

## GLOBAL JOURNAL OF ENGINEERING SCIENCE AND RESEARCHES ADVERSITY QUOTIENT IMPLEMENTATION: ENHANCES THE PERCENTAGE RISE OF WOMEN ON BOARD IN CORPORATE WORLD

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### ABSTRACT

This Paper aims to create awareness about Adversity Quotient and their implementations in organizations which will reduce recruitment based problems and increase the percentage rise of women in corporate sectors by controlling attrition rate. As being a woman of modern India, today's society is demanding women to step out of their houses and is ready to accept them in any roles that show cases them as Professionals. Role of woman in modern India can be called as exceptional, as the transition of woman from the past to present is definitely worth mentioning as it is out of the ordinary. A woman who once was considered the masters of home making is now considered to be the key forces that will shape a country. Today many women are qualified and they are now into different professions, as they are passionate about the work they do and are opened to new dimensions in their life. They are aware of their rights to protest against assaults and discrimination on them also they know to take stringent and strict action against those who dare to abuse women. This drastic change has brought up a new brightness in the face of women and they have begun to compete with men in all sectors and industries and mark their presence in a more pleasing way. The educational empowerment has brought greater change in their outlook and keen focus on their career could bring up positive vibes in the vision of shaping new India. Thus, the position of women in modern India is now considered as one of the greatest social upliftment ever seen. There was a major change seen not just in the lives of the women themselves but also in the perception of their roles and functions of the society. It has paved way for greater independence and expression of the individuality in Indian women. Women empowerment should outshine and outdo gender discrimination and reach the whole of humanity to establish a matriarchal society and overcome the traditional Patriarchal based system with creativity and generative action. The future seems promising as "An enlightened woman is the source of infinite energy."- Swami Vivekananda.

*Keywords- Adversity Quotient, Women, Corporate, Employment, Empowerment, Resilience.*

### I. INTRODUCTION

With the astonishing change in the outlook of the Indian society today's girls are allowed to pursue education which results in positive production of graduates, post graduates, and even technical graduates. Thereby, women are seeking jobs to supplement their family income and contribute to the Indian Economy by enhancing their status and improving their standard of living. In short, increasing women literacy, growing economic pressure, and the desire to gain economic and social independence are pushing womenfolk to take up gainful career. India is basically lagging far behind world's average in female representation in management, it is hard to digest that only 2 to 3 percent of women hold and enjoy administrative and managerial positions. This discrepancy clearly throws light on the solid glass ceiling that Indian women face in their professional careers. Today, women represent in adequate numbers to constitute the total work force, but we see that they are hardly present in the senior managerial positions which have been labelled as the "Glass Ceiling". It is a barrier which is so subtle that it is transparent and yet strong that it prevents women from moving up in the management hierarchy. The glass ceiling comes in many forms like women's under representation at the corporate hierarchy, occupational segregation, sexual harassment at the workplace, discriminative corporate policies, exclusion of women from informal networks, lack of attention to the specific needs women have, gendered wage gap. Research reveals that the attainment of top executive positions for females in India is quite complex and involves many hidden variables. Understanding those hidden variables is important to formulate strategies basically to overcome such forms of gender inequality in organizational leadership. The main problem is to identify the key factors that contribute to the slow progress of women in the management and corporate sector. Modern women have attained remarkable success in the male dominated society by equipping themselves with technical know-how and knowledge up-gradation. Still women's witness several discriminations made against them in the workplace, which has positively impacted their advancement in jobs to acquire higher

societal recognition in par with men. Working women have constantly battled against horizontal segregation with the separation of women and men into gender specific jobs. More and more women are entering management positions by graduating still there is a bottleneck at middle management levels as the entry is easier and later the progression slows down after the middle level despite of their professional and technical qualifications and achievements hence women are prevented from climbing up the corporate ladder to reach the top. In India recent research and surveys reveal that men outnumber women in terms of reaching top managerial positions and data on Indian female managers is diminutive. The unparalleled growth of corporate sector has created enormous employment opportunities for the educated unemployed youths in India. Most of the women job seekers find jobs in corporate more attractive and more appropriate likewise corporate houses also welcome women entry as they have certain inborn traits which fit in with the job requirements. Thus, the increase in job opportunities in corporate and the plentiful availability of qualified women who get shortlisted in corporate job tests paved way to the large number of women occupying positions in all cadres say be managerial and non managerial.

## II. BACKGROUND OF THE STUDY

The ASSOCHAM study cites certain reasons as to why women lose out in their career. Those reasons are more to do with individual and societal factors that impinge on their career growth. It highlights that unlike men working women cannot stay on late at work and do networking and liaison, which helps in job promotions. Women resist mobility as they find it difficult to travel with home responsibilities and are not eager to take a transfer and job promotion for family reasons and remain satisfied with their current position. Health problems, gender discrimination and possessive husbands have been identified as other prominent factors obstructing growth prospects of career women. She emphasizes that low proportion of women in high ranks may be a reflection of prejudices, discriminatory recruitment policies, or lack of career orientation and lack of career commitment on the part of women in general.

Vimolwan Yukongdi and John Benson in the book “Women in Asian Management” have spelled out the factors that inhibit women’s growth. They also attribute women’s slow growth to mainly individual and societal factors. They agree with Kulkarni (2002) who in his study “Women and Professional Competency” states that it’s the traditional and cultural inhibitions acquired by women from childhood, nurtured by parents and reinforced by socialization which is the key hurdle that inhibited their urge to be in the executive or leadership position. This is further supplemented by lack of self direction, independence and self motivation.

Pawan S. Budhwar, Debi S. Saini, and Jyotsna Bhatnagar in their work “Women in Management in the New Economic Environment: The Case of India” argue that historically, women in India does not enjoy a good status in workplace settings be it operative or managerial roles. The biggest challenge they face today is balancing dual role work-family, there is differential treatment meted out to them at work, which upholds the centrality and superiority of men. Due to stereotypes they are offered less challenging jobs and are often not involved in tackling crucial organizational issues.

Ashok Gupta and Koshal (2001) insist that the tussle created by motherhood and career ambition is known to affect women’s career. The inhibiting factors include reluctance to travel, getting transferred and living away from families remains a significant barrier. Added it is women's exclusion from informal networks which also make them lose out opportunities for promotion.

Sanghamitra Buddhapriya in her study “Women in Management” states that women in the senior management positions are highly underrepresented. In India, she says although women have entered management since decades yet it is surprising to know that there is no government sponsored systematic data ascertaining the number of women in management in India. She states that in the Public sector units where some data exists it is disheartening to know that women are grossly underrepresented.

The study by Koshal, et al 2006, states that in India two women per hundred economically active men take administrative and managerial positions in India. The Confederation of Indian Industry released a study “Understanding the Levels of Empowerment of Women in the Workplace in India” covering 149 large and medium size companies across regions, which highlights that women comprise 16 percent at junior management level, 4 percent each at middle and senior levels and only 1 percent in organizational leadership positions (CEOs). According to the International Business Owners Survey (IBOS) 2004 by Grant Thornton, 42% (59% globally) of business in India include women in senior management positions, but women occupy 12% (19% globally) of the senior management posts available.

## III. ADVERSITY QUOTIENT

Adversity Quotient is a measurement of a person’s resilience like how Intelligence Quotient is a way to measure a person’s intelligence, AQ tries to tell about an individual’s drive against obstacles obstructing ones endeavors and how to become resilient during hard times, AQ is basically how one respond to life’s hard situations as it is a gauge to measure how you deal with obstacles like stress at home, to work, the small hassles and the big deals that come your way on a routine and rare basis. The simple logic is the more resilient you are the more constructively and effectively you can respond to and work through life difficulties while having this resilience this ability to handle adversity also makes life more fulfilling that you are not so easily dragged down by tough situations. Adversity is the one unavoidable aspect of our lives which truly defines us as people. Stoltz categories most people in the work place as the following:

1. Quitters - Bitter, depressed, and emotionally numb
2. Campers - Satisfied with sufficing and not striving
3. Climbers - Have a strong faith in something bigger than themselves.

Stoltz goes on to compare these three categories in Maslow’s Hierarchy of Needs:

- Quitters are often stuck on psychological and safety needs.
- Campers are focused on safety, belonging, and esteem needs.
- Climbers work their way up to self-esteem needs.

So, the employees have to judge and assess themselves in which category they belong to and how to climb up the corporate ladder of success, learn to change their goals, ambitions and thought process and how they will overcome all sorts of work-life related pressure and know to deal with situations in an easy going manner and be successful having healthy lifestyle.

Figure 1: Depicts the Representation of Women on Board in Various Sectors



Source: EMA Partners International Study

#### IV. HOW TO USE THE APPLICANT SCREENING AQ PROFILE?

Just follow the below given simple four step process. It is actually very quick and easy.

**Configure**

Configure a profile by inputting basic info about the company, position, and applicant into our intuitive, web-based dashboard.



**Invite**

E-mail an invite to the applicant or verbally give them access to a secure portal.



**Complete**

The applicant spends 8–10 minutes completing the AQ Profile, either at home or in your facility.



**View Results**

View the results in a user friendly format. It takes applicants only 8-10 minutes to complete the AQ Profile.

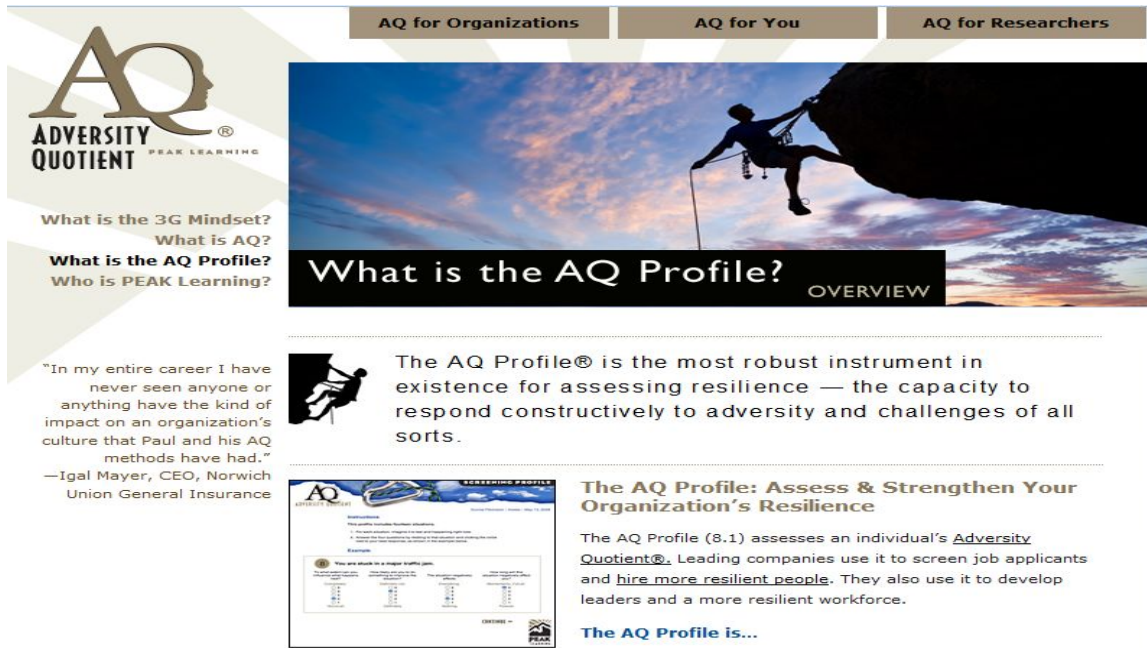


Figure 2: An Overview of Adversity Quotient Profile

The figure gives an insight of AQ Profile (8.1) and provides guidelines as how an Individual's AQ can be measured through online test and how leading companies use it as a robust tool to screen job applicants and hire more resilient people who have the capacity to respond constructively to adversity and challenges of all sorts.

Example

**8 Sample situation ...**

To what extent can you influence what happens next?

Completely

○ 5  
○ 4  
○ 3  
 2  
○ 1

Not at all

How likely are you to do something to improve the situation?

Definitely not

○ 5  
 4  
○ 3  
○ 2  
○ 1

Definitely

The situation negatively affects:

Everything

○ 5  
○ 4  
○ 3  
 2  
○ 1

Nothing

How long will this situation negatively affect you?

Momentarily, if at all

5  
○ 4  
○ 3  
○ 2  
○ 1

Forever

Figure 3: AQ Screening Profile

The figure depicts a sample situation wherein it explains the instructions of the screening profile. The profile basically includes fourteen situations. 1. For each situation, imagine it is real and happening right now. 2. Answer the four questions relating to that situation by clicking on the bubble representing your best response to each question on a scale of five to one as shown in the example above.

positions applicants my account

Operations Manager or search by first or last name show applicants »

Instructions: View Applicant Scores

To view detailed reports, select one or more applicants and click the view details » button.

Scores for the Operations Manager position [ « back | next »]

<input type="checkbox"/>	Last Name	First Name	AQ	C	O	R	E	Likelihood Of Success	Attrition Risk
<input type="checkbox"/>	Miller	Pete	120	50	10	10	50	Relatively low	Relatively high
<input type="checkbox"/>	Smith	Heather	120	10	50	50	10	Relatively low	Relatively high
<input type="checkbox"/>	Bolden	Stacey	69	16	16	19	18	Relatively low	Relatively high
<input type="checkbox"/>	Rubble	Fred	125	30	30	30	35	Relatively low	Relatively high
<input checked="" type="checkbox"/>	Shell	Ralph	181	47	44	41	49	Greater than most	Lower than most
<input type="checkbox"/>	Alvarez	Nino	173	42	44	42	45	Greater than most	Lower than most
<input type="checkbox"/>	Arnold	James	178	47	43	42	46	Greater than most	Lower than most
<input type="checkbox"/>	Hart	Mia	184	48	44	45	47	High	Exceptionally low
<input type="checkbox"/>	Dorris	Dan	156	38	41	38	39	Average	Average
<input type="checkbox"/>	Kaufman	Mary	157	37	40	37	43	Average	Average
<input type="checkbox"/>	Bloom	Judy	150	34	37	36	43	Average	Average

view details »

Figure 4: AQ Screening Profile (Administration Tools)

The Figure explains that it's intuitive and web driven dashboard makes it simple to configure a profile by inputting basic information about the company, position and applicant. Once all the fourteen questions are answered, the applicant's test scores are split into four dimensions CORE, C-Control, O-Ownership, R-Reach, E-Endurance and the total AQ Score which determines the (LOS) Likelihood of Success and Attrition Risk (AR), sort by each

dimension to compare applicants. Only those who have completed the AQ profile appear in this list, the maximum number of results to display per page is twenty.

## AQ CORE Dimensions

Dimension	What it is...	What it determines...
Control	The extent to which someone perceives they can influence whatever happens next	Resilience, health, and tenacity
Ownership	The likelihood that someone will actually do anything to improve the situation, regardless of their formal responsibilities	Accountability, responsibility, action, and engagement
Reach	The extent to which someone perceives an adversity will “reach into” and affect other aspects of the situation or beyond	Burden, stress, energy, and effort; it tends to have cumulative effect
Endurance	The length of time the individual perceives the situation / adversity will last, or endure	Hope, optimism, and willingness to persevere

Table 1: Illustrates CORE Dimensions



Figure 5: AQ Screening Profile Results Explained.

The figure highlights a candidate’s result who was a participant of AQ Profiling Test for a job profile assessed by a company. We observe that with a High AQ (184-200), John Doe is likely to be among the elite who thrive in a highly demanding, adversity rich job. There is a high probability that John will prove superior in problem solving, energy, attitude and overall performance. Research on AQ indicates that John is likely to sustain high performance in the right job and be drawn to challenges that require his/her natural talents. This high AQ indicates a

strong likelihood for better than average health, energy, optimism and staying power. Similarly, reports can be obtained for individual candidates and both the employer and candidates can know their AQ status and based on the test scores obtained selection of desired candidates can be made as per job profile called for as not all jobs require High AQ's some require moderate AQ and low AQ as well.

## V. CONCLUSION

We live in the age of adversity and to be successful in life one needs both capability and cope ability, absence of either means likely to drop out of the system. The study aims at assessing the effectiveness of AQ Profiling, a measure of one's ability to prevail in the face of adversity. It also aims at developing resilience through enhancing the participant's Adversity Quotient (R) by increasing their capacity to pursue highest aspirations by responding effectively to any adversity, which in turn encourages employees to put forth their best efforts and maximise their performance capabilities leading to better overall organizational performance.

Research studies in the organizational setting have shown that:

1. Individuals can be taught to expand their capacities and accomplish more.
2. Leaders can be helped to become more resilient.
3. Organizations can develop greater resilience leading to higher performance.
4. Individuals can be taught to become catalysts of change and become innovation leaders.
5. Being able to withstand adversity will encourage employees to stay on and face challenges.
6. The image of the organization will improve both, in the eyes of the employees, and of the customers.

To Conclude, Dr. Paul G Stoltz contends that:

- AQ can be measured reliably and validly.
- AQ can be used to predict performance and other critical variables.
- AQ can be rewired and strengthened.
- AQ can be applied to a variety of situations across cultures and industries.

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