Women's Paradoxes: Through the Lens of Social Identity Theory- a Path Analysis

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Globally, inspite of the golden age of women, women continued to be disadvantaged when it comes to participation even when they are eminently qualified; women remain discriminated against in terms of accessing top management/leadership positions. This is, even though more women are getting educated and hold more jobs worldwide than ever before. However, most continue to undergo the occupational isolation in the workplace and rarely break through the so-called glass ceiling. Again, even the few who push through to occupy top leadership or management positions face thoughtful challenges that can and do confine their performance in these positions. This is a serious fear as it reinforces existing stereotypes of women's ability to perform at the top level and thus disseminates a vicious cycle of banishment and disempowerment of women. The research paper focusses on understanding the problems and challenges the women managers face in work situations that put them in a situation of double bind paradox and creates the barriers or promotional paradox that women managers face in making a move in their career , which further has impact on their work performance.

Keywords: Social Identity Conflict, Double Bind Paradox, Promotional Paradox, Work Performance

1. Introduction

Leadership in global business world is about creating and sustaining risk taking and innovation, and releasing new ideas and fresh approaches which can drive business results. 'It is the greatest paradox of our times that women, who are excellent leaders, are still much underrepresented in leadership positions that shape our world'. The issue of the under-representation and disadvantage of women in business is well documented; women are under-represented in senior positions, are less likely than their male counterparts to be promoted, dominate part-time work and are paid less on average than men per hour. In recent years the low proportion of women in executive management and board positions has gained a lot of attention and given rise to public discussion worldwide. The low representation may be considered paradoxical since women today are more educated than men. Evidence shows that men and women possess the same skills and abilities, as goes for educational attainment but still the representation of women across levels shrinks.

The very fact of women being sufficiently represented in the workforce, but hardly present in the managerial positions got labeled "the glass ceiling" marked by gender stereotypes, "a barrier so subtle that it is transparent, yet so strong that it prevents women from moving up in the management hierarchy". As appears from the extant literature, it comes in many: women's under-representation at the corporate hierarchy, competent but receive lower rewards, never too right. In recent decades, global movements and charters have recognized that women have the right to equal opportunity, equal access to resources, and freedom from discrimination. These efforts have partly paid off. Women have entered the workforce in greater numbers, and today they occupy positions of leadership in government, business, and civil society in many parts of the world. Nevertheless, women have yet to achieve parity in labor markets and in key aspects of their everyday lives.

In contemporary years the small percentage of women in executive and board level positions has gained a lot of thoughtfulness and has even given upswing to wide spread discussion in public across the world. This low demonstration of women may be taken as paradoxical because women in present are more educated than men (Tilastokeskus, 2011). But the question arises that what are reasons for which women are understated in the organizational hierarchies? It is evident that both men and women enjoy equal skills and abilities, as required for advancement but still women representation across all levels is shrinking. Catalyst 2015, shows the reduction in women representation across all levels in comparison to men. In a survey conducted on 1675 women managers in India, 56% Clearly stated that because of their gender they feel disadvantaged at workplace (ASSOCHAM, 2008; Financial Express, 2008). This indicates that gender disequilibrium is rampant in Indian Organization

The facts support the representation of women being sufficiently represented in the workforce but rarely being present in the managerial role positions is marked as ' The Glass Ceiling' which is labeled by 'gender stereotypes', is an obstacle which is transparent and delicate , yet is so strong which has the capability of restraining women to progress in leadership hierarchy."As it is evident from the extant literature that this gender stereotype comes in many forms as lower representation in corporate hierarchy, receiving lower rewards despite of being equally competent and never too right.

However, women have a long way to go to attain that equality not only in labor markets but even in all facets of their everyday lives. Mckinsey in September 2015 reported about 37 percent of the world's GDP is generated by female workers and in India women contribute 17 percent to the country's GDP relative to the male counter parts.

Hence, the researcher conducted a study on the women professionals in Private Sector Banks and the problems and challenges they face in work situations that put them in a situation of double bind paradox which in turn influence their work performance. Further it is necessary to identify the barriers that women managers faces in making a move in their career and recommend strategies to overcome and to create a platform as to what should the employer and society do to improve this situation. This paper investigates the perception of women managers towards double bind and promotional paradox and their contribution to social identity conflict and their impact on work performance of women professionals.

Women Professionals and Their Paradox

The word, "Woman Professional" comprises central incongruity and possible double jeopardy which women confront in different vocations. It is a simple inconsistency between societal descriptions of "females" and expected behavior of "Professionals" based on norms and beliefs. In west, women and their arrangements are interpreted in terms of four roles as sexual role, thing, domestic, & as a mother which contributes to stereotypical roles.. These roles are either partial or incomplete and fosters the conditions of powerlessness of women managers and increase the degree of dependence (Schein, 1974) On the contrary, the term 'Professional' and especially its variants "executive" and "manager" are defined in terms of qualities traditionally considered to be masculine: rationality, power, decisiveness, activity, objectivity and toughness."

Double-Bind Paradox

The issue of the under-representation and disadvantage of women in business is well documented; women are under-represented in senior positions (Hicks & Thomas, 2009), are less likely than their male counterparts to be promoted (Yap & Konrad, 2009), dominate part-time work (Office for National Statistics, ONS, 2011) and are paid less on average than men per hour across all UK industries (ONS, 2011).

Academic research finds women in the workplace face many forms of discrimination (Hatchell & Aveling, 2008), specifically women who are consistent with their gender stereotype are considered 'soft', whilst those who are opposite are considered 'tough' and are disliked (Robbins-McNeish, 2007). According to the literature, this creates a double bind, Double Bind is defined as a psychological deadlock which is created when contradictory demands are made of an individual so that in every matter whichever directive is followed , the response will considered as incorrect. (Catalyst, 2007).

We all know the feeling of being stuck in a double bind – that troublesome sense that whatever you do, you cannot do it right. Gender stereotypes lead to expectations that women are less able than their male colleagues to lead, and induce disapproval for women who are successful in these male gender-typed positions, (Sools, Van Engen & Baerveldt, 2007). For example, research finds that to overcome doubts about their leadership ability women must perform exceptionally well, however accomplished assertive women are deemed less likeable. To be more likeable, women can display warmth, but this can lead to women in the workplace to be seen as weak and incompetent (Eagly & Carli, 2007).

Promotional Paradox

It is as simple as day that women are equally capable in terms of skills & talent to lead, yet occupy fewer job slots. Women are considered to be less aggressive than their counterparts in moving up to ask for those big jobs which they want. But unfortunately it has led many of us to wonder if this struggle for career equality is truly worth it. The resultant is the pool of competent and well qualified female candidates in the race of top jobs is getting smaller because the best women leave their jobs in order to raise families or are forced to pursue part time work (Flynn, Heath and holt, 2013).

Okolo, *I. (1989)* shared through his work that the lack of role models for women at executive positions is one of the reasons and this is due to their rare presence in top managerial positions. Likewise, in his study he found out that there is no gender difference in organizational hierarchies if a woman has already managed an access to them. The lack of influence in women is because the women occupying executive and managerial positions have developed their survival features by becoming immune to the effects of men's hierarchies.

Sederer, L., and R. Seidenberg (1976) have addressed genre separation of women sustaining to that woman occupying managerial positions tend to concentrate in certain sectors of economy only, which is reflected in the varied pattern of occupational segregation. It has been seen that in large corporations, if ever a woman gets up to a top position, it is generally in non-strategic areas and their movement towards more strategic areas within the organizations is difficult. This organizational barrier is sometimes called "glass ceiling".

Skinner and Pocock (2008) have investigated the relationship between work overload, work schedule control, work hours and their fit with preferences and work-life conflict among full-time employees (N=887). It was found that a strong association is demonstrated by work overload, followed by work schedule control, work hours and work hours fit with work-life conflict. It called for effective management of work overload as it would help in addressing work life conflicts and further time-based work life policies, procedures and interventions will support a healthy work-life relationship.

Sophia J. Ali (2011) investigated the challenges that women face in career development in Kapsabet Municipality, Kenya. She found that majority of the women employees were dissatisfied with career development programmes and were discriminated against the career development opportunities. Through her study she recommended that organizations are required to strive hard to ensure that career development programmes that were set in organizations enhance career development amongst women employees. Top management commitment and introduction of affirmative action must be done so that the problem of women career development is addressed urgently.

Wentling*, R. M.(2003)* has shown that the dual role of women is the cause of tension and conflict as her social image is very dominant . Further, in her study on working women in Delhi, she has shown that traditional authoritarian set up of Hindu social structure which is authoritarian is continued from ages and hence is creating problem of role conflict for the women but this can be improved by changing the attitude of men and women according to the situation which will help to overcome their problems.

Buddhapriya (2009) points some of the significant reasons that restrict the women to move upward in organizational hierarchies, viz, stereotyping and perceptions of roles and abilities of women; commitment to family responsibilities; exclusion of women professionals from informal networks; lack of significant general or line experience; lack of mentoring and lack of gender-sensitive policies by the employer.

The results revealed that out of the six factors studied, 'commitment to family responsibility' was perceived as the most important barrier by most women professionals to their advancement to senior positions. Some of the women professionals stated that they did not experience 'commitment to family responsibility' as a barrier to move to the senior level as they had grown-up children or have a strong support system that is assisting them in taking care of their family responsibilities. However, they still believed that due to family responsibilities, it is difficult for many women professionals to reach to the top positions. In addition, Lack of gender sensitive policies by the employer was also considered to be an important factor creating barrier to the career growth of the female professionals. Women professionals in the Indian setting are forced to trade-off their career in favour of their families. Irrespective of that they contribute more or equal at times , but they are often reprimanded and accused for not taking enough personal care of the children and spouse, or they stay late in the office due to pressure of work, undertake frequent travels, or attend late night office parties, etc. Their efforts to outshine in their jobs is hardly appreciated by the family members or society at large. Their behavior is critically reviewed and is called too much "career-minded' and 'unwoman-like'. Therefore, women professionals, find it difficult to make full utilization of their potential. Mercer Survey (2011) conducted a research survey collecting responses from 1800 human resources, talent management and diversity leaders in order to identify the obstacles which women managers face in becoming successful. It has been observed that many multinational organizations value gender diversity in leadership but they are focused on broader objectives of diversity rather than specifically focusing on accelerating the development of qualified women leaders. As a result in the absence of a clearly defined strategy, the climate of support for developing women leaders is mixed.

The survey identified following factors that prevent women from advancing to the next level and put them in a promotional dilemma

Table 1 *(Factors Preventing Women from Advancing)*

Factors	Percentage of respondents according to survey
Insufficient depth of experience	18.9%
Insufficient of breadth of experience	28.8%
Lack of global experience	17.5%
Lack of executive leadership potential	19.2%
Lack of executive sponsor	41.5%
Lack of mentor	21.2%
Limited social network and connections	18.1%
Willingness to relocate	25.9%
Work-life balance	42%
Ambition	13.9%
Confidence	17.2%
Resilience	7.4%
Decision making ability	7.1%

Source: Human Capital Media Advisory Group and Mercer, 2011

Further, it was cited that the lack of executive sponsors and an insufficient breadth of experience are top factors that stop women from advancing to the next level in their organization's leadership talent pool. This calls for an investigation of how executive sponsorship helps to drive career advancement, and what benchmarks are required to make it work effectively. It requires to answer that whether it is necessary, for example, for an executive sponsor or mentor to have had diversity training and specific capabilities so that they can effectively mentor any women executives? What must women bring to the task of partnering with male executives in terms of shared vision and career growth? Further, there are some real development challenges ahead for women. Survey respondents cited women's "struggle to be able to relocate or work on a long-term global assignment due to spouse work commitments and inability to travel." Others said there was not enough recognition of the need for targeted development, noting a lack of leadership support, while still others opined that "Women don't ask for the promotion. Men do and get it, whereas women wait to be recognized for all their hard work, and it never comes."

1.1 Work Performance

An individual's performance at work is one of the most important outcomes of studies in the occupational setting. Various terms (often used interchangeably) are used to describe individual work performance (IWP), such as presenteeism, performance, or productivity. Consider ing the importance of IWP, within work and organizational psychology, defining the construct of IWP and attempting to understand its underlying structure has received much attention (Dalal, 2005). IWP is generally defined as "behaviors or actions that are relevant to the goals of the organization" (Campbell, 1990). Thus, IWP is defined in terms of behaviors or actions of employees, rather than the results of these actions. In addition, IWP consists of behaviors that are under the control of the individual, thus excluding behaviors that are constrained by the environment. Thus, IWP focuses on behaviors or actions of employees, rather than the results of these actions. In addition, behaviors should be under the control of the individual, thus excluding behaviors that are constrained by the environment (Rotundo and Sackett, 2002). IWP consists of three broad dimensions. The first dimension, *task performance*, traditionally has received most attention, and can be defined as "the proficiency with which individuals perform the core substantive or technical tasks central to his or her job" (Campbell, 1990). The second dimension of IWP is *contextual performance*, defined as "behaviors that support the organizational, social and psychological environment in which the technical core must function" (Borman and Motowidlo, 1993). The third dimension of IWP is *counterproductive work behavior*, defined as "behavior that harms the well-being of the organization" (Rotundo and Sackett, 2002).

1.2 Theoretical Foundation Lens of Social Identity Theory

In this we review a family of social psychological theories, most particularly Social Identity Theory (SIT) and Self-Categorization Theory (SCT), which together organize to what we call as the Social Identity Approach. These theories surround around the way that how people define themselves as members of a social group – is the meaning of the term 'social identity'. Conceptually, this approach aims to transform the understanding of identity in psychology. It stresses the sociality of the construct in at least three ways. First, social identity is a relational term, defining who we are as a function of our similarities and differences with others. Second, social identity is shared with others and provides a basis for shared social action. Third, the meanings associated with any social identity are products of our collective history and present. Social identity is therefore something that links us to the social world. It provides the axis between the individual and society.

The richness of the theory can be drawn from the overall framework which is developed in ways that ignores or contradicts its initial premises. The social identity approach pursues to address how psychological processes interact with social and political processes in order to explain human social behavior.

It is said that (a) social identification is a perception of oneness with a group of persons; (b) social identification stems from the categorization of individuals, the distinctiveness and prestige of the group, the salience of outgroups, and the factors that traditionally are associated with group formation; and (c) social identification leads to activities that are consistent with the identity, support for institutions that embody the identity, stereotypical perceptions of self and others, and outcomes that traditionally are associated with group formation, and it reinforces the antecedents of identification.

According to SIT, people tend to classify themselves and others into various social categories, such as organizational membership, religious association, gender, and age group (Tajfel & Tumer, 1985).

1.3 Social Identity Theory and Stereotype Threat

Stereotype threat refers to situations in which individuals feel they might be judged negatively because of a stereotype. Women, for example, might experience stereotype threat when they complete a mathematics task--a task that some people assume are completed more effectively by men. Stereotype threat has been shown, in many contexts, to compromise performance, evoke anxiety, and deplete effort (e.g., Steele, 1997; Steele & Aronson, 1995; Steele, Spencer, & Aronson, 2002; Schmader, Johns, & Forbes, 2008).

Social identity threat represents instances in which individuals feel the collectives to which they belong have been evaluated negatively. In short, as social identity theory assumes (Tajfel & Turner, 1986), individuals strive to maintain a positive perception of their groups and collectives. If these positive perceptions are challenged, individuals experience a sense of threat, manifesting as negative emotions or reinforcing behaviors that align with group norms (Walton & Cohen, 2007).

Some scholars argue that stereotype threat is a subset of social identity threat. In particular, stereotype threat evokes concerns of individuals about themselves. In contrast, social identity threat also evokes concerns in individuals about their perceptions of their groups and collectives (Derks, Inzlicht, & Kang, 2008).

1.4 Stereotype threat and Work Performance

Stereotype threat research has examined how activating culturally shared negative stereotypes reduces the performance of stereotyped group members (e.g., Steele & Aronson, 1995). The main thrust of this work shows that making people aware, either blatantly or subtly, of negative stereotypes relevant to a social group to which they belong impairs individuals' performance in the stereotyped domain (Steele, 1997; Steele, Spencer, & Aronson, 2002).

Typically, stereotype threat increases the likelihood that men and women will not perform well on tasks in which they are often assumed to be deficient. If women are reminded of the stereotype that females are deficient in mathematics, their performance on mathematics tasks diminishes (e.g., Krendl, Richeson, Kelley, & Heatherton, 2008). If men are reminded of the stereotype that males are deficient in verbal skills, their performance on activities that demand these skills deteriorates as well (Ford, Ferguson, Brooks, & Hagadone, 2004).

Although often studied in the context of gender stereotypes, this form of threat has been examined in many other domains as well. When White participants are reminded of the stereotype that Black individuals are superior in athletic activities, their performance on these tasks diminishes (e.g. Beilock, Jellison, Rydell, McConnell, & Carr, 2006; Stone, Lynch, Sjomeling, & Darley, 1999).

Many studies have shown that stereotype threats can impede performance on various tasks. Potentially, stereotype threat might evoke worries, and these worries could impede the capacity of women to update the contents of working memory. The fundamental postulate of this model is that people typically view themselves positively and want to maintain this view of the self. Because of the drive to maintain the positivity and integrity of the self, what happens when people encounter a stereotype about a group they belong to that is negative— especially given that one's sense of self is in part determined by group membership, stereotype threat stems from cognitive imbalance that occurs when people's positive sense of self is inconsistent with the expectation that a social group to which they identify should fail in a given performance domain. For example, most women view themselves as capable, competent, and able to achieve. However, there is a pervasive stereotype that women are bad at math (e.g., Beilock, 2008; Beilock et al., 2007; Spencer et al., 1999).

Although these experiments suggest a reason for why women do not occupy as many managerial roles as men, few studies to date have explicitly addressed work related tasks for managerial roles. A notable exception is a study conducted by Bergeron, Block, and Echtenkamp (2006). They investigated the effect of stereotype threat on men and women's performance on a managerial in-basket exercise. Specifically, graduate students were asked to complete a decision-making activity in the field of human resource management after they were provided with information on their successful predecessor. Their successor was described using either stereotypically masculine or feminine descriptors. Bergeron et al. hypothesized that exposing female participants to masculine descriptors elicits stereotype threat, which in turn leads to lower levels of performance, both in terms of the quantity of memos to which the participants were able to respond, and the quality of their responses in the in-basket exercise.

The results showed that women in the masculine sex-typed condition underperformed in terms of both quality and quantity relative to women in the feminine sex-typed condition. Compared to men in the masculine sex-typed condition, women in the same condition underperformed in terms of performance quantity. In terms of quality, men and women did not perform differently in the masculine sex-typed condition relative to men and women in the feminine condition. Surprisingly, both men and women in the masculine sex-typed condition underperformed compared to men and women in the feminine sex-typed condition in terms of performance quality.

Although the study conducted by Bergeron et al. (2006) indicates that stereotype threat can negatively impact women in the workplace, additional research is needed to uncover the effect of stereotype threat in other non-gender specific, work-related domains.

1.5 Stereotype Threat and Work Performance

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effectiveness improved men's ability to negotiate, but hindered women's performance at the bargaining table. Davies et al. (2002) examined the effect of stereotype threat on women's vocational aspirations. Undergraduate women, who were shown gender-stereotypic television commercials, indicated less interest in pursuing educational/vocational options where mathematical skills are required to succeed (e.g., engineer, mathematician, computer science, statistician, accountant, etc.) and more interest in domains that rely on verbal skills for success (e.g., author of novels, linguistics, journalist, communications, political scientist, editor, etc.), than did women who were shown gender-neutral television commercials.

Davies, Spencer and Steele (2005) examined whether exposing undergraduate women to stereotype threat, that was not made salient by the researchers, influenced the decision of women to adopt a leadership role as opposed to a problem-solver role on a subsequent task. The participants were shown television commercials that either depicted women in a stereotypical light, or neutrally. Women who viewed the gender-stereotypical commercials were subsequently less likely to prefer a leadership role, compared to women who watched the gender-neutral commercials.

2. Methodology

Research Objectives

Given the almost equal percentage of men and women in middle management positions, one would expect to have seen a steady increase of women in senior management positions in the past decades. However, the proportion of women promoted to executive management positions has remained low which has been actively discussed worldwide. This research attempts to examine the reasons which tend to put women in a situation of double bind and factors that hinder or can foster the success of women in occupying senior management positions and its influence on the work performance of women professionals in Private sector Banks in India.

The specific research Questions were

1. To understand the perception of women professionals towards the predicaments of double bind dilemma.
2. To understand the perception of women professionals with regard to factors in career advancement.
3. To identify most significant factors that results in double bind & promotional paradox and their influence on work performance.

Research Design

The type of study used for the purpose of study is *Descriptive study*. It has been used because it is a fact finding study with adequate and accurate interpretation of the finding. It describes what the reality is. It describes what actually exists within a situation, such as current practices, situations, etc. of different aspects of the research. To attain the aim of this study, both primary and secondary data has been used.

Measurement & Scaling

Double Bind Paradox will be measured using 7-item scale developed by Steele and Aronson's (1995); social identity conflict will be measured by a 3-item questionnaire developed by settles (2004); promotional paradox using a 34 item adapted scale developed by Klaile Anna (2013) and work performance by 27 item scale developed by Koopmans, Hildebrandt, Burren, Beek (2014). In order to validate the questionnaire, expert opinion was taken, a total of 9 experts both from Industry and Academics were taken and an expert questionnaire was designed to record the expert opinion.

Sampling Design

This study was conducted with a total sample of **405 women respondents (Siddiqui, 2013)** through random sampling technique out of which **378 questionnaires** were completely filled, with a **response rate of 93%** and were used for further analysis. The respondents were from various Private sector Banks, viz, HDFC Bank, AXIS Bank, YES Bank, IndusInd Bank, and ICICI Bank. Most of the respondents are from entry level. Junior level and middle level management. In addition, responses were collected from Haryana, Punjab and National Capital Region.

Respondents Profile

Out of 378 women professionals, in terms of managerial hierarchy, 17% were from entry level positions, 29% from junior level positions and 46% from middle level positions. The positions were classified as **(a) Middle Level Management** (Deputy Managers, Teller Authorizers, Branch Operations Manager, Managers)**(b) Junior Level Management** (Teller, Assistant Managers, Assistant Managers(PWD), Personal Banker (AM) **(c) Entry Level Management** (Business Development Executives, Management Trainees, Sales Officers, PB (Sales).

3. Data Specification

The Questionnaire was pilot and Pre- Tested, to detect any problem with the questionnaire design leading to ambiguity of words, misinterpretation of questions, inability to answer a question, sensitive questions, and many other problems associated with the questionnaire as well as the process of administering the survey. (Hair et al., 2013; Grimm, 2010). In the first phase, a Sample of 60 respondents was taken for the pre-testing and pilot-testing of the scale which was required after amendments & will be used for collecting data from required sample. Result revealed that correlation matrix is not positive definite. A matrix is "positive definite" if all of its eigenvalues are positive. Which means that, either few or all eigen values in the given

data set is/are negative. And majority variables show high error component with factor loadings less than .05 which required the researcher to review the questionnaire. A revised questionnaire with uniform scaling was designed and administered. The results of reliability analysis revealed that although the value of Cronbach for all constructs was .904 but the inter item correlation was negative for some items and value was also less than .40 . So, in order to treat this , the items in the inventory were made unidirectional and then items with negative inter correlations and values less than .40 were removed in order to proceed for Exploratory factor Analysis.

Table 1 *Reliability Statistics*

Cronbach's Alpha	N of Items
.904	60

Table 2 *Reliability of Statistics*

Cronbach's Alpha	N of Items
.912	28

After removing the items with negative correlations and values less than .40 the Cronbach alpha value was .92 and 28 items were identified for further analysis. In the next stage of analysis , based on 28 items identified , exploratory factor analysis using Principal Component Analysis and Varimax Rotation was applied, which shows that the value of Kaiser-Meyer Olkin Measure of sample Adequacy was .620 and Bartlett's Test of Spherecity is also significant (.000) (Table 3).

Table 3 *KMO and Bartlett's Test*

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.620
Bartlett's Test of Sphericity	Approx. Chi-Square	14573.721
	Df	741
	Sig.	.000

Further, based on eigen values seven (07) factors were extracted which explained 65.33% variance. The seven factors extracted Task Performance, Contextual Performance, Counter Productive Behavior, Social Identity Conflict, Career Ambitions and Preferences, Family and Work, Stereotype Threat. (Table 4).

Table 4 *Rotated Component Matrix*

	Component						
	1	2	3	4	5	6	7
TP4	.938						
TP6	.932						
TP7	.921						
TP5	.883						
TP3	.804						
CP4		.450					
CP6		.518					
CP3		.602					
CP12		.946					
CP11		.877					
CP10		.863					
CP8		.834					
SIC3			.593				
SIC2			.576				
FW1				.716			
FW2				.616			
FW3				.614			
FW4				.589			

ST2				.822			
ST5				.795			
ST1				.740			
CAP1					.797		
CAP4					.707		
CAP3					.702		
CPB7						.857	
CPB8						.792	
CPB1						.695	
a. Rotation converged in 7 iterations.							

These factors were further tested through structural equation modeling using AMOS 19.0.The results of SEM revealed that the value of GFI=.558, AGFI = .486 and RMSEA = .23. The value of GFI ranges between 0 and 1, where o means bad fit and values closer to 1 is a perfect fit. Since the value of GFI is in the range of 0 and 1, although it is not a perfect fit but is a mediocre fit. Further, the value of RMSEA being less than .50 indicates that model is a better fit. The composite reliability of various constructs was found to be more than .70, as social identity conflict (.682), stereotype threat (.89), career performance (.85), Family and work (.81), task performance (.97), contextual performance (.93) and counterproductive behavior (.89).
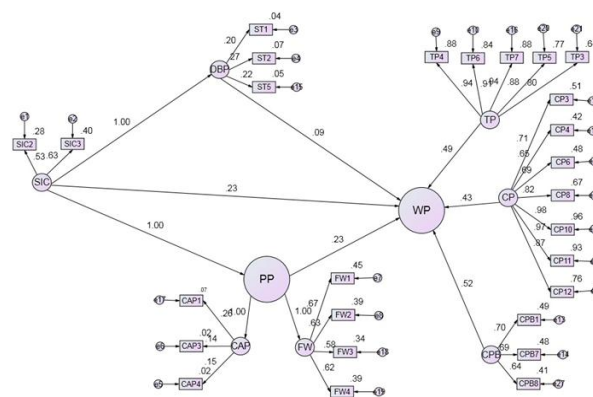
5. Results and Discussions

Research Objective 1: To Understand the Perception of Women Professionals towards Predicaments of Double Bind Paradox.

In order to understand the perception of women professionals towards the predicaments of double bind paradox, which the researcher has studied through stereotype threat, based on the results of Confirmatory factor analysis it was found that majority of the women professionals agree that they face stereotypical threat at work. Using Structural Equation Modeling and it was found that out of seven items, 3 items, viz, It is expected from me to do poorly on the activity because of my gender (.20), I doubt that others would think that I have less ability because of my gender (.27) and At work, people of my gender often face biased evaluations from others (.22), strongly influence the perception of women professionals towards double bind dilemma.

Further, in the study it was observed that women professionals in banks experience that people feel that they have less ability and they even often face biased evaluations at work because of their gender. According to Catalyst (2007), when women act more "leader-like" or embrace behaviors that are considered typical of effective leaders, they have difficulties in influencing others on account of being viewed as less personable leaders. Not being liked as a leader can also negatively impact women's work relationships, access to social networks, day-to-day interactions and, eventually, their advancement opportunities.

Research Objective 2: To understand the Perception of Women Managers towards Promotional Paradox

The perception of women managers to barriers in career progression was measured in terms of career ambitions and preferences, family and work, norms and belief, mentoring and networking. Using Structural Equation Modeling (Fig 4.3) and it was found that out of 23 items, 7 items influence the perception of women professionals towards career advancement, viz, Have you been given promotion opportunities in your bank (.20), I am confident enough to attain my set goals(.14) , I am continuously on the lookout for career advancement opportunities (.15) , domestic help is important to balance family and work (.45), I and my partner had to compromise on our career goals in order to balance work and family life (.39), Having children has not slowed down my career advancement (.34), Having Children permanently altered my career goals (.39).

Further, based on item analysis of 7 items identified on the basis of Structural equation modeling, (Table -61 & 62) it was found that women professionals in Banks find these barriers as significant in putting them in promotional paradox and slow down their career progression.

Research Objective 3: To Identify the Significant Factors of Promotional Paradox
To identify the significant barriers to career advancement of women managers, exploratory factor analysis was used and based on the results) , the following items of Career ambitions and preferences based on their factor loadings (Table-21), namely, Have you been given promotion opportunities in your bank (.797), I am confident to attain my set goals (.707) and I am continuously on the lookout for opportunities for career advancement (.702) ; followed by domestic help is important (.716); I and my partner had to compromise on our career goals to balance work and family (.616) ; Having children has not slowed down my career advancement (.614) and having children has permanently altered my career goals(.589) which were categorized as family and work are the most significant factors to promotional paradox to women managers which was further supported and tested through structural equation modeling.

Family responsibilities substantially have an affect on the career decisions of women professionals. It is usually expected that the females are required to just take care of family responsibilities. Women professionals have agreed that responsibility for children hinders their capacity to advance. They think that they are not able to utilize their full potential and at times they are asked to make career trade-offs because of their family responsibilities.

Research Objective 4: To understand the Impact of Double Bind and Promotional Paradox on Work Performance of the Women Professionals
Based on path analysis (Figure 4.3), it can be seen that Social Identity conflict had influence on work performance of women managers and double bind and promotional paradox contribute to social identity conflict .Further, It is expected from me to do poorly on the activity because of my gender (.20), I doubt that others would think that I have less ability because of my gender (.27) and At work, people of my gender often face biased evaluations from others (.22), strongly influence the perception of women professionals towards double bind dilemma and Have you been given promotion opportunities in your bank (.20), I am confident enough to attain my set goals(.14) , I am continuously on the lookout for career advancement opportunities (.15) , domestic help is important to balance family and work (.45), I and my partner had to compromise on our career goals in order to balance work and family life (.39), Having children has not slowed down my career advancement (.34), Having Children permanently altered my career goals (.39) strongly influence the perception of women managers towards promotional paradox which is contributing to social identity conflict which further has an impact on the work performance of women professionals.

Work Performance was measured on three dimensions, viz, task Performance, contextual performance and counterproductive behavior. Based on the results of path analysis, it can be seen that counterproductive behavior has 52% contribution to work performance followed by task performance, 49% and contextual performance, 43% to work performance of women managers in banks. In total promotional paradox has been seen creating an impact on work performance 23% and double bind paradox creating an impact of .09 to the work performance. Further, it can be concluded on the basis of the path model that double bind and promotional paradox contributes to social identity conflict which influences the work performance and promotional paradox has more influence on work performance of women managers in contrast to double bind paradox.

As is evident from the extant literature that Women restrain their career plans to spend more time in caring for their family, they are characteristically less ambitious than men and don't have the self-confidence that commands seats in the C-suite. Women aren't vacating their careers in large numbers, in fact, they are increasing their craving for winning promotions; and women overall don't lack for ambition and confidence to take on big jobs (Lublin and Waller, 2015), as is evident from the results in the study that career ambitions and preferences and family and work are significant contributors to social identity conflict which in turn influences the work performance of women bankers.

6. Conclusions
In the end we can conclude that fascinatingly today, these females are the role models for variety of females who have the ambition and confidence to create something big within the world of banking. Once you see these proficient females who became prosperous leaders, you do get galvanized to follow in their footsteps. These females within the world of banking and money services have given confidence to others to undertake such jobs. (Sharma, 2010).

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