



EMPOWERMENT OF WOMEN EXECUTIVES IN INDIA

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Abstract

The empowerment process followed in the organisation has a great impact on the women executives. The management policy adopted in the organisation for the improvement of women executives develops motivation among them. The power and responsibilities have given more self-confidence among women executives. Self-motivation is attainable as the women executives accept responsibility for their own destiny. The strategies such as career development, rewards and facilities to empower the women makes the executives more committed to their work. Persistent Assessment of the Performance of women executives initiates creativity and develop their potentiality. The external influences also play a pivotal role in the emotional stability of women in the organisation. The various legislations framed for the development of the women and acts passed for the protection of women have given a balanced portrayal to the women in their workplace. To achieve the benefits of empowerment the women executives must be developed into a leader, with all the characteristics, responsibilities and authorities.

Key Words: Empowerment, Organization, Women.

INTRODUCTION

Empowerment is one of the initiatives that reap the benefits for the individual first whilst enhancing the organisation, because the workforce will discover ways to enhance efficiency and quality through the natural course of their workⁱ. Versatile Training Measures adopted in the organisation by identifying women development needs formulates the women executive with more efficiency with the ability to solve the problems and communicate effectively in an organized way of working there by develop the capacity of risk bearingⁱⁱ. Business can skillfully employ human motivational tool to their advantage and at the same time offer a deep sense of satisfaction to the employees. Women Empowerment is to give her the power or authority and to inspire her with confidence or self-esteemⁱⁱⁱ. For women Empowerment to be successful the actual scope of power must be defined to the women executives, and must have the perception that they have the power. Their manager must have confidence in their abilities to use that power. The teams of women executives must have confidence in them as well. The aim of women Empowerment in the organisation is to improve the individual performance because empowerment taps the creative potential of individuals, and challenges the women executives to perform - even at the risk of failure and also enhancing team performance as managers can focus on team's needs and also coordinate with other teams to achieve cross organisational objectives^{iv}. The strategy adopted to develop women as an impact on organisation also. There is an increase in contribution as a result of participation in setting goals and accomplishing the same. This has led to high job satisfaction and motivation noticed with fewer non-acceptances to various degrees of change. Change in employee behaviour like low absenteeism less interpersonal and management conflicts and better skills have led to high effective productivity^v. This has increased the organizational efficiency and the reputation of the organisation.

HYPOTHESES

- **H₀₁:** There is no significant influence of demographic variable of women executives on the factors of empowerment.

OBJECTIVES

- To study the organisational factors of empowerment
- To offer suggestions for empowering women.

METHODOLOGY

The sources of data are primary as well as secondary. The data collected from women executives' survey constitute primary source and information gathered through books, journals, magazines, reports and dailies consist of secondary source. The data collected from both the sources are scrutinized, edited and tabulated. The data are analyzed using Statistical Package for Social Science (SPSS) and other computer packages. The following statistical tools are used in the study.

1. Measures of Central tendency and Measures of Dispersion.
2. Parametric paired and One sample t-test.
3. One-way Analysis of Variance.
4. Factor analysis.
5. Cluster analysis.

6. Correlation analysis.
7. Non-parametric chi-square analysis.

RESULTS AND DISCUSSIONS

Relationship between Factors of Management Policies on Women Executives and Factors of Impact on Individuals and Organisation

Table: 1.1, Relationship between Factors of Management Policies on Women Executives and Factors of Impact on Individuals and Organisation

		TAO	DP	IOI	JIOE	PI
TAO	Pearson Correlation	1	.241	.031	.146	.162
	Sig. (2-tailed)	.	.000	.490	.001	.000
	N	495	495	495	495	495
DP	Pearson Correlation	.241	1	-.094	.073	.172
	Sig. (2-tailed)	.000	.	.036	.103	.000
	N	495	495	495	495	495
IOI	Pearson Correlation	.031	-.094	1	.115	.101
	Sig. (2-tailed)	.490	.036	.	.010	.024
	N	495	495	495	495	495
JIOE	Pearson Correlation	.146	.073	.115	1	.579
	Sig. (2-tailed)	.001	.103	.010	.	.000
	N	495	495	495	495	495
PI	Pearson Correlation	.162	.172	.101	.579	1
	Sig. (2-tailed)	.000	.000	.024	.000	.
	N	495	495	495	495	495

Source: Computed Data

From the above table it is inferred that there is a significant positive correlation exists between trust and openness strategy and job involvement and organizational efficiency and productivity increase. This shows that the organizations of women executives promote trust and openness strategy in their organization to make the women executives involve in their job. The organization empowers the women executives to achieve a scintillating organizational efficiency and abundant of productivity increase. But it also found that trust and openness strategy do not have any influence over the individual women. The management policies on the developmental process is positively correlated to the productivity increase and negatively correlated to impact on women individuals significantly. This implies that development policies of the organization exploit the women potentiality for their own development. Women executives expressed a melancholy opinion about infinite and continuous grind and extraordinary workload emanated from the developmental policies of the organization. They also believe that the developmental policies of every organization are aimed at achieving a culmination of productivity increase. It is inferred from the above table that there is a significant positive correlation between the impact on individual women and job involvement and organizational efficiency and productivity increase. Implying, that the women executives trust that their full involvement in their job have led to the increase of organizational efficiency and productivity in their organisation.

Relationship between Factors of Development of Women Executives Potentiality and Factors of Impact on Individuals and Organisation

Table: 1.2, Relationship between Factors of Development of Women Executives Potentiality and Factors of Impact on Individuals and Organisation

		IOI	JIOE	PI	PA	PE
IOI	Pearson Correlation	1	.115	.101	-.114	-.083
	Sig. (2-tailed)	.	.010	.024	.011	.066
	N	495	495	495	495	495
JIOE	Pearson Correlation	.115	1	.579	.110	-.002
	Sig. (2-tailed)	.010	.	.000	.014	.972
	N	495	495	495	495	495
PI	Pearson Correlation	.101	.579	1	.078	.111

	Sig. (2-tailed)	.024	.000	.	.083	.014
	N	495	495	495	495	495
PA	Pearson Correlation	-.114	.110	.078	1	.387
	Sig. (2-tailed)	.011	.014	.083	.	.000
	N	495	495	495	495	495
PE	Pearson Correlation	-.083	-.002	.111	.387	1
	Sig. (2-tailed)	.066	.972	.014	.000	.
	N	495	495	495	495	495

Source: Computed Data

The table above indicates that there is a significant negative correlation between impact on women individuals and persistent assessment. This entails that the women executives articulated that their talents are unidentified and they are not assessed in terms of their work. Thus their potential development does not give them the contentment. And it also found that the women individual does not have any significant impact over the prospective enhancement. Further the table reveals that there is significant positive correlation exist between job involvement and organizational efficiency and productivity increase and persistent assessment. This confirms that women executives when assessed and appraised about the future plan of the organisation the women executives develop commitment to their work. Thus increasing the productivity and the organizational efficiency. It also found that the job involvement and organizational efficiency does not have any influence over the prospective enhancement. The productivity increase has no significant impact over the persistent assessment but there is a significant positive correlation exists between the productivity increase and prospective enhancement. This connotes that the productivity increases when the skills of Women executives are developed through periodic appraisal.

Relationship between Factors of Organization Development and Women Empowerment and Factors of Impact on Individuals and Organisation

Table: 1.3, Relationship between Factors of Organisation Development and Women Empowerment and Factors of Impact on Individuals and Organisation

		IOI	JIOE	IC	OTM
IOI	Pearson Correlation	1	.115	-.163	-.105
	Sig. (2-tailed)	.	.010	.000	.020
	N	495	495	495	495
JIOE	Pearson Correlation	.115	1	-.060	.026
	Sig. (2-tailed)	.010	.	.179	.566
	N	495	495	495	495
IC	Pearson Correlation	-.163	-.060	1	.682
	Sig. (2-tailed)	.000	.179	.	.000
	N	495	495	495	495
OTM	Pearson Correlation	-.105	.026	.682	1
	Sig. (2-tailed)	.020	.566	.000	.
	N	495	495	495	495

Source: Computed Data

The above table clearly explains that impact on women individuals is negatively correlated to innovative climate and optimistic team management significantly. This implies that innovative changes in the organisation do not expose the technological skills of the women executives thus not providing a conducive climate for the development of women. The women executives expressed a distressing opinion that the approach of the organisation is not positive and optimistic towards them. Further the women executives also consider that women teams are not effectively encouraged in the organisation. Thus the women executives do not feel the individual empowerment. But it also found that job involvement and organizational efficiency do not have any influence over the innovative climate and optimistic team management. The innovative climate is positively correlated to optimistic team management. Thus favorable contemporary change helps in team building and leadership for optimistic organisation approach.

Relationship between Factors of Goal Achieving and Factors of Impact on Individuals and Organisation

Table: 1.4, Relationship between Factors of Goal Achieving and Factors of Impact on Individuals and Organisation

		IOI	JIOE	GA
IOI	Pearson Correlation	1	.115	-.157
	Sig. (2-tailed)	.	.010	.000
	N	495	495	495
JIOE	Pearson Correlation	.115	1	.033
	Sig. (2-tailed)	.010	.	.468
	N	495	495	495
GA	Pearson Correlation	-.157	.033	1
	Sig. (2-tailed)	.000	.468	.
	N	495	495	495

Source: Computed Data

Considering the above table it is inferred that the impact on women individuals is negatively correlated between goal achieving. This entails that woman executive believe that the women are not considered in the process of achievement in their organisation. Women employees personal goal achieving is not achieved due to various impositions and implementation of organizational policies. Further the table also reveals that there is a significant positive correlation exists between job involvement and organizational efficiency and goal achieving. The women executives strongly concur that they are empowered and more committed to their organisation when they are chosen to achieve the suitable goals. Thus the strategy adopted in the organisation to develop women executives has an impact on organisation than the impact on women individuals.

Relationship between Factors of Rewards and Facilities and Factors of Impact on Individuals and Organisation

Table: 1.5, Relationship between Factors of Rewards and Facilities and Factors of Impact on Individuals and Organisation

		IOI	JIOE	RAF
IOI	Pearson Correlation	1	.115	-.147
	Sig. (2-tailed)	.	.010	.001
	N	495	495	495
JIOE	Pearson Correlation	.115	1	.033
	Sig. (2-tailed)	.010	.	.459
	N	495	495	495
RAF	Pearson Correlation	-.147	.033	1
	Sig. (2-tailed)	.001	.459	.
	N	495	495	495

Source: Computed Data

From the above table it is inferred that the impact on women individuals is negatively correlated towards rewards and facilities significantly. This implies that rewards and facilities given in the organisation to the women executives are not unswerving. The opinion of the women executives with regard to the rewards was that it was not suitable for their hard work and other facilities was also not up to their fulfillment. The table above indicates that the job involvement and organizational efficiency do not have any influence over the rewards and facilities.

Relationship between Factors of Role of Women and Factors of Impact on Individuals and Organisation

Table: 1.6, Relationship between Factors of Role of Women and Factors of Impact on Individuals and Organisation

		IOI	JIOE	ROW
IOI	Pearson Correlation	1	.115	-.049
	Sig. (2-tailed)	.	.010	.280
	N	495	495	495
JIOE	Pearson Correlation	.115	1	.128
	Sig. (2-tailed)	.010	.	.004
	N	495	495	495
ROW	Pearson Correlation	-.049	.128	1
	Sig. (2-tailed)	.280	.004	.
	N	495	495	495

Source: Computed Data

The table above explains that the individual women's do not have any impact over the role of women. Since there is no correlation exists between the impact on individuals and role of women it is concluded that the rigorous HRD practices in the organisation is aimed at extracting more women potentiality for the developmental of organisation rather than establishing a constitutive role for their personal satisfaction. The table also reveals that the job involvement and organizational efficiency is positively correlated to role of women significantly. This implies that the of the role analysis of the women in the organisation leads to the involvement and responsibilities of the women executives. The women executives consider that their role is highly encouraging when they are placed in the key performance area in their organisation.

Relationship between Factors of Performance of Women Executives and Factors of Impact on Individuals and Organisation

Table: 1.7, Relationship between Factors of Performance of Women Executives And Factors of Impact on Individuals and Organisation

		IOI	JIOE	PWE
IOI	Pearson Correlation	1	.115	.103
	Sig. (2-tailed)	.	.010	.022
	N	495	495	495
JIOE	Pearson Correlation	.115	1	.094
	Sig. (2-tailed)	.010	.	.037
	N	495	495	495
PWE	Pearson Correlation	.103	.094	1
	Sig. (2-tailed)	.022	.037	.
	N	495	495	495

Source: Computed Data

Considering the table above there is significant positive correlation exist between impact on women individuals and performance of women executives. Empowerment practices followed in the organisation has an immense effect on individuals as the power and responsibilities develop self-confidence among the women executives. Thus the women executives expressed a content opinion about the periodic performances in the organisation. The periodic performance encourages the women executives to achieve more as their individual talents are assessed to acknowledge their strength and to remove their weaknesses. The table also indicates that the job involvement and organizational efficiency is positively correlated with the performance of women executives. Competitive work force is found due to evaluation of performances in the organisation. Thus the women executives believe that performances analysis help them to become committed to the job increasing the organizational efficiency.

Relationship between Factors of Career Development and Factors of Impact on Individuals and Organisation

Table: 1.8, Relationship between Factors of Career Development and Factors of Impact on Individuals and Organisation

		IOI	JIOE	CD
IOI	Pearson Correlation	1	.115	-.180
	Sig. (2-tailed)	.	.010	.000
	N	495	495	495
JIOE	Pearson Correlation	.115	1	-.023
	Sig. (2-tailed)	.010	.	.615
	N	495	495	495
CD	Pearson Correlation	-.180	-.023	1
	Sig. (2-tailed)	.000	.615	.
	N	495	495	495

Source: Computed Data

From the above table it is inferred that there is significant negative correlation exist between impact on women individuals and career development. This implies that the organizational policies take advantage of the women executive competency for their own development and does not focus on the development of their career. Thus the women executives had a disconsolate opinion that they were not supported by the organisation in their career development and not given importance in acquiring the management experience.

But the job involvement and organizational efficiency do not have any influence over the career development. This shows that HRD practices in the organisation forces the women individual for their augmentation in their job skills to achieve the organizational efficiency. But they do not find any serious effort of their organisation over their own career development.

Relationship between Factors of Training and Factors of Impact on Individuals and Organisation

Table: 1.9, Relationship between Factors of Training and Factors of Impact on Individuals and Organisation

		IOI	JIOE	VTM	TT
IOI	Pearson Correlation	1	.115	.014	-.136
	Sig. (2-tailed)	.	.010	.757	.002
	N	495	495	495	495
JIOE	Pearson Correlation	.115	1	.085	.068
	Sig. (2-tailed)	.010	.	.059	.130
	N	495	495	495	495
VTM	Pearson Correlation	.014	.085	1	.483
	Sig. (2-tailed)	.757	.059	.	.000
	N	495	495	495	495
TT	Pearson Correlation	-.136	.068	.483	1
	Sig. (2-tailed)	.002	.130	.000	.
	N	495	495	495	495

Source: Computed Data

In the above it is ascertained that the impact on women individuals do not have any impact over the versatile training measures. But the impact on women individuals is negatively correlated to the technological training significantly. The training programme in the different organisation is aimed at meeting the adequacy of the company's requirement. But the women executives perceived that these training programmes are more mechanical and do not have any elements for their personal empowerment. The job involvement and organizational efficiency do not show any influence over the versatile training measures and technological training.

Relationship between Factors of External Influence of Empowerment and Factors of Impact on Individuals and Organisation

Table: 1.10, Relationship between Factors of External Influence of Empowerment and Factors of Impact on Individuals and Organisation

		IOI	JIOE	PAP	EOI	EI
IOI	Pearson Correlation	1	.115	-.172	.475	.335
	Sig. (2-tailed)	.	.010	.000	.000	.000
	N	495	495	495	495	495
JIOE	Pearson Correlation	.115	1	.034	.214	.151
	Sig. (2-tailed)	.010	.	.455	.000	.001
	N	495	495	495	495	495
PAP	Pearson Correlation	-.172	.034	1	-.457	-.153
	Sig. (2-tailed)	.000	.455	.	.000	.001
	N	495	495	495	495	495
EOI	Pearson Correlation	.475	.214	-.457	1	.369
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	495	495	495	495	495
EI	Pearson Correlation	.335	.151	-.153	.369	1
	Sig. (2-tailed)	.000	.001	.001	.000	.
	N	495	495	495	495	495

Source: Computed Data

Inferring from the above table it is inferred that impact on women individual is negatively correlated to portrayal and participation of women and positively correlated to eradication of impediments and economic independence significantly. This implies that the women executives believe that there is no existence of a balanced representation of women in their organisation and in the society. Further the women executives deemed a gratifying opinion that the rules of the government turned away men supremacy and the reservations have also emancipated the social shackles. The democratic system prevailing has also contributed to the women's development thus creating economic independence to the women. There is significant positive correlation exist between the job involvement and organizational efficiency and eradication of impediments and economic independence. As the impediments to the development of women is removed through the government policies women independence is increased the women executives get themselves involved in their career development thereby increasing the efficiency. Successively leading to the reputation of the organisation. But the job involvement and organizational efficiency do not have any influence over the portrayal and participation of women.

FINDINGS

The organizations of women executives promote trust and openness strategy in their organization to make the women executives involve in their job. The organization empowers the women executives to achieve a scintillating organizational efficiency and abundant of productivity increase. It also found that trust and openness strategy do not have any influence over the individual women.

The development policies of the organization exploit the women potentiality for their own development. Women executives expressed a melancholy opinion about infinite and continuous grind and extraordinary workload emanated from the developmental policies of the organization. They also believe that the developmental policies of every organization are aimed at achieving a culmination of productivity increase.

The women executives' trust that their full involvement in their job have led to the increase of organizational efficiency and productivity in their organisation. The women executives articulated that their talents are unidentified and they are not assessed in terms of their work. Their potential development does not give them the contentment. It is also found that the women individual do not have any significant impact over the prospective enhancement.

Women executives when assessed and appraised about the future plan of the organisation. They develop commitment to their work increasing the productivity and the organizational efficiency. It also found that the job involvement and organizational efficiency does not have any influence over the prospective enhancement.



The women executives strongly concur that they are empowered and more committed to their organisation when they are chosen to achieve the suitable goals. The strategy adopted in the organisation to develop women executives has an impact on organisation than the impact on women individuals.

The role analysis of the women in the organisation leads to the involvement and responsibilities of the women executives. The women executives deem that their role is highly encouraging when they are placed in the key performance area in their organisation.

Empowerment practices followed in the organisation has an immense effect on individuals as the power and responsibilities develop self-confidence among the women executives. The women executives expressed a content opinion about the periodic performances in the organisation. The periodic performance encourages the women executives to achieve more as their individual talents are assessed to acknowledge their strength and to remove their weaknesses.

The organizational policies take advantage of the women executive competency for their own development and do not focus on the development of their career. The women executives had a disconsolate opinion that they were not supported by the organisation in their career development and not given importance in acquiring the management experience.

SUGGESTIONS

The management policies must be revamped innovatively and conveniently to appraise the performance of women executives. The latest potential appraisal system and competency mapping may be used in the organisation to identify the potentiality of women executives.

Since the organisations do not expose full technological skills to women executives. A separate empowerment wing may be formed in the organisation to monitor the knowledge management and skill development of women executives.

Organisational policies on timings and maternity leave should be changed towards female friendly. Organisational Policies and Practices like extended maternity leave, parental leave, flexi-timing, emergency leave, childcare centre, can be implemented. Such support system will be helpful to utilize the women potentials in the organisation.

In the present situation the gender gap is narrowing but women's advancement to the top is less the profound reason for this is women occupy the posts where the scope of further advancement is absent. Providing right kind of education and awareness for girls before they start their career can solve this. This will help them to choose the right field where the scope of advancement is more.

Problems of career break should be considered by the organisation. Women employees should be ensured to rejoin the same organisation after the break and the seniority should not be affected. Training programs in the organisations should include retraining facilities for women who join the organisation after the break. Time management skill should be developed among women employees not only to use the time effectively in the work place but also in balancing the work and family responsibilities effectively.

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