A Study on Women in Corporate - A skill and competency model

Mrs. Shalini Shukla
Research Scholar

Dr. M. M. Bagali
Research Supervisor, Jain University, Bangalore

Abstract

The role of women in Indian society which has been greatly overseen in the last few decades. Previously once a woman was married her job was to raise children, run the family and look after her husband; women rarely did any paid work. Since then women have become more educated and therefore decide whether they want to work, raise a family or both. The option of having a job and running a family is now easier due to better public and private childcare. There are now more jobs available for women due to the shift in employment. As wages rise more women are encouraged to work and those who have taken a career break to have children are tempted back to work. This Paper focuses on Developing a Model for skill and competency.

Keywords: Skill, Competency and Employment.

Introduction

Starr and Yudkin, (1996) claim that minimal information exists about women entrepreneurs' business practices, survival and growth strategies and their perceptions of entrepreneurial careers. Henry, (2002) stated that female entrepreneurship is an under-researched area with tremendous economic potential and one that requires special attention. Carter et al., (2002) add further and state that despite the extent of women entrepreneurs' involvement in new business formation, the economic impact of women led businesses has been down-played. Women Entrepreneurship is an emerging reality and the concept of women entrepreneurs is becoming a global phenomenon today. According to the Global Entrepreneurship Monitor (GEM), women represent more than one third of all people involved in entrepreneurial activity and more likely to play an even greater role when informal sectors are considered Minnuti et al., (2005).

Recent study by Catalyst, a leading researcher of women in the workplace showed that the Fortune 500 companies with the highest percentages of women corporate officers yielded, on an average, 35.1 percent higher return on equity than those with the lower/lowest percentages. Even more encouraging is Fortune's conclusion that the list of brand-name firms with women chief executives is longer and more impressive than ever. Undoubtedly these are encouraging phenomenon which are witnessed in India but the question is how diverse and widespread is this phenomenon in the Indian Management sector? The graph below reveals that in the demand side there has been an increase in the share of women participation in the labour force.
GRAPH 1: Rise in Women Share of Education across Key disciplines

Source: National School of Government
The success stories of few women making it to the top are feel good factor providing an impression that position and status of women is changing in Indian management sector. But in the true sense how many of these breakthroughs are really happening? Barrin a handful like ICICI Bank, HSBC and Biocon, an overwhelming majority of Indian boardrooms are still no-go areas for women. Women today comprise only 2 percent of the total managerial strength in the Indian business sector. However, India is among the countries witnessing an increased participation of women in senior levels along with places like Taiwan, the Philippines, Hong Kong and Sweden. “India is seeing an increasing number of women occupying management positions in leading companies, both listed and privately held.” About 56 percent of businesses in India have women at senior levels, as against the global average of 59 percent. India's performance is well below the global average at 24 percent with Indian women holding only 15 percent of top managerial positions in private firms in the country.

Literature Survey
Studies on women role in corporate
A study by Vohra and Sen, highlights that after the industrial revolution massive openings and opportunities for women to enter into labour force were created. Earlier most jobs required physical strength and women, on account of their frail physique as well as their child rearing function were not considered for jobs. Industrial revolution and technological developments gave a boost to employment of women. Due to introduction of high technology the conditions of work improved, hour of work were shortened and transport and communication system became more accessible and this further facilitated the entry of women in employment. People started realising that conditions have become conducive to the employment of women because the physical aspects were minimized. Another development, the desire of women to attain equal status to men, bore fruit and their right to work and earn livelihood were recognized. Many countries enshrined this right in their constitutions. Education also played a tremendous part in the evolution of women's employment. With increased opportunities for education provided by the society, women began to enter in schools. More and more women now have opportunities to pursue higher education. Study by Klein, reported that there is definite correlation between the educational level of women and their employment. Now women are the integral part of new economic order and important part of its manpower resource.

Studies on career planning and career development
Career is defined by the Oxford English Dictionary as “an individual's course or progress through life (or a distinct portion of life)”. It is usually considered to pertain to remunerative work (and sometimes
also formal education). Whereas “Career planning system is a goal that a person desires to achieve in a selected field or occupation with a well thought out plan which is available for him there.”

Study undertaken by Douglas T. Hall, explains detail stages involved in career planning. The study provide insights into what today's professionals want from their jobs based on an analysis of recent trends in workers' career values and motivations. In addition, the authors have examined mentoring and other helping relationships and how they can promote career growth for both the senior and junior parties. They describe the forces that can trigger a shift in mid-career from a previously rewarding career field into new areas. And they offer new directions for research and practice to strengthen career development within organizations and to enhance worker's job satisfaction and growth.

Results & Analysis
Demographics of Respondents Considered for the study

Types of Management: In this study researchers considered organizations (Private, Public), educational institutional (Private)
• Women working in lower level, middle level and upper level were considered for the study.
• Colleges women lecturers working in private colleges.

Types of Educational levels - In this study researcher were considered two types of educational levels (graduates and post graduates)
• Women working in lower level management.
• Women working in middle level management.
• Women working in Upper level management.

Age groups: In this study the researcher considered three levels of age groups of working women in corporate.
• Women working in lower level management 25-30 years, 31- 35 years, 36 - 40 and 41- 45 years and 46+ years age groups.
• Women working in lower level management. 25-30 years, 31- 35 years, 36 - 40 and 41- 45 years and 46+ years age groups.
• Women working in lower level management 25-30 years, 31- 35 years, 36 - 40 and 41- 45 years and 46+ years age group.

Working Experience: In this study researcher considered three levels of management of working women’s in lower, middle and upper levels.
• Lower level working women 2- 5 years, 5- 10 yrs and 10+yrs working experience.
• Middle level working women 2- 5 years, 5- 10 yrs and 10+yrs working experience.
• Upper level working women 2- 5 years, 5- 10 yrs and 10+yrs working experience.

Educational Qualification: In this study researchers considered two level of education qualification graduates and post graduates.
• Lower level women employees Graduate or Postgraduate qualifications.
• Middle level women employees Graduate or Postgraduate qualifications.
• Upper Level women managers Graduate or Postgraduate qualifications.
Locality- The locality for the study was the metro and few non metro cities of India.

Hypothesis Testing
It was Hypothesized that - A positive relationship exists between Career Planning & career development
RH1: Career planning will have positive effect on achievement of career development.
RH0: Career planning doesn’t influence in career development.
Model Summary for Hypothesis 1

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>1</td>
<td>.744a</td>
<td>.553</td>
<td>.546</td>
<td>.727</td>
<td>.553</td>
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</table>

Model

<table>
<thead>
<tr>
<th></th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>df2</td>
</tr>
<tr>
<td></td>
<td>196a</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), I am satisfied with the choice of profession I am at present?, Career Counselor in colleges plays an important role in career decisions?, Choosing a good college plays an important role in career decisions?

**Dependent Variable(X):** I am an organized person?

**Independent Variable(Y):** I am satisfied with the choice of profession I am at present? Career Counselor in colleges plays an important role in career decisions? Choosing a good college plays an important role in career decisions

In Model Summary 1 – 0.74 means that 74% of the variation of y-values around the mean is explained by the x-values. In other words, 74% of the values fit the model. Hence Alternative Hypothesis RH1: Career planning will have positive effect on achievement of career development is accepted

**It was hypothesized that - A positive relationship exists between Job Satisfaction & career development**

RH2. Job satisfaction will have positive relationship with career development.

RH0: Job satisfaction has neutral relationship with career development.
Result sheet for ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Degrees of Freedom</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>10.154</td>
<td>3</td>
<td>3.385</td>
<td>4.748</td>
<td>.003</td>
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<tr>
<td>Residual</td>
<td>139.721</td>
<td>196</td>
<td>.713</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>149.875</td>
<td>199</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: I feel passionate or excited about my work?

b. Predictors: (Constant), I am satisfied with the opportunities given in organization to show my talent and expertise?, I am satisfied with the investment my organization is making in Training and Development ?, I am happy with the strategies adopted by my company for my career advancement?

Result of Chi-Square Test

<table>
<thead>
<tr>
<th></th>
<th>I am satisfied with the choice of profession I am at present?</th>
<th>I feel passionate or excited about my work?</th>
<th>I am happy with the strategies adopted by my company for my career advancement?</th>
<th>I am satisfied with the opportunities given in organization to show my talent and expertise?</th>
<th>I am satisfied with the investment my organization is making in Training and Development?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>228.880ª</td>
<td>277.060ª</td>
<td>119.750ª</td>
<td>191.440ª</td>
<td>106.480ª</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.0.
In Model Summary 2 – 0.86 means that 86% of the variation of y-values around the mean is explained by the x-values. In other words, 86% of the values fit the model. Hence Alternative Hypothesis RH2: Job satisfaction will have positive relationship with career development is accepted.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>COMPETENCY</th>
<th>COMPETENCY EXPLANATION</th>
<th>OBJECTIVE</th>
<th>METHODOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Communication</td>
<td>Ability to imparting or exchanging of information by speaking, writing, or using some other medium.</td>
<td>To be able to convey ideas, thoughts clearly concisely and effectively. Listen and ask appropriate questions when required.</td>
<td>Communication Training opportunities for presentation</td>
</tr>
<tr>
<td>2</td>
<td>Interpersonal Skill</td>
<td>The skills used by a person to interact with others properly.</td>
<td>Involves other, team mate, shares information and ideas and seeks to resolve conflicts.</td>
<td>Training Mentorship programme Feedback from peers</td>
</tr>
<tr>
<td>3</td>
<td>Organisational awareness</td>
<td>Understanding of the different departments of the organization</td>
<td>To be able to understand different departments work in an organization and their role</td>
<td>Introduction session for new joiners explaining the workings of different departments.</td>
</tr>
<tr>
<td>4</td>
<td>Creative thinking</td>
<td>A way of looking at problems or situations from a fresh perspective that suggests unorthodox solutions (which may look unsettling at first).</td>
<td>To develop and foster out of the box thinking. Approaches to issues by working smartly and efficiently by thinking creatively.</td>
<td>Project work Brainstorming sessions</td>
</tr>
</tbody>
</table>
Communication

Interpersonal skill

Organizational Awareness

Creative Thinking

**Limitations of Study:**
1. Data collection was done mostly from metro cities
2. Many employees were hesitant to answer the questions on work life balance

**Recommendation of the Study:**

**Academics**
- Lack of interaction between industry and academia
- Lack of Career planning programmes
- Requirement of more employability skill programmes

**Organisations**
- HR policies need a re-look
- Lack of feedback sessions to understand the job satisfaction level
- Lack of career advancement plan

**References:**
5. Borg, A. (2009), Perceptions of Competence of Female Managers, Department of Psychology, unpublished manuscript, University of Malta, Malta.


