

Who Says Women Can't Negotiate: A Study of Indian Female Employees on Negotiation Stereotype

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Abstract. The pay gap in workspaces concerning gender is often attributed to women's inability to negotiate for what they rightfully deserve. It, therefore, becomes essential to develop an in-depth understanding of barriers to women's effective negotiation. A mixed-method sequential analysis was adopted consisting of Personal Interviews and a Quantitative Survey. The sampling frame includes females who are currently working for more than a year, on maternity break, who has re-joined after a career break, and those who have stopped working. Females from sectors like IT, Finance, Consulting, Education, Health, and Telecom were considered. Text analysis was conducted to filter the significant factors/ theme that impacts women's negotiation skills. The research followed this to understand the impact in depth. The findings from the study revealed that the barriers to negotiation for females in a workplace with regards to paying, performance, and appraisal have diminished over the years. Though gender stereotypes still exist and women are perceived to be ineffective negotiators based on their gender. Women do not feel that their perceived inadequate negotiation skills negatively impact their career growth. Women used to handle, or rather, were made to feel, that negotiating or bargaining is an act of greed and is considered improper. Being unfairly passed over for a promotion or being underappreciated for their efforts at work elicits the same response. This had improved now when they acquired skills to demonstrate their value to decision-makers through their work, which has reflected in their professional growth.

Keywords: Negotiation, women, pay, gender, promotion, career growth

INTRODUCTION

Examination demonstrates that ladies are more hesitant than men in arranging their compensation offers, evaluations, advancement jobs, and so on. For instance, an investigation of MBA graduates indicated that just one-eighth of the ladies negotiated their job offers compared to half of the men who had arranged their job offers (Small, D. A., Gelfand, M., Babcock, L., and Gettman, H., 2007). A fundamentally same example was seen in review investigations of working grown-ups and research center tests. (Bowles, H. R., 2014). This is proven from the graph below, where we can see that women are underpaid compared to men all these years.

There is a number of models far and wide that show that women are helpless to negotiate for themselves [1]. The compensation hole in the film business, IT division, and the business world reveals how women frequently fall flat as mediators since they surrender early. Maximum on-screen characters like Jennifer Lawrence, Meryl Streep, and Viola Davis are often underpaid compared to their male partners. Correspondingly, if we notice the number of female CEOs of the top organizations, there are not any ladies in that rundown [2].

"Specialists have inspected the why, and the appropriate response has more to do with how ladies are dealt with when they haggle than it has to do with their general certainty or aptitudes at arrangement" (Bowles, H. R., Babcock, L., and Lai, L., 2007).

Numerous examinations have been directed where members were solicited to rate the impressions from workers who haggle for their compensation and that of the representatives who don't, by letting precisely the same chance pass by without negotiating. Specialists later contrasted the eagerness of individuals to work with those representatives once the evaluators saw them deal or not [3]. On the off chance that the evaluators were seen as less keen on working with a worker after seeing them negotiate, we consider that the "social cost" of negotiation. With reiterated beliefs, it was found that the social cost of wheeling and dealing for increasingly huge compensation has been more significant for women than it is for men. Men can completely overstate their hands and separate orchestrating accomplices. Regardless, in most disseminated examinations, the social cost of wrangling for pay isn't colossal for men, while it is imperative for women [4].

(Source: Wage indicator Foundation)

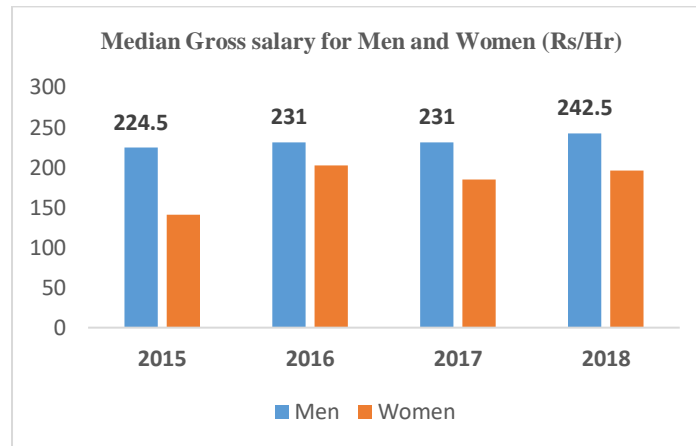


FIGURE 1. Figures for men and women median gross salary

Women have extraordinary influence and collective abilities; however, these are seriously underestimated. They are relied upon to cling to certain conduct which restrains their capacities. Generalizations about women's capacities and attributes alongside men's hesitance to permit women from exceeding expectations in a manly space are significant limitations to ladies exceeding expectations in negotiation.

Negotiation is considered to be one of the essential business skills required for both men and women shown in Figure 1. It may also be a necessity in various situations, right from negotiating one's salary or making a business deal to working out disagreements with colleagues or clients [5]. Traditionally, men are seen as better negotiators when compared to women, which in turn is said to be one of the reasons women lag in negotiating their pay and advancing in their careers. Our research will help in finding the reasons for this disparity.

LITERATURE REVIEW

Women's respectably increasing exhibition in negotiation is much of the time alluded to as a purpose behind gender difference in progress and pay inside affiliations [6]. Women give off an impression of being progressively compelling in wheeling and dealing on issues seen as feminine appeared differently about that considered masculine. (Work environment Gender Equality Agency, Government of Australia, 2013).

Not long ago, the focal point of most examination on female arrangement aptitudes has been principally on psychological boundaries, deciphering gender orientation inconsistencies as signs of foreordained partialities emerging from gender generalizations [7]. Through this exploration procedure, gender orientation jobs are set up and delineated in an inevitable outcome to keep ladies financially and socially in reverse. Although this perspective has enormously propelled our comprehension of the complexities of women's arrangement, to evacuate impediments to women's vocation improvement, negotiation specialists should likewise recognize the persuasive and paradigmatic underpinnings of gender orientation holes in negotiation productivity [8]. (Laura A Kray, Jessica A Kennedy, 2015)

There is a restricted exploration of contrasts in morals dependent on gender orientation. Women's propensities towards more grounded moral conduct improve them arbitrators in specific structures. This exploration considers gender orientation responses to negotiation morals in two entire regions – honest withdrawal and advantage [9]. The investigation likewise finds that budgetary motivating forces may go about as a suppressant to ethical conduct. (J. A. Kennedy, L. J. Kray, and G. Ku, 2017)

As a rule, society esteems arranging expertise in manners that favor unmistakably manly attributes, for example, emphatics, an accentuation on personal responsibility, and the capacity to think and act soundly [10]. This paradigmatic hindrance unreasonably remunerates men to the detriment of ladies by esteeming manly highlights. (Laura J. Kray Jessica A. Kennedy, 2017)

The experimental status of specific announcements, for example, the gender-related contrasts appeared by detailed exploration, is low, shockingly questionable across contemplates, frequently artefactual, and conflicting with the substance of gender orientation generalizations, was genuinely subverted by the aftereffects of numerous quantitative examination unions that analyzed female and male conduct [11]. The debilitating proof has sabotaged the women's activist, political plan by utilizing logical science to discredit gender jobs to build the status of ladies. (Alice. H. Eagly, 1995)

We consider the quality of connection with one's gender in-bunch is a more grounded indicator of framework support for men than it was for ladies, showing that their interest could inspire men's guard of business as usual in the social chain of importance in a high-status network. Besides, when men are headed to accommodate with their manly character, they are bound to help the determination of gender orientation separation as a way to guarantee their status as "genuine men." (L. J. Kray, L. Howland, A. Russell, and L. M. Jackman, 2017) [12]

We likewise consider that gender differences happen due to the inconsistent treatment that people get as they endeavor to negotiate. Male Evaluators punish women contenders for starting negotiations more than male applicants, while female evaluators punish all competitors. Females often face resistance as they look to hope for more significant compensation [13]. An intensive situational investigation should be performed alongside engaging women to talk up to change the activities of the two evaluators and mediators. (H. R. Bowles, L. Babcock, and L. Lai, 2007)

Various sorts of generalizations exist and thus affect blended gender dealing. With regards to arranging, generalizing must be decreased to give an equal chance to both. It is essential to watch the underlying conduct of the two gender orientations about negotiating. (L. J. Kray, L. Thompson, and A. Galinsky, 2001)

It is imperative to decide the shortcomings and qualities of breaking down negotiation achievement [14]. The circumstance, as opposed to the individual, assumes a significant job in breaking down how the negotiation will happen because circumstance impacts execution (L. J. Kray, A. D. Galinsky, and L. Thompson, "Switching the Gender Gap in Negotiations: An Exploration of Stereotype Regeneration," 2002) It is also imperative to recognize the way that people have distinctive self-translations, where social self-interpretations (found in ladies) are increasingly about advancing others and autonomous self-understandings (found in men) are progressively about going themselves. Ladies accept they should be paid equivalent to contrast with others, though men take they should be paid more. People's pay negotiation conduct relies on how they see themselves, convictions about privilege, different chances, and the amount they esteem themselves in their work environment [15]. Ladies ought to be made mindful that they are qualified for a more significant pay according to their range of abilities and should be prepared on the most proficient method to haggle for the equivalent. (L. A. Barron, 2003)

Further exploration proceeds to state that male chiefs regard accomplishment and impact similarly more and moderately less consideration and universalism, and more hazards cherishing than male executives are those female executives. (R B Adams, P Funk, 2009)

The character part of the unmitigated fellowship, a demeanour that involves a deep concern and uncertainty for one's connections joined with low self-concern, drives moderators to cause bargains to abstain from stressing ties. Likewise, inside the robust business official network, this part of social uneasiness can be separated from progressively broad social directions, for example, agreeableness [16]. It explicitly predicts obliging conduct in day-by-day clashes. (E T Amanatullah, M W Morris, 2010)

It is accepted that acceptable mediators are brought into the world along these lines, and this capacity can't be changed or created after some time. Be that as it may, research shows that abilities are very pliant. Individuals who accept that negotiation capacities can develop show improvement over the individuals who assume that those capacities are fixed. (L. J. Kray and M. P. Haselhuhn, 2007) [17]

Wall Street should be a fortification of unadulterated financial matters, paying for execution and assessing execution equitably. Individuals with comparative capabilities and performance ought to get relative compensation, paying little heed to sex [18]. They don't. Looking at the encounters of people who started their professions on Wall Street in the late 1990s, Louise Roth finds not just that ladies win a normal of 29 percent less yet additionally that they are shunted into less rewarding vocation ways, are not advanced, and are denied the best customers. Undercutting Women uncovers the unpretentious auxiliary separation when the oblivious predispositions of chiefs, colleagues, and customers impact execution assessments, work dissemination, and pay. In their own words, Wall Street labourers depict how factors, such as the inclination to connect with similar sex, add to the systematic disparity [19]. (Louise Marie Roth, 2006)

To negotiate effectively, ladies must focus on demonstrations of self-damage, just as to the moves, others make in the shadow arrangement. By dealing all the more deliberately, ladies can build up the particulars of their support, their voice and simultaneously energize the open correspondence essential to a community-oriented conversation in which worthy, however imaginative, and understandings can be worked out [20]. (Deborah Kolb, Judith Williams, 2001)

Given a review of observational examination on sex in associations distributed over a twenty-year time frame, we contend that, in total, investigations of sex distinction will, in general, disregard hierarchical highlights. Drawing on ideas from women's activist hypothesis about sex as a framework, personality, and influence, we plot how more

critical consideration regarding the connections between sex character and authoritative structures and practices would enhance the field. (Ely, R., Padavic, I, 2007) [21]

Gender stereotypes can make a few dilemmas for ladies pioneers. Since they are frequently assessed against a "manly" standard of initiative, ladies are left with constrained and troublesome choices, regardless of how they act and proceed as pioneers. Specifically, three problems put ladies in a twofold spot. They can conceivably subvert their administration just as their progression alternatives: Outrageous Perceptions: Women are seen as excessively delicate or excessively intense, however, never on the money, The High Competence Threshold: Women pioneers face better expectations and lower prices than men pioneers, Equipped however Disliked: Women pioneers are seen as capable or preferred, yet once in a while both [22]. (Catalyst inc., 2007).

RESEARCH METHODOLOGY

Problem Statement

Existence of the stereotype that barriers to adequate negotiation impact women's pay, performance, appraisal, and career growth.

Objectives

1. Finding the reasons for disparity where men are considered better negotiators than women results in women lagging in negotiating pay and advancing in their careers.
2. To understand whether stereotyping & perception affect women's negotiating excellence in a workplace.
3. To understand whether Patriarchy prevents women from negotiating well in a male-dominated world?
4. To determine the impact of effective negotiation on pay, performance, appraisal, and career growth of women working incorporates.

Type of Research

A mixed-method sequential analysis was adopted for this study [23]. The nature of our research was such that it required in-person investigation with the same because our sample consists of women leaders and employees who are not widely studied in our Indian context. Before conducting these interviews, we wanted to understand women employees' perception of negotiation skills and their impact on gender stereotypes. So we began the research with Quantitative analysis where we float a questionnaire designed 5-point Likert scale-based questions, 1 being "strongly disagree" and 5 being "strongly agree." The questions majorly focus on the critical areas on which the negotiation skills of employees could impact. The Qualitative part includes Personal Interviews conducted from which we understood the strategies that the employees applied in situations they faced during the negotiations. The data compiled was used to make our recommendations and conclusion crisper and more relevant. A mixed-method study was chosen because we first wanted to know the general perception of the sample and then highlight and identify critical factors or areas to focus on further investigating through personal interviews [24].

Sample for the Research

We have targeted working women (from junior positions to senior leadership positions), working for more than a year, on a maternity break, who has re-joined after a career break, and those who have stopped working. Females from sectors like IT, Finance, Consulting, Education, Health, and Telecom were considered. Our expected sample size is 80-100, and the sampling method will be simple random sampling [25].

Tools for Analysis

The data collected from Primary and Secondary research was used for statistical analysis using MS Excel and SPSS applications. The Statistical tools to use were: Factor Analysis – To determine the factors that are impacted by women's negotiation skills in the corporate world. Modal Analysis – To study the relationship of women's negotiation skills with each of these factors (found from factor analysis) based on their frequency of occurrence. Text Analysis – Transforming and interpreting unstructured transcripts of personal interviews into meaningful, actionable information [26].

Research Question(S)

1. Whether stereotyping & perception affect women's negotiating excellence in the workplace?
2. Whether Patriarchy prevents women from negotiating well in a male-dominated world?
3. What is the impact of effective negotiation on pay, performance, appraisal and career growth of women working incorporates?

Adsorption-Desorption of Thiocyanate

The loaded thiocyanate could be desorbed with more than 90% efficiency using 0.1 - 1 M sodium hydroxide solution. Final concentrations of thiocyanate in the eluant were in the range of 800 to 1000 mg/l (14 to 18 mM) using *Mangifera indica* leaf biomass. These values represented an approximately 8 to 10 fold concentration of

thiocyanate compared to the original concentration of 100 mg/l (1.72 mM) used for sorption. However, during the second cycle of thiocyanate adsorption, the loading capacity of the bio sorbent decreased by 35-40%.

DATA ANALYSIS

The collected data was used to correlate and analyze the information was gathered through questionnaires, and data screening was used to figure out different responses shown in Figure 2. To check which type of response was preferred most of the time, we will use the plotting and structuring method to analyze the trend followed by every respondent [27]. We had a total of 102 responses from women employees across different sectors. Each respondent was taken into consideration, and based on their responses; we proceeded with further analysis.

Component	Mode
Pay	4
Performance	4
Appraisal	5
Career Growth	3

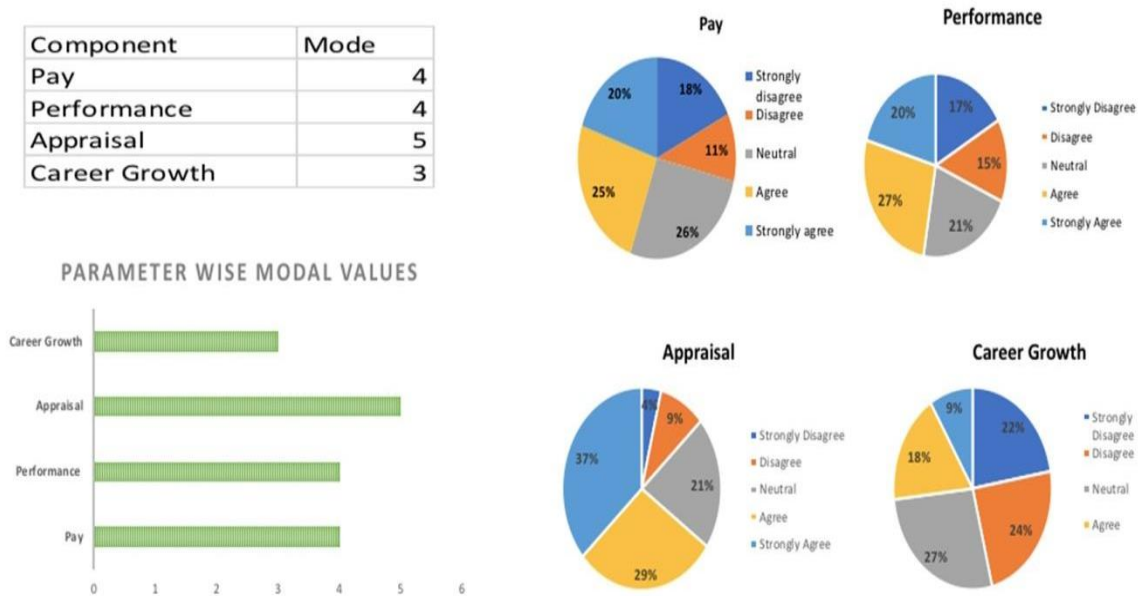


FIGURE 2.Data Analysis: Modal Analysis and identification of significant Components

Apart from floating questionnaires, we also did 5 personal interviews to improve the validity of our data. The responses and the interviews were taken across all possible sectors and from age groups ranging from 20 to 50 years and above. All the answers that we got did not have any outliers [28].

First of all, we did data screening and sorted the data using filters. We used demographics to get an initial understanding of the responses that each question gave and created rough data of the trend of each question was showing to us. This helped us to frame our interpretation of every variable that we had put into our questionnaire.

Once all of this data was sorted and after getting a preview of the responses based on these factors [29]. We divided the information found on the Sectors and finally attempted to create an interpretation of all of the answers. Then we moved on to factor analysis of components based on the responses that we had received and came out with further variations that will help us define the problem areas and the areas that have improved over the years. This will help us revalidate our research and help us conclude [30].

These components helped us create a better interpretation based on the factors affected by negotiations within the organization. It was evident that we got to understand that over the years, Pay, Performance, and Appraisal have improved within the organization. Women can negotiate well concerning Pay, Performance, and Appraisal. However, under Career growth, we got responses stating that career growth is still an area where an organization needs to throw some light on try to improve the career ladder of the female employees in the organization [31].

FINDINGS

Quantitative Analysis

It was found that 26.7% of the female respondents did not believe or instead agree to the assumption that not being able to reach top ranks in their organizations could be attributed to the perceived ineffective negotiation skills of women. Approximately half of the respondents feel that they were given a fair opportunity to negotiate their pay [32]. Among the respondents, 20% strongly agree that their negotiation skills significantly impact their performance at work, and 26.7% strongly agree that their work is objectively assessed wholly based on its quality and does not

fall prey to any biasness. 32% strongly disapproved of their male counterparts considering their negotiation skills superior to that of females, and 30% strongly agreed that they (females) were always given a fair chance and opportunity during appraisals. This is supported by literature, where we see that the stereotype of women being less capable than men has changed over time when such thoughts have been passed on from generation to generation (Bolzendahl, C. I., & Myers, D. J., 2004).

Qualitative Analysis

An informal mode of an interview in the form of a conversation was conducted with 7 female working professionals spread across different sectors. The discussion format was very structured to make sure that all significant areas and factors under our research areas are included [33]. At the same time is flexible for the interviewee to open up and have more meaningful aspects of negotiation skills. Each participant was asked a few open-ended questions and shared some personal experiences or critical incidents during their career concerning the negotiation and its impact on their work. Some concepts identified after sorting and analyzing the content from each interview are put together in a tabular form. 6 such ideas were found after performing text analysis. These were then combined with the findings from our quantitative analysis to come up with the recommendations finally. Several Themes were Identified from Interviews conducted and are grouped into six [34].

Technology Monitored performance: It was found that 5 of the interviewees consider their performance to be rightly tracked due to the technological advancements at their workplace and hence that they are recognized relatively for their performance. Thus, we can say that the rise in technology and its extend of measuring one's performance has led to more agile and transparent performance management systems in today's organizations. As one of our interviewees with 10+ years of work experience in the IT industry rightly said, "I am very well recognized for my work since I know my milestones and KPIs, which are tracked on our digital platform by our managers. The system is so transparent that we can't complain or blame anybody for our poor performance [35]. This wasn't the case 5 years back. This is a major change and was a much-needed one." (Respondent 6). "Technology is also literally and digitally re-structuring the way performance management gets done and must be assessed in the context of team-based outcomes." (Schrage, M., Kiron, D., Hancock, B., & Breschi, R., 2019)

Fair Appraisal: When talking about annual appraisals, 6 out of 7 think they are pretty appraised. This is directly in line with the fact that their performance is recognized reasonably; hence they have appraised accordingly with no biasness involved [36]. Over the years, technology has played a significant role and has come in favor of women, which is why a gender-based appraisal system hardly exists now. One of our interviewees who has worked in the consulting sector for over 5 years says, "Appraisals are a very fair process, and we have a strong digitally supported performance management system to ensure that. We also have 2 annual bonuses apart from appraisals for exceptional performance." (Respondent4). "13 of the 18 women who had been appraised were done equally and had been appraised by men" (Wilson F. 2002)

Satisfied Career growth: 6 of our interviewees said that they are delighted with their change in their respective careers [37]. They did mention that their male counterparts had a smoother or faster career growth in comparison to them. But 6 of 7 think they are satisfied with the growth they have achieved in their career considering the breaks they have had in their jobs. They have been given enough opportunities in versatile roles as well. One of our interviewees who have worked in an FMCG for over 7 years says, "Yes, I am genuinely delighted with my career and its growth so far. I say this because, within this minimal experience I have, I got a chance to work on global projects and even some leadership roles in driving some huge initiatives at the PAN India level [38]. The more effort I have put, the more I have achieved. Our company has always supported such hard-working employees and helped us in our growth." (Respondent 1). Women are nowadays given the consideration that they have to take care of a family and children along with their career, which is why most organizations provide a number of benefits to women employees to stay one step ahead in their job. (FN Schwartz - Harvard business review, 1989)

Comparable salary: All of the interviewees said that they had comparable salaries compared to their male counterparts. In some cases, their male counterparts are paid a pinch higher than them, but the situation is the opposite in other instances [39]. So, in general, all of them agreed that men and women have comparable negotiation skills and hence comparable salaries. One of them said, "I think I am paid fairly, and there is no such distinction between salaries of my colleagues with similar experience and expertise and me." (Respondent 3). Though this is the case for some, many others still face the wage gap issue due to gender in our country today. (LA Renzulli, L Grant, S Kathuria - Gender & Society, 2006)

Right Attitude: 3 interviewees mentioned that it's all about the right attitude that takes you ahead in your career. If you find it to be a male-dominated workplace, try to become one among them. So basically, it all lies in the attitude with which one handles the situations at their workplace. One of our senior Magento developers said, "I am

the only woman in the leadership team of my company. I ensure that I am one among them so that there is no room left for any biasness concerning anything per se." (Respondent 3) [40]

"WE" Approach during a negotiation: Interestingly, 5 of them mentioned how the 'we' approach would help in acing a negotiation conversation and thus improve women's negotiation skills. It is nothing but how the opposite person we negotiate perceives the negotiation better when the negotiation takes place from their perspective or a perspective of another person or a group of people and not just oneself. One of our HR professionals rightly said that "I have always seen the difference while negotiating with my manager when I use the 'WE' approach. 90% of the time, the response will be positive." (Respondent2) [41]. It changes the whole perspective of the listener when we negotiate from their perspective and has a higher chance for a positive outcome. (Mudgal, C., & Vassileva, J. 2000)

Recommendations

On conducting the study and analyzing the results, some of the recommendations that we could come up with are: Women should seek to connect aggressive requests to the needs of others, such as organizations, to close the gender gap and prevent a backlash when negotiating on their behalf [42]. Also, both men and women must audit their judgments on the subconscious tendency to regard assertive female negotiators as unlikeable and excessively demanding. When making requests, women should reference relevant standards. Organizations should monitor the insidious impact of gender stereotyping by establishing / defining pay targets based on objective performance measures. The negotiator could use the phrase "we" and state facts concerning the supervisor recommending the same instead of it being her negotiating point when negotiating compensation and promotion-related matters. Lastly, the female negotiator must call attention to her propensity to negotiate, identifying it as a critical skill she brings to the company [43].

Discussions

To address the inquiry, regardless of whether gender orientation contrasts exist at the negotiation table, not many hypothetical points of view were recognized in an endeavour to represent gender contrasts at the haggling table. These theoretical points of view are identified based on the source of gender orientation contrasts. A consistent idea that goes through every point of view is the gender orientation generalization, which presumes manly aptitudes are more critical at the bartering table than ladylike abilities. Thinking about the observational help for this fundamental supposition as drew closer by each hypothetical viewpoint, the two predominant dealing ideal models distinguished are – agreeable and non-agreeable (for example, detainee's issues) dealings – and non-intelligent and bunch level undertakings. (Kray, L. J., and Thompson, L., 2004)

There has been a custom of investigating arrangement and compromise in setting in sociological and ethnographic investigations of associations (Bendersky and McGinn, 2008). Studies in these fields consider status, social structure, and verifiable conditions as variables deciding individual prizes and accomplishments. Crafted by Cecilia Ridgeway on the status development hypothesis (e.g., Ridgeway and Erikson, 2000) offers instances of how commonly held suppositions about the assumed legitimate status of individuals from any classification of characters spread through cooperation. Existing institutional elements inside associations show a status progression that positions specific gatherings higher than others, building up a self-strengthening instrument that doles out position to people because of their gathering ID, which gives an advantage. Starting here of view, the results of individual ladies' arrangements mirror the previous status request inside their associations, a request that in many (possibly most) cases gives men a higher status than ladies, and subsequently more prominent rights to pay and initiative positions.

Arranged request hypothesis gives a vivid and social perspective on the authoritative idea of the negotiations. Like contemporary organizing work (Giddens, 1979), the view of arranged request shows how day-by-day positioned associations between various gatherings of experts make and reproduce authoritative structures, privileging some over others (Strauss et al., 1963; Strauss, 1978). Missing from this examination was thought of gender issues of the subsequent century, or how gender orientation and gender elements structure-specific arranged requests with the end goal that they can have inconsistent ramifications for ladies' and men's gatherings while placing (Acker, 1990; Sturm, 2001). Gender orientation issues of the subsequent age seem nonpartisan and normal on their appearances, yet bring about changed encounters for and treatment of people (Sturm, 2001). Unmistakable from gender orientation separation of the original including conscious demonstrations of bigotry, gender perspectives of the subsequent age appear to be unprejudiced in disengagement, yet speak to manly standards and the existing conditions of men who have commanded the open space of work (Flax, 1990; Fletcher, 1999). Thus, most associations' arranged request benefits men and limits ladies' practices and suspicions. The papers in this special issue delineate gender orientation issues of the second era in different manners and exhibit how gender-arranged requests fit into the negotiations and the ensnared ramifications for the entertainers.

A few highlights of the concurred request rule are particularly appropriate to a gender orientation qualification in arrangements. Right off the bat, what establishes the dealing point is composed around the examination being performed. "An arranged request on some random day is, as Strauss portrays it, the entirety of the principles and approaches of an association, along with whatever understandings, understandings, settlements, contracts, and other work courses of action at present acquired. They incorporate learnings at all levels of associations, from each coterie and coalition, for both mystery and basic understandings" (1978, pp. 5-6). As it were, arrangements mark among a large group of other potential issues. The exercises engaged with making occupations, accomplishing work, keeping away from work, achieving status, and setting cutoff points of power and commitment. Since employments, position, quality, and authority are gendered, this perspective on hierarchical arrangements is in sharp diverge from the value-based, financial point of view that shapes the reason for a significant part of the ebb and flow negotiation research.

A second helpful component of the viewpoint of the arranged request is the understanding that mediators are authoritative on-screen characters. What make a difference to them is the alternatives they create, and their decisions are established in their hierarchical positions and airs. The "meaning of the circumstance" – the feeling of the situation that one settles on and the decisions that every individual needs to address (McHugh, 1968) – is influenced by the fundamental and interceded conditions through which conduct happens. The ability to control situational definition is essential to procedures and results of arrangement. Dissimilar to in research facility arrangement tests, where the circumstance is foreordained generally, the position and intensity of the mediators impact the circumstance idea in associations, chooses what is debatable, characterizes proper negotiation conduct, and so on.

A few people or gatherings might be allowed authenticity to characterize the circumstance for others due to their position, gender, or different qualities, regardless of whether those definitions contradict official guidelines or approaches. In light of Bourdieu, Hallett (2003) characterizes this as a representative force – the unpretentious, imperceptible capacity to represent the circumstance in which the associations describing arranged requests happen (p. 133). Status convictions can be shared and accordingly acknowledged as what the vast majority accept (Ridgeway, 2001), and individuals who could do things another way should legitimize an alternate approach and haggle for credit (Thomas and Ely, 1996). These definitional instruments, as Susan Sturm clarifies in this issue in her article, are commonly highly mind-boggling and chaotic and are regularly hard to comprehend in disconnection; however, they can majorly affect a particular arranged experience.

The third part of an arranged request perspective that is significant here is that the organization's structure, methods, and techniques are the after-effect of past understandings. The viewpoint is both about steadiness and about change along these lines. The arranged request is steady in that the current bid assigns the structure under which dealings occur at a given point in time, yet continuous negotiations can change that request. Endeavours towards change can be fruitful after some time, and as the arranged request shifts, new on-screen characters can be allowed authenticity. This happens because of a progression of "little successes" (Meyerson and Fletcher, 2000), as individual acts gather for development, or because of noteworthy changes driven from the top (Hallett, 2003). Change might be the result of endeavours by the individuals who restrict the current request (Meyerson, 2001); it might be the result of facilitated activities by sorted out or casual gatherings (Scully and Creed, 2005; Scully, this issue); or it might be the after-effect of individual acts by key authoritative players who acknowledge a specific request and are permitted to address and alter it. For instance, one method of understanding the presentation of flexible work and family strategies is to classify aggregate requests first by people and afterward by miniature gatherings who require convenience, lastly by delegates who have started to lead the pack in standardizing these arrangements.

The papers in this issue draw upon these highlights from the perspective of the concurred request. The creators take a sociological, ethnographic, and women's activist methodology, examining the dealings among ladies and men through an arranged focal point of request. By the idea of the activity, the status chains of the importance of the members, and the elements and customs of hierarchical objective factors, this perspective offers the open door for an intricate method to look at how gender orientation could happen in the dealings occurring in associations. It also gives us an approach to consider how concurrences on gender orientation issues of the subsequent age may build up new arranged guidelines that could develop and advance more remarkable uniformity between the genders.

CONCLUSION

Encompassing our analysis of the study, findings, and discussions, we came up with the conclusion that barriers to negotiation for females in a workplace with regards to pay, performance, and appraisal have diminished over the years. Gender stereotypes still exist, and women are perceived to be ineffective negotiators based on their gender. Women do not feel that their perceived inadequate negotiation skills negatively impact their career growth. The

sampling frame includes females who are currently working for more than a year, on maternity break, who has re-joined after a career break, and those who have stopped working. Females from sectors like IT, Finance, Consulting, Education, Health, and Telecom were considered. Text analysis was conducted to filter the significant factors/ theme that impacts women's negotiation skills. This had improved now when they acquired skills to demonstrate their value to decision-makers through their work, which has reflected in their professional growth.

LIMITATIONS

Biased Responses

Biases may be created due to sectoral variations in women's behaviour, for example, the differences in the public and the private sector. Private sector employees generally have non-structured promotion policies where biases and perceptions about an employee may hamper the negotiation's impact, unlike the public sector, where the promotion and pay policies are outlined and stringently followed.

Sample Size

The sample size used for the study is 102 responses. This number is small to get highly accurate data to find the results for our research.

To avoid the impact of these limitations in our study, personal interviews were conducted to check the consistency and relevance of our findings and to check for areas that were not recognized through the questionnaire. This has increased the objectivity of the responses reducing errors.

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Ethical approval: Similarity Index attached

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