference to competence levels.

Gender stereotypes exacerbate the disadvantage that women experience in the workplace, where they are subjected to more discrimination than men (Gutek, Cohen, & Tsui, 1996). These preconceived notions about the agentic and social characteristics that have historically been associated with men and women as well as occupational stereotypes about the characteristics required to succeed in any given profession are the main sources of these stereotypes (Bakan, 1966). (Eagly, 1987). Occupational stereotyping contributes to gender segregation in the workplace when a job is sex-typed or largely associated with one gender (Rublerenae Cohen & Ruble, 1984). These stereotypes incorporate beliefs about personal traits, pay, and position in addition to whether job is suited for women or men.Past years , women have fought for their rights and have improved over the years
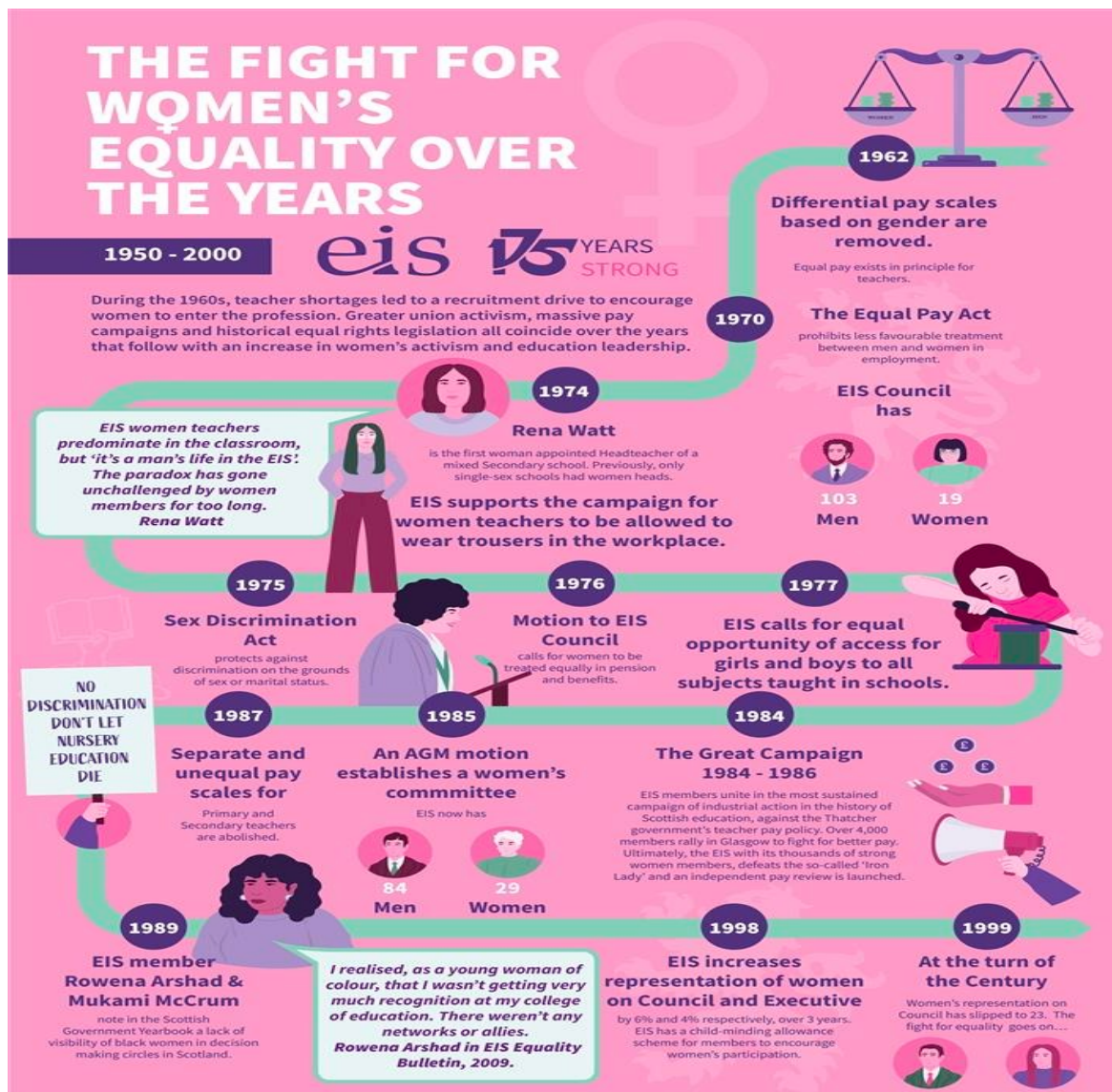

Figure 2.1 Women's fight for equality

According to Eagly's (1987) social role theory, stereotypes are a result of the social positions that men and women have historically held. Due to the historical division of work that splits the sexes into these kinds of roles, women are seen as communal and men as agentic, and these distinctions are viewed as desirable. The prestige of employment was found to be strongly correlated with the existence of male attributes related to the profession. Masculine traits are more highly appreciated in jobs than are feminine traits (Glick, 1991). Although feminine characteristics were admired, lower status positions were more likely to have them. While this was true for both males, higher levels of agency were associated with better career success.

Women's stereotypes are not those that are thought to be necessary for success in the workplace (Heilman, 1995). This mismatch can be seen in women's self-evaluations as well as hiring decisions and performance reviews. The elicitation of gender stereotypes can be as prevalent as it is easy to identify someone's gender. This is especially true when gender is prominent in a context, or when a person's gender deviates from the gender majority there (Kanter, 1977). Stereotypes are likely to be elicited in situations like these that highlight gender disparities (Gardner, Van Eck Peluchette, & Clinebell, 1994).

Gender and occupational stereotyping

When we think of occupations, we tend to focus more on the individuals who work there than on the type of work they do (Glick, 1995). No matter their gender, education level, ethnicity, or social position, people have a consistent and highly stereotyped image of what others do for a living. When there is significant sex discrimination in the workplace, prejudices about gender are brought to the surface (Oswald, 2008). According to Oswald (2008), people make assumptions about a person's personality qualities based on their affiliation with specific groups, as well as about personality traits that are appropriate for specific roles.

Gender stereotypes are reflected in traits that are believed to be necessary for success in gender-stereotypical roles or jobs (Cejka & Eagly, 1999). In their research of job candidates, Biernat and Kobrynowicz (1997) found that male applicants for male stereotyped occupations and female applicants for female stereotyped jobs received higher ratings.

According to the "India Discrimination Report 2022" by Oxfam India, discrimination accounts for 100% of the employment inequality that women experience in the labour market in rural

areas and 98.6% in urban areas. According to Times of India report,Women now play significant roles in the workforce. They have excelled in a variety of fields and have outperformed men, but they are nevertheless occasionally constrained by the workplace culture that underrepresents women, impedes their growth, and prevents them from achieving leadership roles. Bias in the workplace is defined as the treatment of two equal people differently based on their gender in numerous areas such as the job itself, training and development, compensation, recognition, equal opportunities, etc.

Critical Evaluation of the Legal Framework Regarding Gender Equality at Work

Gender equality in the workplace is a topic covered in the famous case of Vishaka & Ors. v. State of Rajasthan & Ors. The issue under dispute is whether sexual harassment infringes on women's basic rights to gender equality, which are enshrined in Article 14 of the Indian Constitution, as well as their fundamental rights to life and a decent existence, which are enshrined in Article 21.

The issue of sexual harassment in the workplace was not fully addressed earlier due to the improper application of local law, but in this instance, the court took action to enforce gender equality and non-discrimination regulations in compliance with worldwide human rights norms and standards. The court considered the situation in light of gender equality, seeing workplace sexual harassment as a "social problem of substantial size" and a discriminatory form of violence against women (VAW). It was determined that one of the rights to gender equality is the right to a life lived with dignity, and that it is the duty of the government to ensure this safety and dignity by suitable laws. The Supreme Court came to the conclusion that sexual harassment at work violates women's human rights, and that human rights violations of any kind are illegal.

According To business human rights organisation There is a gender disparity in India, according to numerous research. More than 72% of women believe gender discrimination is still common in the workplace, according to a Team Lease research. They blame the unfairness on the advantages males enjoy in society and organisations, pro-men practises, a male-dominated peer environment, and lopsided job growth trajectories. According to a recent World Economic Forum survey, only 14.3% of science researchers in India are female, which is a lower percentage than in West Asian nations. According to data from the NSSO in India, just

13.4% of women work in the fields of finance, insurance, real estate, and business services, which includes information technology services.

According to Outlook India , Experts believe that reaching equal gender participation in the labour force may boost India's Gross Domestic Product (GDP) by about 27%. Today's women in India are better educated than ever before. However, when women enter the workforce, misconceptions about their talents frequently accompany them, hindering both their career advancement and equitable participation. So it becomes important to challenge these beliefs.

The narrative that has just been presented gives an example of how stereotypes harm women. Despite their reputation as democratic and academically open spaces, our colleges and universities are also homes of tradition founded on more than a century of male rule. This framework is supported by stereotypes, and for women to take on and keep leadership positions alongside their male counterparts, they must carefully negotiate the complex web of these stereotypes. The methodologies section that follows provides a summary of the procedure that will be used to examine these concerns in order to study the nature of these stereotypes and the degree to which they limit women in leadership positions in higher education administration.

CHAPTER 3

RESEARCH METHODOLOGY

This study examined how gender and leadership stereotypes have affected women's access to and success in leadership jobs with a particular emphasis on female administrators in higher education. Given that this study identified a marginalised population in higher education, the research methodology is based on advocacy and participation. A yearning for action and reform that could alter participants' lives or the organisations they work for best describes this paradigm (Cresswell, 2009). The goal of advocacy research is to advance an agenda for improvement while giving people being examined a voice.

The evidence of the marginalisation and discrimination of women in leadership positions in organisations clearly calls for an advocacy strategy, and increasing public knowledge of the root factors that lead to less opportunities for women is essential to advancing the ideas of equity and justice.

This study was carried out using qualitative research, which is a powerful method for examining people's experiences and views (Cresswell, 2009). Given its usefulness in examining topics that are too complex for survey research, it was chosen as a research methodology (Bloor & Wood, 2006). The emphasis on the meaning that the chosen women leaders bring to the research is a key characteristic of qualitative research. The overall methodology was designed to draw attention to crucial research questions and to provide subjects the freedom to express their personal lived experiences.

In order to better understand how gender and leadership stereotypes have affected women's access to and success in leadership roles, this study examined female executives in top-level organisations. Given that this study found a marginalised group in higher positions within the organisation, the research methodology adopted is Advocacy. The goal of advocacy research is to advance an agenda for improvement while giving people being examined a voice.

This study was carried out using qualitative research, which is a powerful method for examining people's experiences and views. Given its benefits in examining topics that are too complex for either experimental or survey research, it was chosen as a research methodology.

The emphasis on the meaning that the participants bring to the research is a key characteristic of qualitative research. The overall methodology was designed to draw attention to crucial research questions and to provide subjects the freedom to express their personal lived experiences.

3.1   Research Design and Data Sources

The case study method of inquiry was coupled in this study with the advocacy worldview. Three women with significant experience in organisational leadership roles were found using a multiple case study approach and a planned sample strategy. These women were chosen based on their longevity and level of power. The case study method was chosen because it works well for examining time- and activity-bound events, processes, or people.

This study integrated a case study of collective strategy with the advocacy worldview. Three female leaders with significant experience in higher education administration leadership roles were found using a multiple case study approach and a targeted sample strategy. These leaders were chosen based on their longevity and level of authority. Given its usefulness in examining events, processes, or people that are restricted by time and activity, the case study approach was chosen. The case study is regarded as a respectable method for doing research since it produces insightful results and advances the use of theory. Since the focus of this study is on how individuals perceive stereotypes in relation to leadership and gender, it would be challenging to get this data using a survey instrument with fixed questions.

In order to identify women in higher organisational leadership roles who have encountered the consequences of stereotypes, a deliberate sampling technique was used. Three powerful women leaders were selected based on their occupations, their facing of gender bias and how much they were local about it, what steps they had taken to counteract the gender bias and stereotypes that they had faced.

One of the individual, Indra Nooyi, who is currently a Supervisory Board Member at Philips and has consistently ranked among the top 100 most powerful women ,is outspoken about how women face challenges at workplace , and her journey to the top organisational positions. Second individual, Sudha Murthy, Chairperson of Infosys, in numerous interviews and conferences has spoken about equality and how men can help with it , the struggles of women and how they can work with it. Third person , Nirmala Sitharam, Finance minister of India , also on numerous occasions has highlighted what women have to go through to be a successful working women .

These women leaders were selected because they have held a variety of leadership positions in higher organisational positions. Through journals, papers, and interviews with these women, it

was discovered that each of them had struggled to fulfil their leadership responsibilities given the expectations placed on them and the way they were treated simply because they were female. These female leaders were chosen with the idea that they would hold firmly held beliefs about both their duties as leaders and how gender stereotypes are indicators of discrimination or marginalisation in positions of higher leadership.

Additionally, it was assumed that because they were women, several, if not many, of the themes mentioned in the literature study would emerge during the interviews. The researcher's underlying presumption is that the majority of women would be able to discuss issues of marginalisation and discrimination at work. These people were chosen because they are forceful, have specific objectives for their leadership positions, and it was expected that they would be open and honest about their experiences as female leaders. The goal of qualitative research, according to Cresswell (2009), is to carefully choose participants who will help the researcher comprehend the issue and the study topic.

CHAPTER 4

ANALYSIS

The women leaders interviews , blogs , journals written on them and articles were collected. Cresswell (2009) asserts that using this combination as a research foundation is useful for individuals looking to examine problems associated with group oppression. Interviews are used to gather people's stories, and diagonistic analysis is then used to look at how oppression has affected those people at various levels of their career.

Each interview, article, and journal was manually transcribed by the researcher, who used this opportunity to pay great attention to the participants' responses, learn about their experiences, and consider their tonality, mood, and phrasing. Two stages of data analysis were conducted, first using a variety of First Cycle Coding methods and then a Second Cycle Coding approach (Saldaa, 2009). The goal of first cycle approaches was to analyse the narrative for standout components and conduct a macro-level analysis of the data. A descriptive coding technique was first used to examine the fundamental themes or subjects that emerged throughout the interviews.

In Vivo coding, which refers to using the interviewees' actual words to express what they had said rather than paraphrasing the meaning and intent, was widely used. The interviewees' actions, interactions, or feelings as a situational response were looked for using process coding. In order to identify the themes that the participants stated during the interview, open coding was used as the first step in the coding process. Open coding is defined as the process of reading text (such as an interview transcript) in order to create theoretical or analytical codes that are then utilised to represent instances of phenomena or concepts (Gibbs, 2007).

Axial coding was used as a Second Cycle coding technique to pinpoint conceptual categories and connections between topics. The study findings were then linked to the research questions using deductive analysis. The researcher attempted a direct interpretation of the data, focusing on particular cases to draw conclusions (Cresswell, 2009). As the results were brought back to

the study questions and theoretical and conceptual frameworks, the process of "picking the data apart and putting them back together in more meaningful ways" (Cresswell, 2009, p. 163) was the objective.

CHAPTER 5

RESULTS AND DISCUSSIONS

Organizations have a significant impact on preconceptions. Stereotypes are sensitive to human intention, therefore they can be restrained by individual drive and organizationally established social norms (Operario & Fiske, 2001, p. 46). Although prejudices are first created throughout childhood and school, companies can still have an impact on how stereotypes evolve through a variety of behaviours like hiring, promoting, and organisational culture. According to social identity theory, social groupings take pleasure in and value their shared culture as a source of identity and self-worth (Hogg, 2001; Ryan, Alexander Haslam, & Postmes, 2007). According to Schmitt and Wirth (2009), the division of labour based on gender encourages stereotyping in the workplace.

In all organisational leadership positions, women are underrepresented. While women have steadily increased their share of undergraduate and graduate enrollments, their representation in leadership positions inside organisations is not equal, and women are sequestered into particular roles and sorts of jobs, and their participation varies depending on the institution type. According to Eagly and Karau (2002), the underrepresentation of women in leadership positions is a result of the disparity between the leadership stereotype and the gender-role stereotype for women. This incongruity leads to bias against women, and prejudice results in less opportunities for women to hold leadership positions, a lower estimation of their leadership potential and performance, and more challenges as they take on those positions.

In order to investigate Eagly and Karau's role congruity hypothesis, this study looked at how stereotypes affected women administrators in higher education to see if they actually faced more challenges and less opportunities when they pursued leadership positions. Three particular female leaders stories were studied.

Indra Nooyi, the former chair and CEO of PepsiCo, left the business in 2019 after serving for 24 years—half of which she spent in the top position. In her role as CEO, she prevented a plan to split up PepsiCo, nearly doubled sales, and implemented healthier goods and eco-friendly

methods. Her wealth is a result of the shares she received as a PepsiCo employee. Nooyi became a member of the Amazon board in 2019.Nooyi is currently the Supervisory board member at Philips. Nooyi was born and raised in India and received her MBA from Yale before becoming one of the few female CEOs in corporate America in 2006.

Sudha Murthy is the chairman and trustee of the Infosys Foundation . She founded the Infosys Foundation in 1996 after receiving her master's in electrical engineering from the Indian Institute of Science in Bangalore. Through the organisation, she has constructed 2300 homes in flood-affected communities. Sudha Murthy has received numerous honours as a result of her education and work in a variety of fields. She has won many accolades for her intellectual prowess. She received an honorary Doctor of Science (DSc) degree from IIT Kanpur in 2019.

Former Defense Minister and current Union Finance Minister Nirmala Sitharaman serves in Prime Minister Narendra Modi's administration. Earlier, for the first three years of the NDA administration, she served as Minister of State (Independent Charge) for Commerce and Industry. Between 2003 and 2005, she was a member of the National Commission for Women. She was initially given the opportunity to join the BJP's National Executive in 2008, and soon after that she started actively participating in the party's political and economic initiatives. In 2010, she was chosen to serve as the party's national spokesman.

5.1   Indra Nooyi

Nooyi's life tale is incredible. She was raised in a middle-class family in Chennai, India. Her mother pushed Nooyi through an activity where she had to pretend to be the Prime Minister or another world leader giving a speech when she was young in order to foster her scholastic ambition. Her mother, who adhered to strict traditions as well, insisted that females get married at the age of eighteen. However, Nooyi came to the United States to enrol in Yale's business school on a scholarship rather than getting married when she was young. Before a recruiter from PepsiCo called and offered her a position in 1994, she spent several years working as a management consultant. Nooyi later joined PepsiCo as the head of corporate strategy. Two of her initiatives—acquisitions PepsiCo's of Tropicana and Quaker Oats, which owned Gatorade—were hailed as huge accomplishments that brought the business other types of clients besides soda drinkers. After serving as the company's president and chief financial officer, Nooyi was named CEO in 2006. Ten women were in charge of Fortune 500 corporations in that year.

It was not an easy journey to the CEO's office. She acknowledges that other women still today still struggle. But the narrative reveals a potent combination: a fighting spirit, a supportive family, and organisations. "There isn't just one reason why more women don't run Fortune 500 organisations. There isn't a list of the top ten things that only require mending. It is due to a myriad of factors, some small and hard to identify and others significant and structural. Despite all the advancements we have made, there are still many harmful traditions and behaviours in the workplace today that put women at a disadvantage.

Figure 5.1 Indra Nooyi

Indra Nooyi, the CEO of PepsiCo, made some remarks on men, women, and snacks earlier this year during an interview. On the "Freakonomics Radio" podcast, she made the comment, "You watch a lot of the young guys consume the chips." They enjoy eating Doritos and licking their fingers with tremendous joy and when they get to the bottom of the bag, they pour the tiny broken pieces into their mouths in order to preserve the flavour of the bottom-of-the-bag chips. According to Nooyi, women were unique. They prefer not to crunch in public, she remarked.

Additionally, they don't lick their fingers profusely or enjoy putting the flavour and small pieces in their mouths. She went on to add that a Doritos-type product aimed particularly at female consumers was being considered by PepsiCo, a $100 billion firm that controls dozens of well-known brands like Mountain Dew, Gatorade, Ruffles, and Tropicana. Such a product would come in bags small enough to fit well in a handbag, be less untidy, and be simpler to consume. Nooyi responded, "Because women love to carry a snack in their handbag. These comments received sexist backlash. The debate over her eating habits, however, overlooked a more important point: Nooyi is one of the few women in charge of a significant American firm, and gender inequality issues are just as pervasive at the top of the corporate food chain as they are throughout our society. Less than 5% of big public firms' chief executive officers are women; they typically earn less than men; and they frequently have their appearance and statements exaggerated, which makes managing a company more difficult.

In Numerous interviews , Indra Nooyi has spoken about gender bias and how women can't have all and have to sacrifice certain things in life which men don't have to like sharing equal responsibility for kids , not able to dedicate full time sometimes to the work or converting her office, so that , she can accommodate her kids . She also spoke about how not every women is able to get all the facilities like child care, equal pay and enough supporting policies from the organisation to balance her duties in personal and professional life

5.2   Sudha Murthy

A well-known social activist and author , trustee of Infosys is Sudha Murthy. Her writings depict actual events, both his own and those of common people. The design is straightforward and direct.

How I Taught My Grandmother to Read author Sudha Murthy writes about her first experience with gender bias in the essay "Gender Bias." as an outstanding M.Tech. (Computer) student at IISc. Bangalore. Sudha Murthy noticed a job posting for an engineer at a telecommunications company. Female candidates are not required to apply, according to the announcement. Sudha Murthy became angry. She wished to object. She possessed both bravery and tenacity. To JRD Tata, he wrote. She discussed the open exhibition of gender bias at her wonderful firm.

When she received the call for the interview, she was taken aback. She was chosen for the position and was the first woman to work on the shop floor of the telecom. The events that

followed drastically altered Sudha's life. JRD said to Sudha that it was good to see the girls working in engineering when they later crossed paths for the first time. She was content.

Sudha Murthy's life was blissful and happy while she was a student. She was not informed of any wrongdoing or discrimination. But when she spotted the job posting for an engineer at Telco, it all came crashing down. She wasn't very interested in accepting the position because she was eager to travel abroad to get her doctorate in computer science.

She made the firm decision to challenge the company's unfair policies. She then submitted an application for the position. She also sent JRD Tata a postcard in which she lamented the situation. She claimed that the Tata family had founded Indian business. Additionally, they had built well-known colleges and universities, such the IISC Bangalore. It was unexpected that a well-known and reputable business would discriminate against women by not hiring them.

Sudha was taken aback when she received a call for an interview in Pune. She dismissed it and travelled to Pune solely to get sarees for her friends. Sudha observed that there were six persons on the panel when she arrived for the interview at Telco's Pune office. The author then understood that it was a significant matter. So, before the interview, Sudha expressed to the panel her hope that it would merely be a technical one. She was respectfully informed by the interview panel's gentlemen that it would be challenging for women to work on the shop floor. As a result, the business had a policy of not hiring women.

There are only few gender bias occasions that Sudha Murthy had to face in her life. She also has spoken about numerous instances. She thinks that women shouldn't be shy about expressing themselves. If she had not chosen to speak out against discrimination based on gender throughout the hiring process, she would not have been offered a special interview.

She became the first woman engineer in the nation thanks to her candour and courage in speaking her mind. Therefore, Sudha Murthy is a great role model to learn from if you want to build your personality.

5.3   Nirmala Sitharaman

Nirmala Sitharaman, the union finance minister, pointed out terms and expressions that she claimed were patronising and failed to "recognise implicit gender prejudice" on Monday in an effort to draw attention to language-based discrimination against women in Indian society. On International Women's Day, she claimed that humour is used throughout formal and casual interactions, which feeds into a particular mindset. She used the Hindi expression "choodiyan

pehen ke baithna," which denotes a person lacks the bravery to confront or combat any crime, as an example. According to Sitharaman, such a phrase must be avoided.

"Gender consideration must be included in communication language. Every time we hear a call for proper language, we stand. Both formal and informal language can be found that fails to acknowledge implicit gender bias. We must stress the need of gender-sensitive language. We shouldn't support such speech, "In her remarks to a group of female lawmakers and journalists, Sitharaman made the statement, according to the news agency ANI. Each of us must declare that we reject such words and expressions, she continued.

Nirmala Sitharaman, the minister of finance, urged for increasing the number of female directors on the boards of India Inc. She claimed that the government can only encourage businesses and women to participate more and is unlikely to make further changes to the regulatory environment.

"The market will need to take the initiative. The government is at its limit in terms of nudges. It cannot be voicing concerns on behalf of 50% of the populace. To further this mission, society must exert pressure, reason, and a higher sense of conscious decision-making, she remarked at a gathering of women directors held at the BSE headquarters."You, as a woman, may give value to the companies as a director of the board. It cannot be a cosy men's club, the finance minister continued. The Security and Exchange Board of India (Sebi), in compliance with the Businesses Act, has mandated the nomination of one independent woman director to the board of listed companies as part of a regulatory drive for gender diversity.

Nirmala Sitharaman, the finance minister, pushed female business owners and corporate executives to assume leadership positions while speaking at a women directors' conference at the BSE headquarters in Mumbai. She asserted that boards cannot continue to be a "men's club."~"Women in the boardrooms of successful businesses contribute more value. Women must join these companies' boards of directors. It can no longer be a welcoming men's club. It is a little challenging for women to join [such boards], but I don't discourage socialisation among male board members "She spoke. She urged corporations to increase the number of women on their boards, noting that research from throughout the world has shown that such organisations are more profitable and inclusive.There are numerous other occasions where FM has spoken about women leadership and how it is beneficial to the society as well to the organisation and economy

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

Despite the rise of women in leadership positions, the results of this particular study indicate a higher education environment that is entrenched in tradition and where gender stereotypes are prevalent and actively strive to limit women's possibilities and skew public perceptions of their abilities. Women must find a balance between masculine and feminine behaviour, know when to switch between the two, and know how to customise their replies to the organization's expectations (Christman & McClellan, 2008). According to Jacobs (1996), women in higher organisational responsibilities have experienced cumulative disadvantages as a result of being treated unfairly at every stage of their career paths. The lack of women in leadership positions is a reflection of the terrible treatment they experience, which can cause them to decide to resign from their positions, as it did with all three research participants (Johnsrud, Heck & Rosser, 2000). According to research by Johnsrud, Heck, and Rosser from 2000, administrators' opinions of their jobs had a significant impact on their morale and their decisions to look for work elsewhere. According to the researchers' findings, women morale was influenced by their judgements of their treatment equitably, the value placed on their ideas, and the significance of their work.

Women want to be acknowledged for their knowledge and achievements and to take part in activities that are pertinent to their organisations. While Lindsey's (1999) study revealed examples of women who faced the challenge of working for an insecure supervisor who supported them privately but not publicly and stole their ideas, Johnsrud and Rosser's (1999) study also showed that trust and communication from one's supervisor had an impact on morale and a sense of purpose in one's work. Some women also mentioned that they had thought about suing for discrimination but opted against it out of concern for reprisals.

Men are known to bounce back from issues more readily than women and minorities do. These literary topics were also prevalent in our analysis. The stories of Elle, Jenny, and Linda show how people perceive them in gendered ways. The conflict between the female gender role and

the leadership position diminished their influence as leaders and made it more likely that people would see them as women than as leaders. Eagly and Karau (2002) assert that in order to reduce these stereotypes, either the leadership stereotype or the gender role stereotype must be altered. It is recommended that work be done within organisations to transform the notion of what it takes to be a leader as gender role stereotypes have remained despite a clear societal role change for women. Women will continue to be at a disadvantage until it is accepted that leaders should exhibit both masculine and feminine traits. Having women in positions of leadership will actually contribute to achieving that (Ely, 1995). Our schools and universities then have a responsibility to address these gender disparities and the cultural norms that support them. Our organisations and government has to come up with policies address these gender bias and stereotypes women are facing and help the gender parity to decrease.

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