

Development of a self-efficacy scale for women managers

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Introduction

Gender is defined as “tasks, behaviours, activities and features that a particular society in a particular era consider suitable for men and women”, ONU.

- Prejudices and stereotypes towards women.
- Gender inconsistency in masculinized jobs.
- Self-efficacy in women leaders.
- Lack of scales that evaluate self-efficacy to execute managers roles by women.

Aim

To develop a self-efficacy scale from obtained data about the perceptions of the women managers concerning the obstacles serving their leadership roles.

Method

Qualitative analysis of FOCUS GROUP



- Women in high positions, managers.
- Ages between 39 and 56 years,
 $X_{age} = 46,55$

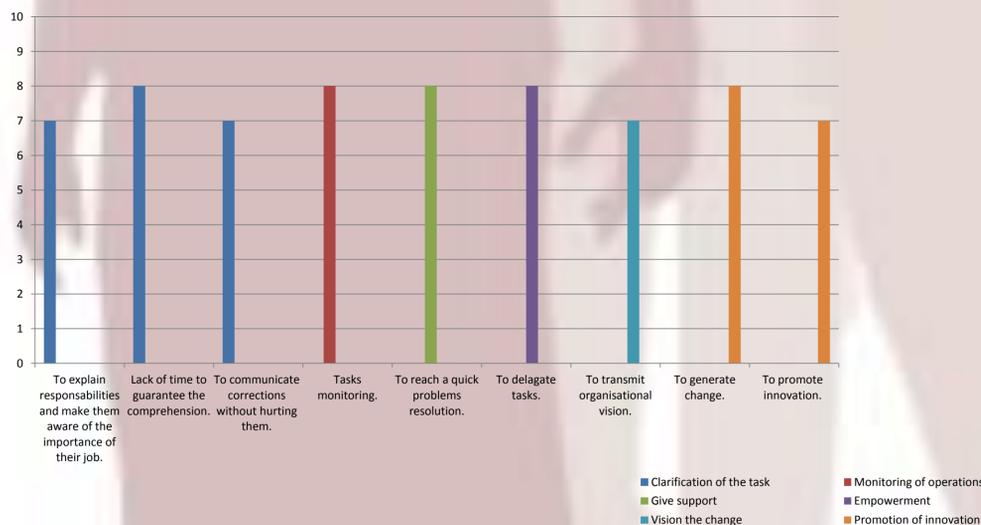
They were requested to raise the obstacles that they appreciated when

executing leadership roles classified by Yulk (2012).

The most significant obstacles for them and the level of difficulty were agreed to overcome them. We asked if by being women they think they can handle those obstacles in a different way than men.

Results

With this focus group we obtained the perception of women leaders about which the obstacles that they appreciated more difficult were,



Once all the necessary information was obtained, the scale was built developing the appreciated obstacles with more difficulty in items following Bandura recommendations (2006).

An expert committee made a critical review of the scale.

ÍTEMS	Completely disagree	Disagree	Slightly disagree	Indifferent	Slightly agree	Agree	Completely agree	Doesn't apply
I can explain the job responsibilities to my team even when they show resistance to guidelines.	0	1	2	3	4	5	6	7
I can explain the tasks to my team even though I don't have enough time to guarantee that they have got the message.	0	1	2	3	4	5	6	7
I can make corrections to another person's work even though I think that he/she could feel hurt.	0	1	2	3	4	5	6	7
I can make that my dependents look for solutions to difficulties even though they tend towards to focus on the problem.	0	1	2	3	4	5	6	7
I can monitor the assigned tasks executions to the team even when they don't inform about the problems that affect their jobs.	0	1	2	3	4	5	6	7
I can delegate a specific task to a person of my team although I doubt if he/she is the appropriate person to that.	0	1	2	3	4	5	6	7
I can communicate the clear and attractive vision of the organisation even when the daily life blocks me.	0	1	2	3	4	5	6	7
I can build confidence in my team that they are able to reach an innovative vision although they show resistance to change.	0	1	2	3	4	5	6	7
I can encourage people to make an extra effort to execute innovative actions even when they aren't fully convinced of the change.	0	1	2	3	4	5	6	7

Conclusions

Much of the appreciated obstacles by the women managers are because of an issue of gender. On one hand, empathy, despite being a positive strength and a facilitating agent, in this case difficulties women managers to exercise their roles because their worries in hurting their dependents. On the other hand, they suffer an extra mental workload when reconciling work and family life because besides practising their job, they have to endure the family burden responsibilities, considering that, they are usually the ones who manage the household and the children's care. That's why, that lack of time was the most named and agreed obstacle during the whole interview by the women managers.

Self-efficacy should be worked as psychosocial variable, since the earliest childhood, with the aim of decreasing the gender inconsistency and equippe women with strategies for an efficient personal and professional development. And with that, to give way to equal organisations and contribute to an educated society in equality.

Limitations

Once this model proposal is developed, investigation should continue and the model should be validated.

References

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