

A Study on Performance Ability towards Empowering Women in IT Services

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Abstract

The notion of empowering women and its related issues have come a long way and it is time to focus on this aspect at the workplace too and not just at the economic or social angle. A woman breaking the glass ceiling has been clichéd and it is time for women to manage a diverse workplace with a multitude of competencies. This research focuses on such empowerment aspects and its impact on job satisfaction, motivation and performance.

Keywords: Women, Empowerment, Motivation, Performance, Effect, Job Satisfaction

Introduction

Women empowerment means emancipation of women from vicious grips of social, economic, political, caste and gender-based discrimination. It means granting women the freedom to make life choices. Women empowerment does not mean 'deifying women' rather it means replacing patriarchy with parity. In this regard, there are various facets of women empowerment. Empowerment of women in the workforce means allowing women to have more control over their lives. It means giving them the freedom to make their own schedules, learn new skills and gain self-reliance. Empowerment is created when the strengths that women already bring to the company are recognised and utilised. Research provided by the United Nations has shown that businesses that promote women empowerment and gender equality are more profitable. As more businesses take part in gender equality measures and see their revenue increase as a result, the case for empowering women in the workplace is likely to become a more recognised goal.

Review of Literature

A study conducted by Rana and Singh in 2016 endeavoured to establish the association between employee empowerment and job contentment. It also investigated the influence of demographic

variables in empowerment and job contentment. Results of the study indicated that employee empowerment and its aspects had a positive and noteworthy association with job happiness. The results also substantiated a noteworthy difference in empowerment and job pleasure on the basis of demographic variables; for instance, gender, age, marital eminence, academic qualification, job description, income and experience. It is also found that age, academic qualifications and experience had a noteworthy difference in empowerment, while, others designated no noteworthy difference in empowerment of IT experts. It was concluded those empowerment aspects: meaning, competence, self-determination and impact disclosed positive significant association with job satisfaction.

In addition to that, psychological empowerment affects employee's performance in small and medium enterprises. This study designated that employee empowerment is indispensable in this age of globalization to facilitate the organization to react rapidly to any changes in the atmosphere and take the benefit of employee performance. Results of the study revealed that respect and assisting employees in their personal difficulties, nurturing their capability, letting them to choose options for meeting their wants, giving training, informing and concerning them in decision making and worthwhile fairly assists to empower in addition to augment their performance. It was concluded that empowered employees develop performance mainly by finding pioneering ways of correcting mistakes in production and service deliverance and redesigning work processes (Degago, 2014). A research study assessed whether the hotels exercise employee empowerment and confronts faced by policy makers. It was therefore revealed that hotels managements have to give sensible level of independence to the employees to choose on the service they are delivering. This assists the employee to give punctual service to the buyer by solving their difficulties and attending to their wants. This study validated that employee empowerment develops quality of service. The employees are authorized to distribute quality services to customers. Empowerment has much to proffer organizations functioning services. Empowered employees respond to customer requirements as they occur, they react speedily to complaints and take personal arrogance in ensuring that service encounters are an achievement. Significantly, they feel pride and anxiety for the customer understanding (Commey et. al. 2016).

Khanday et. al. in 2015 attempted to emphasize importance on the progress, significance, development and empowerment of women in India from a historical standpoint. This study also found that women's empowerment could be illustrated as a practice in which women increase better share of control over resources-material, human and thinker like knowledge, information, thoughts, and financial resources like capital and access to money and rule over decision making in the residence, society, culture and nation, and to gain authority. The empowerment of the women starts when they become conscious of the socio-psycho-cultural unfairness that is being made to them and also how gender disparity and unfairness and gender and social-cultural, economic and political forces are concerning them unfavourably in every field of their life.

Choudhury in 2016 spotlighted on the status of women workforce in corporate sector by emphasizing on gender disparity and income inequality. The involvement of women in corporate sector is necessary for the success and affluence of nations athwart the world. In spite of many odds women across the world sustained to make unbelievable progress. However, the role of women in financial value formation has not been documented collectively rather they are playing an accommodating position in economic value formation. The significance of women's contribution in economic performance bringing women in achieve of the development procedure is widely documented as essential for the advancement and augmentation of women in India.

Yet another research study intended to recognize key factors and disputes that feel beleaguered to the women by permanent stress derived from the high anticipations of the job. The result disclosed that because of the personal and specialized disparity, female employees can't transport their best attempt to the organization and therefore work-life conflict downs women workforce career progress in addition to the efficiency of the organization. As a effect, the work-life inequality has become a ordinary issue for many working women which encumbers the path to their career growth and thus diminishes the efficiency of an organization. In a true intelligence, women can be blessings in the workplace when family and association both will get appropriate service from them (Rahaman & Jannat, 2015).

Jayatilake in 2016 revealed that the women managers and their perceived barriers in service sector. The findings corroborated that women remain under-represented in top management positions. Organizational culture, situational and individual factors have influenced these situations. Conversely, the study substantiated that the organizational cultural, situational and individual factors are not influencing managerial efficiency of the women executives. The study found that self-perception of women executives was that the female executives displayed pacesetter, co-ordinator, observe and counsellor roles more than their male complements. It has found that the women executives and their peers reported that female managers were more efficient than male managers. Conversely, study corroborated that the cultural, situational and personal factors do not influence the managerial efficiency of women executives and they have better managerial efficiency.

Bharathi and Srikanth in 2015 revealed that effective use of empowering women employees in every organization. This study stressed that flexible working plan and skill building courses in empowering women. The findings of the study pointed out how organizations maintain the women experts at every phase of cycle. This study was capable to bring out the connection associated with business world for the empowerment of women professionals. The importance of flexi work plans and skill building programmes in business world has persuaded the empowerment of women experts in building career durability and work life incorporation. It was

concluded that women's empowerment is a necessary constituent for women obligation to advance gender parity and women empowerment.

Need & Relevance

The present research endeavours to study the factors influencing empowerment of women at the workplace based on the above discussed literature. This is necessitated by the fact that the workforce has been witnessing huge increase in the number of working women especially in the services sector. Women have broken the glass ceiling but that accounts for a minute percentage. The study addresses on challenges and strategies, which could elevate women to lead organizations with better empowerment and freedom.

Objectives

- To find the empowerment antecedents and their level of impact and its effect on satisfaction
- To study the impact does job satisfaction on intrinsic motivation and ability to perform
- To assess the impact of intrinsic motivation on performance ability

Methodology

The women serving in information technology services in Chennai are surveyed and convenient sampling has been administered. Only women employees above the age of 21 years were chosen. The estimated and actual sample sizes were 979 and 1017 respondents respectively. (**Define the universe** in a single line)

SEM Analysis

The observed, endogenous variables are job satisfaction, intrinsic motivation, and ability to perform. The observed, exogenous variables are psychological empowerment, decision-making empowerment, work culture empowerment, and social empowerment. The unobserved, exogenous variables were error term 1 (e1), error term 2 (e2), and error term 3 (e3).

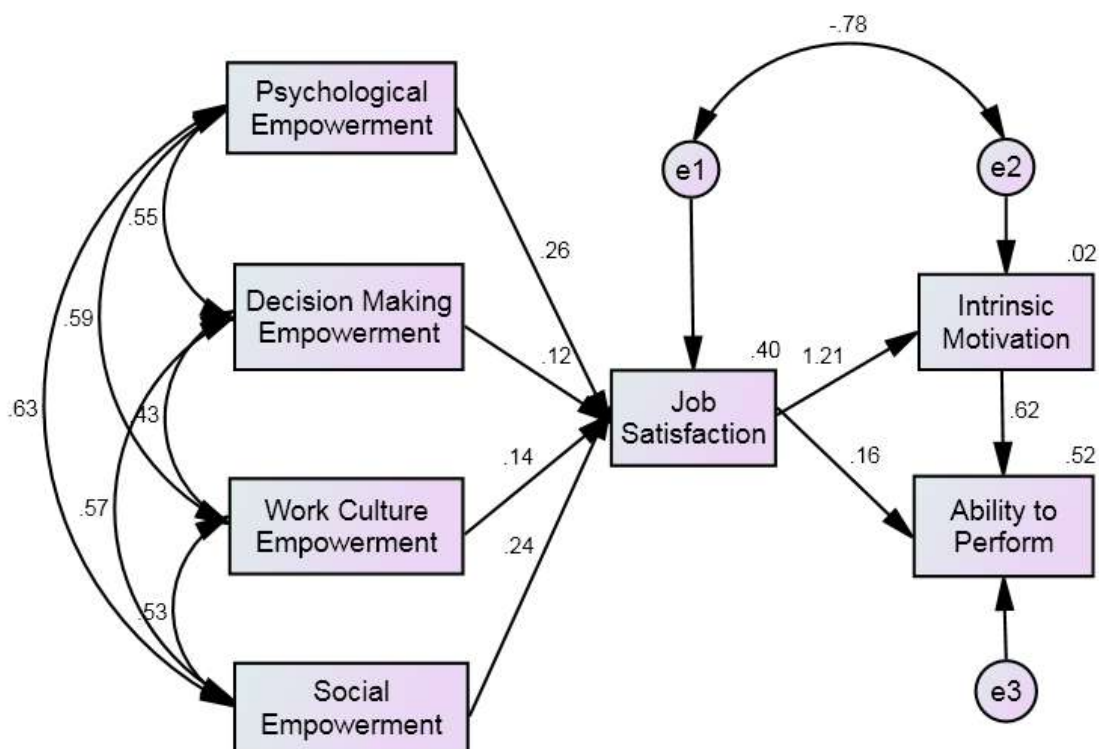
Table 1: SEM Path Analysis

Path			Non-Standardized Coefficient	Standardized Coefficient	p value
Job Satisfaction	←	Psychological Empowerment	0.277	0.258	***
Job Satisfaction	←	Decision-Making Empowerment	0.251	0.121	***

Path			Non-Standardized Coefficient	Standardized Coefficient	p value
Job Satisfaction	←	Work Culture Empowerment	0.237	0.144	***
Job Satisfaction	←	Social Empowerment	0.488	0.237	***
Intrinsic Motivation	←	Job Satisfaction	0.942	1.210	***
Ability to perform	←	Job Satisfaction	0.066	0.156	***
Ability to perform	←	Intrinsic Motivation	0.333	0.615	***

*** Significant at $p < 0.001$

Figure 1: SEM Path Analysis



Findings

Model Fit Indices

It was observed that CMIN/DF value was less than 5 GFI value was greater than 0.9; AGFI value was greater than 0.9; BFI value was greater than 0.9; CFI value was greater than 0.9 and RMSEA value was less than 0.06. Therefore, good fit exists for structural model.

Hypotheses

Null Hypothesis H_0 : Psychological, decision-making, work culture and social empowerment, ability to perform have no impact on job satisfaction and intrinsic motivation.

Hypothesis H_1 : Psychological empowerment has an impact on job satisfaction.

The positive coefficient implies that for every 0.258 unit-increase in Psychological empowerment, there will be 1 unit-increase in Job Satisfaction. Psychological empowerment has a positive effect on Job Satisfaction. The positive coefficient implies that for every 0.121 unit-increase in Decision-making empowerment, there will be 1 unit-increase in Job Satisfaction. Decision-making empowerment has a positive effect on Job Satisfaction. The positive coefficient implies that for every 0.144 unit-increase in Work culture empowerment there will be 1 unit-increase in Job Satisfaction. This implies work culture empowerment has a positive effect on Job Satisfaction. The positive coefficient implies that for every 0.237 unit-increase in Social empowerment, there will be 1 unit-increase in Job Satisfaction. Social empowerment has a positive effect on Job Satisfaction.

Hypothesis H_2 : Job satisfaction has an impact on intrinsic motivation and ability to perform.

The positive coefficient implies that for every 0.121 unit-increase in Job Satisfaction, there will be 1 unit-increase in Intrinsic Motivation. Thus, job Satisfaction has a positive effect on Intrinsic Motivation. The positive coefficient implies that for every 0.156 unit-increase in Job Satisfaction, there will be 1 unit-increase in Ability to perform, which indicates that Job Satisfaction has a positive effect on Ability to perform.

Hypothesis H_3 : Intrinsic motivation has an impact on ability to perform.

The positive coefficient implies that for every 0.615 unit-increase in Intrinsic Motivation, there will be 1 unit-increase in Ability to perform. This reveals that intrinsic Motivation has a positive effect on Ability to perform.

Conclusion

The psychological, decision-making, work culture and social empowerment have a positive impact on job satisfaction. Job satisfaction has a positive impact on intrinsic motivation and ability to perform. Intrinsic motivation has a positive impact on ability to perform.

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