

Author Name : Dr.Tabassum Sultana
Working as a Lecturer in Zubaida Girls College Hyderabad.

Affiliation : **Degree of Doctor of Philosophy in Social Sciences
(Applied Statistics) from Hamdard Institute of Education
and Social Sciences. Hamdard University Karachi.**

Email Address : **tabsultana_kureshi@yahoo.com**

Seminar Sub-Theme : **Leadership (Applied Statistics)**

EMPLOYEES EMPOWERMENT

AND

GENDER DIFFERENCES

ABSTRACT: The principle purpose of the study was to determine the differences between the male and the female managers in empowering their all female/male and male and female subordinates. The population of the study consisted of all the managers and their subordinates in Government, Semi Government, and Non-Government organizations located in Karachi and Hyderabad regions. A stratified sample of 150 male and female and all female/male subordinates representing five organizations, three from Karachi and two from Hyderabad was taken. The research study adopted was that of survey. A custom made Questionnaire consisted of 30 items was developed. The items of Questionnaire were drawn from the relevant literature to ensure the content validity of the Questionnaire. The reliability of the Questionnaire was ensured through the test-retest method which yielded a correlation coefficient of 0.413. Two major hypotheses and 30 item wise hypotheses were framed. The two major hypotheses were tested through z test. One of these hypotheses was rejected and it was concluded that the women managers were more empowering than their male counterparts in respect of male and female subordinates. However, the other hypothesis was upheld and no difference was found between the male and female managers in empowering their all female / male subordinates. Finally, the study made several recommendations and suggested needed research.

INTRODUCTION

One of the fastest emerging issues in the field of management is the distinction between the men and the women managers. What are the gender differences in managerial style? To answer this question, a number of research studies have been conducted in recent years. Eagly and Johnson (1990), Eagly et al (1992), Billard (1992), Applebaum and Shapiro (1990).

Robins and Coulter (1996) summarized the findings of these studies as follows:-

The general conclusion is that males and females do use different styles. Specifically, women tend to adopt a more democratic or participative style and a less autocratic or directive style than do men. Women are more likely to encourage participation, share power and information, and attempt to enhance follower's self-worth. They lead through inclusion and rely on their charisma, expertise, contacts, and interpersonal skills to influence others. Women tend to use transformational leadership, motivating others by transforming their self-interest into the goals of the organization. Men are more likely to use a directive, command-and-control style. They rely on the formal authority of their Position for their influence base. Men use transactional leadership, handing out rewards for good work and punishment for bad.

They also note that "Managers are increasingly leading by empowering their employees".

The concept "Empowerment" is an element in the Japanese Style of Management, known as Total Quality Management (TQM) -----a quality focused and customer centred approach to management. In the context of TQM, empowerment is defined as "The process of giving

workers through out an organization the authority to make decisions and be responsible for their outcomes”

The empowerment movement is sweeping around the world. Pakistan is no exception. Although Pakistani managers, by and large, are still suffering from Max Weber syndrome, they are believed to be affected by this movement in no uncertain ways. Now, a crucial issue arises; Is there a significant difference between the men and the women managers in empowering their employees? The present study seeks to answer this question.

PURPOSE AND METHODS

(A) GENERAL

The overall purpose of this study was to discover the differences between the men and the women managers in empowering their employees.

(B) SPECIFIC

In more specific terms, the study addressed the following questions:

- (1) There will be no significant difference between the men and the women managers in their empowering leadership style as viewed by their all female/male sub-ordinates.

- (2) There will be no significant difference between the men and women managers in their empowering leadership style as viewed by their male and female sub-ordinates.

(3) There will be no significant difference between the men and the women managers in empowering their employees on each of the 30 items of empowerment.

STUDY BACKGROUND

The strategy of this research was that of survey, the survey strategy was adopted because of its characteristics, which suited to the topic in hand.

First, it is a strategy of research, which is useful in defining a problem involving a current situation in natural setting.

Second, it discovers facts and opinions.

Third, it identifies variables of the problem under study.

Fourth, it throws light on the relationships of variables.

Its major limitation is that it cannot establish cause-effect relationship among variables although it can suggest hypothesis in this regard.

The population of the study consisted of all the managers of Government, Semi Government, and Non-Government organizations. The master list was obtained from the Federal Bureau of Statistics, Government of Pakistan.

Since the population was large, the sampling procedure was adopted.

The sampling design was that of multi level random sampling.

First, the population was stratified into Karachi and Hyderabad located organizations.

Second, five organizations were selected through cluster sampling.

Third, from each cluster 30 employees were selected. Thus the total size of the sample was 150 which was considered as adequate.

RESEARCH INSTRUMENTS

A questionnaire consisted of 30 items were especially designed for the study.

The validity and the reliability of the questionnaire were established by taking a number of steps as detailed below.

COMPOSITION OF QUESTIONNAIRE

The items of the questionnaire were drawn from the universe of content through a review of the related literature, in consultation with the jury of experts, and the personal experience of the investigator, This procedure established the content validity of the questionnaire.

DESIGN OF THE QUESTIONNAIRE

The language of the items was kept simple and straight forward so as to make the items easily understood.

PRETEST OF THE QUESTIONNAIRE

The research instruments were pretested to identify and eliminate the questions, which the respondents tend to misinterpret, omit or answer in-inappropriately. The pretest was run on a selected sample of respondents who were similar to, but not included in the target sample.

DATA COLLECTION

Careful planning and supervision were undertaken to ensure data of good quality. The questionnaires were administered personally with a team of trained investigators.

EDITING OF DATA

The data collected were carefully edited to check for missing data, for inconsistencies, and for problems that could be remedied. Thus, the errors were identified and duly corrected.

PROCEDURE

Before the collection of data, the authorities of the target populations were contacted to issue authority to the investigator for conducting the survey. With this authority, the investigator administered the questionnaire personally and carried out interviews on the date and time as agreed upon. This procedure, though time consuming, facilitated the investigator in her

study. The returns obtained were 100% and the respondents were enabled to provide answers with understanding. Thus, the instruments yielded relatively reliable and valid information.

PLAN OF ANALYSIS

Both descriptive and inferential statistical techniques were used.

- 1- There will be no significant difference between the men and the women managers in their empowering leadership style as viewed by their all male/ female sub ordinates.

- 2- There will be no significant difference between the men and the women managers in their empowering leadership style as viewed by their Male and Female sub-ordinates.

- 3- There will be no significant difference between the men and the women managers in empowering their employees on each of the 30 items of empowerment.

In the first two hypotheses z test of significance were applied.

In the last 30-item hypotheses chi-square test were applied.

FINDINGS

The following findings of the study were obtained.

- 1- The female managers were found to be more empowering than male manager when male and female sub-ordinates were concerned.
- 2- No difference were found between the female and male managers in their empowerment, when all female / male sub-ordinates were concerned.
- 3- The significant difference were found between the male and the female managers in respect of the individual components of empowerment.

CONCLUSION

A close analysis of the findings does not spring any surprises. The findings of these studies do not deviate very sharply, from the studies carried out by Robins (1996) Eagly, Makhijanni and Klonsky (1992), Arora (1998), Greenberg and Baron (1997), Luthans (1995)

First the superiority of female managers over their male counterparts, as viewed by their male and female sub-ordinates is expected primarily because of the stereotypic role as played by the female managers.

Second, the no gender differences found between the managers, as viewed by their all female / male sub-ordinates in their empowerment of employees, appears to be reasonable because the nature of existing managerial culture in Pakistan, which focuses or rigid bureaucratic, autocratic style of leadership. Both male and female leaders tend to toe the

traditional pattern. Indeed there could be exceptions to this general pattern because of the personality characteristic of the managers concerned.

Thirds the item wise analysis of the concept of empowerment resulted in no difference between the female and male officers. This finding comes very close the findings of the scholars of the field who concluded that very little gender differences are found among the managers in their style of leadership (Robbins, Eagly, Klonsky et al).

In our study these little differences (if any) are cancelled out when we average their scores. Moreover, it is not a suggestion that an empowering leader must be consistent along all components.

In a multidimensional concept like empowerment, such a deviation is expected.

RECOMMENDATIONS

In the light of the conclusion drawn from our study, the following recommendations are made:

- (1) All the managerial posts from operational to strategic levels should be made open to both female and male candidates on the basis of merit and merit alone. In male dominated society like Pakistan this recommendation may be difficult but not impossible to achieve.

(2) Sound training programme for managerial skills should be developed for both the sexes without any gender discrimination.

(3) In the recruitment selection, training, development, scholarship, promotion, performance, and standard should be set systematically which should be applicable equally and uniformly to both sexes.

(4) Keeping in view the recent development around the globe, courses in management should focus on empowering leadership and both sexes should be required to take these courses to enhance their managerial skills without any gender differences.

NEEDED RESEARCH: A number of research studies are needed. Two such research studies are listed below:

- (1) Motivating employees and gender differences.
- (2) Communicating with employees and gender differences.

BIBLIOGRAPHY

1- Applebaum, Stephen H. and Shapiro, Barbara T. "Why can't Men lead like Women?" Leadership and Organization Development Journal.

December 1993.

2- Arora, KC. Total Quality Management and ISO 14000 (IS 13967). Delhi.

S.K Kataria and Sons, 1998.

- 3- Eagly, Alice H. et al. "Gender and Leadership Style among School Principals: A Meta-Analysis", Educational Administration Quarterly, February 1992
- 4- Eagly, Alice H. and Klonsky, Bruce G. et al. "Gender and the Evaluation of Leaders: A Meta-Analysis," Psychological Bulletin. Vol III, No 1, 1992
- 5- George, Jennifer M. and Jones, Gareth R. Understanding and Managing Organizational Behavior. Reading, Mass: Addison- Wesley Publishing Company, 1996.
- 6- Greenberg, Jerald and Baron, Robert A. Behavior in Organizations. Seventh Edition. New Jersey: Prentice Hall, 1997.
- 7- Robins, Stephen P. and Coulter, Mary. Management Fifth ed. Upper Saddle River, New Jersey: Prentice Hall International, 1996.