THE IMPACT OF WOMEN EMPOWERMENT ON ORGANISATIONAL PRODUCTIVITY: A CASE OF CHIPINGE RURAL DISTRICT COUNCIL.

SUBMITTED BY

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I declare that this research project herein is my original work and has not been copied or extracted from previous source without due acknowledgement of the source.

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DEDICATION

This dissertation is dedicated to my parents, both late. Also, this goes to Henry, Vincent, Yorlene and Chipo Museri for their love, patience and encouragement during this long journey.
ACKNOWLEDGEMENT

Researchers rarely toil alone and my completion of this research work is no exception. I would like to extend my warm thanks to all those who have helped me in this journey of leaning and discovery. Firstly I would like to express my gratitude and indebtedness to my supervisor Mr O. Jakata for the opportunity to develop myself in research and guidance. Appreciation also goes to fellow Bsc Honours in Human Resources Management students for their critique during the research assistance in data analysis. Gratitude also goes to the respondents and the Chipinge Rural District Council Head-Office Managers for granting permission for the researcher to collect data at the Chipinge Rural District Council. Glory be to the Almighty God of heaven and earth.
ABSTRACT

Women empowerment assumes a crucial part in the enhancement of organizational productivity. The study was a survey designed to investigate the impact of women empowerment on organizational productivity. Thirty-eight employees from Chipinge Rural District Council participated in the study. These were chosen using stratified random sampling. Primary data was collected using questionnaire with a five point likert scale and an interview guide. Instrument variability and reliability was tested and Cronbach Alpha value of .953 was obtained for the questionnaire. Data was also collected using triangulation of a structured interview, self-administered questionnaire observation. Empowerment was measured using a 12-item scale developed by Spretzer and the scale for productivity was adopted from Tsai et al (2005). Data was analysed using the statistical package for the Social Sciences (SPSS) version 17. Women empowerment found to be present in Chipinge Rural District Council. Correlation statistics were computed using the Spearman’s rho of correlation. The results showed that there is a significant positive correlation between women empowerment and organizational productivity 0.01 was found to be the level of confidence.
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CHAPTER I

INTRODUCTION

1.0 Introduction
This chapter will discuss the background of the study; objectives, research questions, limitations, assumptions, delimitations and definition of key terms used in the study.

1.1 Background of the study

The work experience of women and men differs and there are still many who like to believe that a women’s place is still home-based. For many years women are over represented in the secondary market and preserved as an industrial standby, thus for providing a source of additional labour when the society needs it. They were forgotten and left out in major decisions making which troubled them. Hence it was quite common for women to be knocked down and a man to be steamrolled up at the workplace. In the modern-day business setup some institutes are changing the formation of management to include a facility to give authority and form compassionate relations with others irrespective of masculinity or sex. Whether women empowerment is a real world spectacle or just a theoretical likelihood which is datable in the corporate community. It is attracting to be more significant for organisations to ensure women empowerment at the workplace, by this means eradicating the inequities which exist.

The issue of women empowerment at the workplace approach emerged in the mid 1970’s aimed at strengthening and broadening the powerbase of women’s inequality not only as a problem in relation to men but also their current participation in the international economic order (Moser, 1989). International Labour Organisation (ILO) made obtainable some policy instruments to promote the fairness for women in the world of labour. The policy instrument involves Declaration International Standards, and Resolutions. Declarations include the one on Equality of Opportunity and Treatment of Women Workers of 1975, and Declaration of Philadelphia (1944) denotes that some of the resolves which were made involve the
Resolution on Equal Opportunities and Equal Treatment of men and women in employment 1985 and the resolution concerning ILO Action for Women workers 1991. Meetings were held to debate women empowerment. Among them are world conference on Human Rights, Vienna (1993); the Fourth World Conference on Women, Beijing 1995 and the Nairobi Forward-looking Strategies for the Advancement of Women to the 2002 (Moser, 1989).

Women empowerment is likely to enhance the level of productivity at the workplace; however, it remains the purpose of this investigation to establish the impact of women empowerment on organisational productivity at the CRDC.

1.2 Statement of the problem.

A cumulative number of people have faith in equality of capability and opportunity yet unconscious sexual stereotyping continues to hamper the recognition of women empowerment. There has been also a commotion of women, backing for empowerment at the workplace through petitioning at workplaces. Hence, this has elicited the query on whether women empowerment has individuals who are similarly of more efficient in workplaces.

1.3 Objectives of the study

- To establish the benefits of women empowerment at the workplace.
- To determine whether women empowerment is being practised.
- To assess the level of employees perception on women empowerment at the workplace.
- To investigate the relationship between empowerment and organisational productivity problems hindering women democracy at the workplace.

1.4 Research Questions.

- What are the benefits of women empowerment at the workplace?
- To what extent is women empowerment practiced in the Chipinge Rural District Council?
- How do women employees at Chipinge Rural District Council perceive their empowerment at the workplace?
- What is the relationship between women empowerment and organisational productivity at the workplace,
1.5 Significance of the study

The study helped the researcher to attain and improve real-world understanding on the impact of women democracy on productivity. In addition, The research contributed in brightening the thoughts of workers on issues concerning the rights of women and how empowering women impact on their organisational productivity.

Moreover, the study revealed the literature about women empowerment thereby transmitting scholars to a place of concerned concepts that have not been given dedication in the world of researchers.

Furthermore, this study shall equip Human Resources managers with data which they can put in use to come up with decisions on whether or not to implement women empowerment policies at the workplace.

1.6 Research Assumptions

Based on the above objectives and after reviewing the literature, the assumptions are shown below;

- There will be a significant positive impact of women empowerment among female employees in their perception.
- The scholar will have access to all the relevant information required in carrying out the study.
- Respondents will be proficient of reading and writing. Therefore, illiteracy is no a perception of having some respondents failing to cope up with the questionnaire.
- Respondents will be able to comprehend all the questions as expected by the scholar.

1.7 Delimitation of the study

The study was carried out in Chipinge Rural District Council situated in the Manicaland Province of Zimbabwe. Data was collected from women based at the Chipinge Rural District Council head office. The research was carried out from November 2015-July2016.

1.8 Limitations of the study
Using the questionnaires has got its own limits. Some questions were wrongly understood and answered since there was no one to provide some clarifications or interpretation. There was no specific order of responding to set questions since the whole questionnaire was grasped before responding to the questions, made the respondents to develop some preconceived thoughts. Even though all abstract terms used in the questionnaire were completely clarified to the respondents in lettering so that they could get a vibrant picture of what was projected of them, not all respondents understood them fully. The matter of confidentiality obstructed the scholar from the attainment of satisfactory data from the workers.

1.9 Definition of terms

**Meaning** - refers to the value one puts on the significance on a given, based on the individual’s own students and ideals (Thomas and Velthouse, 1990). It also encompasses a fit concerning the job’s role and the beliefs, values and behaviors of the specific individual.

**Recognition** - The process of being acknowledged. (Ashforth, 1990)

**Autonomy** - The self-determination by which an employee makes decisions about his work. It is therefore, a person’s sense of taking a choice in starting and regulating actions to attain projected outcomes. Examples are making decisions on work methods. (Campbell et al, 1993).

**Competence** - a person’s belief in his or her ability to perform actions with skill. (Gist, 1987).

**Performance** – behaviours relevant to the accomplishment of organisational objectives (Campbell et al, 1993).

**Productivity** – proficiency which is output on any production process. (Campbell et al, 1993).

1.10 Abbreviations

**CRDC** - Chipinge Rural District Council
1.11 Organisation of the study

1.12 Research Overview

The research is distributed into Five chapters defined as Chapter 1, Chapter 2, Chapter 3, Chapter 4 and Chapter 5. The first chapter defines the research problem, background of the study, delimitation of the study, assumptions, limitations, research questions, objectives, influence to information that this research targets to fulfil. Chapter two discusses and analyses the related literature relating to women empowerment, the empirical findings, various meanings and key components are acknowledged. These mechanisms are used to find the best ideal to inspect women empowerment in Chipinge Rural District Council, which is used to assemble this research. Chapter three pronounces the research methodology which was used in the study. Discussed is also the development of the survey instrument, sampling methodology and sampling frame. Chapter four shows the data presentation, discussion and the data analysis. The effects of the research findings are shown in chapter 5 and how this relays to the current research in the region of women empowerment. Also in chapter 5 is the limitations of the research as well as discussing future study directions. (Cohen, 2001)

1.13 Summary.

Chapter 1 presented the problematic under study, the background to the study, research objectives, research objectives, statement of the problem, and the importance of the study and research questions. The significance of the research and research assumptions. Furthermore, this chapter also covered the definition of key terms, delimitations of the study, limitations of the study, and the organisation of the study. The next chapter will review the relevant literature in relation to the topic under study.
CHAPTER II

LITERATURE REVIEW

1.0 Introduction.

The previous chapter focused on research objectives, research questions, limitations, delimitation and meaning of key terms used in the research. The investigation of the literature on the impact of women empowerment on organisational productivity shall be carried out in this chapter. Research objectives will be well-defined, and be used in combination with the literature to come up with the theoretical models. This chapter is divided into three sections which are conceptual framework, theoretical framework and empirical evidence.

2.1 The conceptual framework

The impact of women empowerment on organisational productivity is depicted in table 2.1 below with its variables.

<table>
<thead>
<tr>
<th>Women empowerment Variables</th>
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</thead>
<tbody>
<tr>
<td>Competency</td>
</tr>
<tr>
<td>Autonomy</td>
</tr>
<tr>
<td>Recognition</td>
</tr>
<tr>
<td>Meaningfulness</td>
</tr>
</tbody>
</table>

High productivity


Table 2.1 Impact of workplace democracy model
The conceptual framework was made with both the model designated by (Schurman and Eaton, 1996). Schurman and Earton (1996) model seems to be the most comprehensive and
empirically tried model as it was centred on previous research by Derber (1970) and Bernstein (1976, 1980). A positive impact of women empowerment on organisational productivity is depicted on figure 2.1. Thus women empowerment stimulates organisational productivity. (Bernstein, 1976)

2.1.1 Women empowerment

The concept of women empowerment comes from the requisite to empower women to overcome those systematic sources of subordination and its effect on intervention strategies to improve those powers and it is to effect change. Holcombe (1995) observes empowerment as recognition, sharing control, meaning and autonomy in decision making by women. Karl (1995) maintains that empowerment comprises collective consciousness building, capacity building and recognition, participation and greater control and decision making power and action to bring about gender equality. On the other hand, Carr, Chen and Jhabwala (1996) view empowerment as competency and bargaining power for women.

Women empowerment from the social-structural perception is about sharing power (Konger and Kanungo, 1988). The social structural perspective emphasise on how organisational, institutional, social, economic, political and cultural forces can root out the conditions that substitute powerlessness in the workplace (Liden and Arad, 1996). Conger and Kanungo (1988) argue that a social structural perspective was incomplete because the empowering managerial practices would have little effect on employees if they lacked a sense of self-efficacy.

Thomas and Velthouse (1990) extend Conga and Kanungo’s definitions of empowerment and conceptualisation of empowerment as a set of recognitions or states influenced by the work environment, Spreitzer (1997) distilled the interdisciplinary literature on empowerment that helps create an active-orientation to one’s job. To ensure that all dimensions truly captured the essence of empowerment, Spreitzer (1997) distilled the interdisciplinary literature of empowerment on empowerment drawing on psychology, sociology, social work, and education. Campbell (1990) then proposes four dimensions of empowerment namely meaning, autonomy, recognition and competence. Hence this research is going to concentrate on the impact of women empowerment on organisational productivity at CRDC. Empowerment and women empowerment are going to be interchangeably.
2.1.2 ORGANISATIONAL PRODUCTIVITY

Conceptualisation of organisational productivity has outcome perspectives. (Campel et al 1993). According to Sonnentag and Frese (2002) the outcome perspectives refers to the objective consequences of behaviour. According to Sonnentag and Frese (2002) the operationalized concepts used to measure organisational productivity are output quantity given the minimum resources for production, profit growth rate against a given rate of the cost of production and sales growth rate within a given short space of time. Therefore organisational productivity is conceptualised here as the rate of output and operations relevant to the achievement of organisational goals in line with the entity’s objectives (Campell et al 1993).

2.1.3 BENEFITS OF WOMEN EMPOWERMENT AT THE WORKPLACE

Women empowerment plays an important role in employee’s satisfaction thus promoting their performance in organisations and eventually improving the organisational productivity. Empowerment is also significant since it is the process of enabling and authoring individuals to think, behave, take action, decision making and control work autonomously. It stimulates the feeling of self-control of one’s own destiny. Menon (1995) interviewed 311 workers in an organisation and found that the greater the job autonomy and meaningfulness of the job led to greater perceived control, greater empowerment and also increased productivity. Derber (1970) found that the greater the empowerment, the greater is the motivation to work among employees which led to less job stress and increased employee commitment to organisational goals. Women empowerment leads to competence of the workplace through skills development. Empowerment also motivates the female employees through recognition by way of being promoted to higher managerial levels.

2.1.4 EMPLOYEE PERCEPTION OF WOMEN EMPOWERMENT

There are various perceptions of women empowerment at the workplace and the specific meanings given to the paradigm, according to persons, situation, goals, and other variables. Research on women empowerment has mainly focused on groups that are classically considered destitute, and disempowered or actually powerless.
A study into the investigation of women empowerment has been basically through the social approach or the motivational approach. According to Ehlers (2000), the relational method based on administration practices, centres on the delegation of power and decision making authority to women employees. According to this method, women empowerment was grounded on the undertaking of power down an administration’s hierarchy focusing on the female employees where sources of power could be legal, normative, remunerative, coercive and knowledge.

The motivational perception approach stresses Psychological enabling as the core reason for an individual’s feelings of women empowerment at the workplace. Because the conceptual and operational meanings of empowerment often vary from study to study, more study is perceived as a must to be done so as to articulate the homological net of the construct of empowerment. Employees perceive women empowerment in at least two ways: the situational approach as well as the psychological approach (Conger and Kanungo, 1988).

On one hand, the situational approach looks at passing power from top levels of administration to low level employees by including female employees in basic governance. This approach is similarly known as relational or administration practice approach. On the other hand, the psychological approach puts a smaller amount of emphasis on delegation of decision making. As an alternative this approach stresses motivational procedures in employees for instance by way of recognition. The psychological approach sights empowerment as numerous psychological cognitions that contributes to improve fundamental motivation.

Diverse magnitudes of women empowerment of the psychological point of view of empowerment have concurred that there are various capacities of women empowerment. They clarify that the psychological comprehensions of empowerment incorporate competence, autonomy, meaningfulness, and recognition. However, recently Petter et al (2002) proposes that there were seven viewing platforms of women empowerment and that encompassed decision-making, power, information, data, autonomy, creativity and initiative, knowledge, skills and responsibility.
2.1.5 RELATIONSHIP BETWEEN WOMEN EMPOWERMENT AND ORGANISATIONAL PRODUCTIVITY

Edmondson (1999) analyzed the outcome of their research to university Research and development workers about the relationship between women empowerment and organizational productivity. The results supported the positive effect of women empowerment on organizational productivity. The results showed that an increased rate of female empowerment leads to a growth in the organizational productivity.

The moderator role indicated that employee work flexibility and nature of the task decreased the positive effect of women empowerment on organizational productivity. However it moderated the impact of women empowerment on organizational productivity; whereas work-based organizational support moderated its effect on customer service. Finally, perceived women empowerment diversity was positively related to the job satisfaction hence to the rate of productivity of the organization. (Crouch et. al. 1996).

Martin and Hans (2001) designated the significance of women empowerment to the success of innovative projects. They developed a comprehensive concept of teamwork in employees, called workforce work quality. Five facts of workforces work quality construct were detailed: communication, competence, balance of member contribution, meaningfulness and effort. The result showed that the workforce brought about quality and improved quantity of output when both male and female employees combined. Therefore the result was significantly associated with organizational productivity as rated by employee members unlike when male employees were doing it alone. Furthermore, employees work quality with the inclusion of women employees showed strong positive association with organizational productivity.

2.2 THEORATICAL FRAMEWORK

2.2.1 Women Empowerment Theory

The rational perspective of empowerment advocated by Bowem and Lawler (1995, 1992) and also other researcher s such as Conger and Kanungo (1988) and Siegall and Gardner (2000) show the effect of participative culture in helping employees to think and work independently
which consequently strengthens empowerment in the workplace. Participation needs to be more than a process of consultation over a decision made elsewhere, if it is to be genuinely empowering.

The first formal research of women empowerment goes back to Mary Parker Follett’s management ideas which were done in the USA. Mary Parker Follett differentiates between “power-with” and “power-over” and proposed the procedure of amalgamation to intensify power-with at the same time while reducing power-over. The human relations movement imposed a huge impact on employee empowerment. The Hawthorne studies established that the employees were very receptive to social situations as compared to management controls. Empowerment is the core or axis of devotion in the nowadays organizations. The theory implies that if employee’s empowerment is coped up with in the right way, it can result in the organizational commitment, improved operations and reduction of employee’s replacement. (Gatewood and Riordan, 1997). Empowerment with competence, participation in decision making, and elimination of the border line between management and employee, cause increase of organisational productivity. Batliwala, (1994) views the literature in such a way showing the meaning of empowerment as to release improved power and authority” along with the relevant duties and expertise to employees. Empowerment seems to be a powerful management tool, which is used to exchange the shared vision that the organization expects to materialize into common goals. The reality is that empowerment could be utilized as an expression to explain diverse plans providing an expedient oratory, advocating that empowerment is hypothetically a fine object that fabricates a „win-win” condition for workers and administrators.

Kanter (1989) propounded that information by managers can be a potent source of felt empowerment among women (Kanter, 1989). Women need in order to adequately fulfil their work roles with a sense of competence. In order to be empowering, Kanter (1989) asserts that organisation need to make women have the capacity to make a decision about their actions without the involvement of others. Thus implying autonomy. According to social cognition autonomy enhances the organisational productivity (Gist and Mitchell, 1992). Lawler (1992) suggests that autonomy on women empowerment is especially critical for productivity. More so, Tolli and Schmidt (2008) echo this assertion by examining the joint impacts of feedback and attribution on self-efficacy perceptions, a crucial component of empowerment. In general, Bowen and Lawler (1995) point out that autonomy is an important resource for women empowerment. Hall (2008), likewise, agrees that encouraging autonomy adequately
at the workplace enhances high levels of productivity. Without autonomy for women at the workplace in everything they do, women may be in a state of perplexity as to how to better enact their work roles in the future, lacking a sense of competence and impact (Spreitzer 1995). Managers may convey autonomy to women at the organisational so that they see the big picture and fine tune their productivity in order to behave in accord with the company’s strategic directions conducive to feelings of impact among the women.

A theory propounded by Mohammed et al. (1998) proposes that empowerment is a state of mind. He named the theory an allowing process. Workforce with an empowered state of mind will have feelings of control in the work to be done, mindfulness of the background in which the task is done, responsibility for personal job outcome, common accountability for unit and organizational output and fairness in the rewards based on individual and collective performance. Rodwell (1996), Hage and Lorensen (2005) tag empowerment as an „allowing process” or an item which occurs from a combined allocation of possessions and prospects which enhance „decision making” to accomplish organisational objectives. Therefore, all the empowerment components will stimulate better output for the organisation. Luke, Rappaport, and Seidman theorised that women empowerment exceeds the level of that to be seen as just a simple process, resolution, or exemplar as is, for example, avoidance. However, they posit that women empowerment is the course in which the primary policies of management should be directed and through which most of the goals for the organisation like the level of productivity is most suitably achieved.

The ILO has come up with declarations in an endeavour to ensure the empowerment of women at workplace. These declarations include the declaration on equity of opportunity and treatment for women workers which stressed that all forms of discrimination on the ground of sex which deny or restrict equality of opportunity and treatment are unacceptable and must be eliminated. The Labour Act (20.01) states that female employees are entitled to a 98 days within which she will receive her normal benefits and entitlements, including her rights to seniority or advancement and the accumulation of pensions right, shall continue un interacted in the manner in which they would have continued had she not gone on such a leave, and her period of service shall not be considered of having been interrupted, reduced or broken by the exercise of her right to maternity leave. Such rights are more likely to improve the feeling of empowerment among women.
Bowen and Lawler (1995), Conger and Kanundo (1998) purports that employees perceived fairness in rewards and knowledge of how rewards are distributed as significant contributors to their sense of empowerment. Empowerment involves management practices that adopt an open communication and sharing of knowledge, power and rewards throughout the organisation (Bowen and Lawler, 1995) as specified by Spreitzer (1995), information and rewards are regarded as two important antecedence of psychological empowerment. Moreover, the way rewards system are structured can be empowering or disempowering (Conger and Kanundo, 1998)

2.3 Empirical Evidence

In a study conducted by Ayupp and Chung (2010) from Malaysian university Sarawak on the effect of women empowerment on productivity; hotel employee’s perspective, it was found that from the hotel employee’s perspective, recognition in decision, meaningfulness and competency have a positive relationship with productivity. A significant correlation between recognition and productivity was found where r is 1.The relationship between competency and productivity was found to be significantly correlation at r 0,624, p-value 0, 00, a moderate relationship between meaningfulness and productivity was found where r is 0,301, p-value 0, 00.

Another study on the effect women empowerment on productivity in the Malaysian context was undertaken by (Raquib, 2010) from the Multimedia University. In his study on empowerment practices and productivity in Malaysia-an empirical study in the education, information technology and telecommunication service sector in Malaysia, it was found that Malaysian firms has to focus significantly relinquishing the authoritarian way of treating the female employees in the workplace; Giving them respectful power and authority to make their own decisions; valuing their individualistic talents, ideologies and philosophies and training them to acquire innovative ways to nature their talents, scholastic aptitudes technological knowledge, entrepreneurship and leadership skills. According to Heller (1983) this gradually improved output per individual.

2.4 Justification of the study

The empirical evidence carried out was found in countries such as Malaysia with a totally different economic setup from that of Zimbabwe. A little has been done in establishing the
impact of women empowerment on productivity. Therefore, it is within the interest of this study to investigate the impact women empowerment on productivity within the CRDC.

2.5 Chapter Summary

This chapter reviewed the literature covering the conceptual, theoretical frameworks and empirical evidence. The next chapter will discuss the research methodology utilised in this research.
CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

The previous chapter covered the introduction as well as the literature review. The present chapter focuses on the research methodology which was used to collect data for the research. This chapter discusses the various aspects of the research methodology namely research design, instruments and their merits and demerits, validity reliability, Sampling procedure, data collection, presentation and analysis procedures.

3.1 Research paradigm

Tuli, (2010) said that roots of positivism is in the believe that knowledge is based on observable facts positivist paradigm asserts that reality is stable and events can be observed empirically, quantifiable, and can be explained with logical analysis and described objectively. As positivism paradigm is most appropriate for quantitative sort of research so this research will consider positivism approach. Research concepts concerning ontology argues that knowledge exist it should be studied using objective methods and discovered using quantitative methods, (Bassey, 2005). Considering the ontology approach this study is to examine relationship between reward management and employee retention. Epistemological research design concerns with the framework to get knowledge closer to reality and is reliable by empirically observing and manipulating the reality often using experimental methods, (Denzin and Lincoln, 2000). Considering the epistemology approach this study will be based on empirical findings. The nature of this research was be descriptive as a model is developed by reviewing the literature.

3.1.1 Target Population

Kumar (2003) defines a population as the set of all objects that possess some common set of characteristics with respect to some research problem. Mugenda and Mugenda (2003) define population as an entire group of individuals or objects having common observable characteristics. In this study the researcher focused on staff at Chipinge Rural District.
3.1.2 Research design

According to Brick (1996), the term research design refers to arrangements of condition for the collection of analysis and collection of data in a manner that aims to combine relevance to the research purpose, with economy in procedure. Merriam Simpson (1984) also postulate that research design describes methods, approaches or strategies used in research design. According to Seltiz (1986), According to Saunders Lewis and Thornhill (2007) there are seven main research strategies which are experimental, case study, survey, grounded theory, ethnography, action research, archival research.

Yin (2003) states that the survey strategy is usually associated with the deductive approach. It is popular and common strategy in business management research and is most frequently used to who, what, where, how much and how many questions (Cheney, 1995). It therefore tends to be used for exploratory and descriptive research. Surveys are popular as they allow the collection of large amount of data from sizeable population in a highly economical way (Saunders et al, 2007). Often obtained by using a questionnaire administered to a sample, these data are standardised allowing easy comparison. In addition, the survey strategy is perceived as authoritative by people in general and is both comparatively easy to explain and to understand (Gray, 2005).

3.1.3 Time horizon

For this study, selecting the appropriate time horizon was the choice between two primary alternatives that is between a cross-sectional or longitudinal

Given the research problem as outlined in chapter 1, the best fit will be to follow the snapshot cross-section type of the survey. Denzin and Yvonna (2005) argues that in a snap shot cross-sectional survey is that data can be collected from many respondents in a relatively short and less costly period of time

3.1.4 Population

Sekaran (2001) defines a population as the entire group of people, events or things of interest that the researcher wishes to investigate. According to Saunders (2003) the term population refers to a full set of cases from which a sample is taken.
3.1.5 Sampling

Crouch and Housden (1996) define a sample as a limited number taken from a large group for testing and analysis, on the assumption that it can be representative of the whole population. In this study, it will not be possible for the researcher to focus and collect data from the whole population due to resource limitations and thus sample size of 40 participants was chosen and represented enough to make safe inferences about the population. This is in line with Saunders et al, (2007) who argue that sampling provides a range of methods that enable the researcher to reduce the amount of data needed to collect by considering data from a subgroup rather than the whole population. Several authors have been debating on how large a sample size should be; in response to this question Cooper and Schindler (2003) argue that a sample size is a function of the variation in the population parameters under research and the estimation precision needed by the researcher. Thus in light of the above constraints, a sample size of 40 participants was be chosen.

3.1.6 Sampling technique

The research stratified random sampling was used basing at CRDC to target women only. The researcher chose this technique because it reduces responses at CRDC since it is composed of both men and women. Stratified random sampling provides us with a sample that is highly representative of the population studied.

3.2 Research procedures

3.2.1 Pilot study

A pilot study gave a snapshot view of the time and costs that were to be involved as well as pre-empting the problems that were to arise during the actual study. In this study a pilot research helped the researcher to construct questions appropriately and to remove some of the questions that are irrelevant to the current research. It also helped to construct a smooth-flow of ideas in the way questions were asked. The researcher pilot tests the questionnaire on one respondent from executives, grade D managers, five grade E and F, and five junior staff. All the questionnaires were returned with comments and observations. The questionnaire were then revised taking into consideration the changes necessitated by the pilot study. This was
done to ensure that the research questionnaire could be effective in collecting the desired data from the respondents. (Brink, 1996)

3.3 Sources of data

3.3.1 Primary sources of data

Effective data collection is critical to research for it determines the credibility and usefulness of the research. Prior to gathering data, the researcher sought authority from the employer which shall enabled the researcher to have access to information in the organisation. The researcher conveyed the authority to each and every respondent before carrying out the actual research. An introductory letter was also attached together with the questionnaire to different respondents. Ethical considerations were also observed in that for all respondents’ categories to be surveyed, anonymity and confidentiality was promised as regards their identity and response and this was honoured. In gathering data the researcher made use of self-administered questionnaires which were hand delivered to the target respondents which comprises of management and staff. No financial or any other inducements were given to respondents. Hence respondent’s views were recorded as they were.

3.3.2 Secondary sources of data

This is data that already exist in various forms of publications by different scholars. Sources of data for this research is in the form of company publications and reports, journals, and other academic publications. Such reports were used mainly in chapter one to illustrate problems elements. Secondary data is important in that it gives a clear picture of the problem elements and this is then related to the primary data obtained from the survey. The advantages of using this data are that data is already available, it is accessible and the data is less expensive to obtain. However, this type of data has its own flaws, thus the data could be out dated and that the data might be irrelevant to current research. (Babbie E.R., 1973)

3.4 Research instruments

Powell (1997) discussed data collection techniques, specifically identifying three methods: questionnaire, interview and observation. Powell (1997) states that these are, ‘data collection techniques or instruments can be used with more than one methodology’. For this research the questionnaire and the interview guide were used.
3.5 Questionnaire

Cole (2000) defines a questionnaire as a ‘pre-specified list of questions, which may require a range of responses from box ticking to considered comments. This instrument is a formal approach to measuring characteristics, attitudes and opinions as well as past, present and possible future behaviours. A five point Likert scale questionnaire was used in this study to collect data from the respondents. Components of empowerment were measured using a 12-item scale developed by Spretzer (1995) and the scale for performance was adapted from Tsai, Chen and LIU (2005). The researcher used a structured questionnaire which was designed in such a way that it would collect as much information as possible. Close-ended questions were preferred as compared to open-ended questions since they are simple, cost effective and convenient in collecting data. Open-ended questions tended to be inconsistent in length and content across respondents, which made them susceptible to misinterpretation and more difficult to process. (Fowler 1984)

The disadvantages of the questionnaires were that it had a very low response rate since people have an anti-questionnaire phobia and more often than not, the researcher was not available to provide clarity in those areas that were not clear to respondents. Close-ended questions had limited breath of responses, were harder to construct and required more questions to cover the research topic than the open-ended type. (Babbie, 1973)

3.6 Interviews

According to Brick (1976), an interview is a method of data collection in which an interviewer obtains responses from the subjects in a face to face encounter or through a telephone call or electronic means. The reason for using interviews was to gather more information about the behavioural aspect aspects of performance women at the workplace which could not be included in the questionnaire. Interviews were conducted on selected women in the in the management team and the responses shall be recorded on the interview guide sheet.

Interviews facilitated personal interaction that allowed the interviewer to clarify objectives and solicit for comments. The researcher shall also took note of gestures whilst interviewing the participants to help him to make conclusions. However data gathering was also influenced
by personal attributes like the interviewer’s appearance which might result in collection of invalid data.

3.7 Reliability and Validity

In developing the research instruments, the validity and reliability of the information to be obtained from the instruments shall be considered. Labovitz and Hagedorn, (1976) define validity as the ability of an instrument to measure what it is supposed to measure. However Fraenkel and Wallen (1996) view this definition as old fashioned and instead they argue that a more accurate definition of validity revolves around the defensibility of the inferences researchers make from the data collected through the use of an instrument.

Moreover they argue that validity of the data must be always considered within the context inferences, the researcher makes regarding particular areas or topics. Validity was the key issue and that was the reason the pre-testing of the instruments was conducted. A reliable instrument is one that gives consistent results (Ballenger and Greenberg, 1978). the consistency gives the researcher confidence that the results actually represent what he intended to study. Reliable instruments obtain similar responses when administered to different respondents. The researcher shall make efforts to enhance the credibility of the findings by observing that self-administered questionnaires were used, taking the responsibility to adequately explain the purpose of the research to the participants. To ensure maximum openness from all participants, anonymity shall be strictly observed. Opinions of fellow researchers and the supervisor are sought and considered in order to enhance the reliability and validity of the research findings.

Fraenkel and Wallen (1996) claim that the issue of objectivity refers to the absence of subjective judgments. It is important in research to try and eliminate subjectivity from the judgements made concerning the subjects under study. Unfortunately, objectivity is never probably attained completely. The questionnaire shall pre-test before administering them at full to the sample. The aim of doing this will be (Fowler, 1984.) to review the ambiguities, poor worded questions, unclear choices and also to indicate whether the instructions to the respondents are clear.
3.8 Research Ethics

The data collected was entirely treated confidentially and used only for purposes of the research study and the research was in line with ethical guidelines. Prior Consent was sought from the subjects before administering the questionnaire.

3.9 Data Presentation and Analysis Procedure

To prepare for data entry, questionnaires were given unique codes for all responses from respondents and a data entry template was designed in Excel. The data was then coded and analysed using SPSS version 17. In order to reduce and fully understand the findings meaningfully, data was compared and contrasted to what was in extend literature.

3.9.1 Data Presentation Techniques

Data collected in the research were presented in the form of graphs, tables and pie charts.

3.10 Summary

This chapter focussed on the research methodology. The next chapter focuses on data presentation, interpretation and discussion.
4.0 Introduction

The previous chapter focussed on research methodology. This chapter concentrates on the data presentation, analysis and findings from and discoveries acquired from the women employees at Chipinge Rural District council, information is presented using graphical guides such as pie chat, tables and bar graph. This chapter also comprises a thorough analysis and interpretation as sound as the discussion of the information collected from the data collection exercise.

4.1 Data presentation

4.2 Response rate

The researcher conveyed surveys to respondents based at the Chipinge Rural District Council head office. A sum of 40 polls were conveyed as appeared on the table 4.1 overleaf.

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>RESPONSE</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>3</td>
<td>3</td>
<td>100%</td>
</tr>
<tr>
<td>Grade D</td>
<td>3</td>
<td>3</td>
<td>100%</td>
</tr>
<tr>
<td>Grade E and F</td>
<td>22</td>
<td>20</td>
<td>90%</td>
</tr>
<tr>
<td>NEC</td>
<td>12</td>
<td>12</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>38</strong></td>
<td><strong>95%</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data
Table 4.1 demonstrated a 100% response for grades, yet supervisory grade review grade E and F which recorded 90%. This prompted to the aggregate reaction of 95%.

4.3 Work experience

The pie chart below shows the work experience respondents as obtained from the study.

![Pie Chart](image.png)

Source: Primary data

**Figure 4.2 Work Experience Respondents**

The pie chart in fig 4.2 overleaf depicts that a big number of women at Chipinge Rural District Council have worked with the firm for at least 6 years the highest figure of 39% was recorded for them that have been working at the company for 11 to 15 years stocking behind by 7% point thus standing at 32% the figure for women that have worked for at least to decade .21% have worked for the corporation for between 1 to 5 years. The least number of 8% was detailed for longest serving at the CRDC.

4.3 Educational qualifications

Educational qualifications for the respondents of the questionnaires used in this research was shown in the bar graph figure 4.3 which follows.
Figure 4.3 Educational qualifications for the respondents

As depicted in the figure 4.3 the majority of respondents (79%) had at least a diploma. The biggest number of workers used in the sample had degrees. This is so because they constituted the highest percentage in this case which is 42%. Those who constituted secondary school as their highest grade of qualification instituted 21% were as employees with post graduate qualification constituted and diplomas had 13% and 24% respectively.

4. 5 Cronbach’ alpha

Cronbach’s alpha is one of the most common consistency statistics in use today (Cronbach, 1951). Cronbach’s alpha defines the internal reliability or average correlation of things in an investigation instrument to gauge its reliability. Table 4.5 depicts the Cronbach’s coefficient alpha for all the constructs.
Table 4.5: Cronbach’s alpha for workplace empowerment and productivity.

<table>
<thead>
<tr>
<th>Variable</th>
<th>N of items</th>
<th>Cronbach's alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women empowerment</td>
<td>4</td>
<td>0.845</td>
</tr>
<tr>
<td>Productivity</td>
<td>4</td>
<td>0.769</td>
</tr>
</tbody>
</table>

Source: Primary Data

According to the result in Table 4.5 above alpha coefficient was found to be .845, .769. For workplace empowerment and productivity respectively as shown by the Conbach’s alpha figure 4.5 above.

4.6 Descriptive statistics for constructs

The descriptive statistics in form of arithmetic means and the standard deviations were calculated for each of the dimension. The results are displayed in table 4.6.

Table 4.6: descriptive statistics for the constructs.

<table>
<thead>
<tr>
<th>Variable</th>
<th>N of items</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women empowerment</td>
<td>38</td>
<td>3.51</td>
<td>0.915</td>
</tr>
<tr>
<td>Productivity</td>
<td>38</td>
<td>3.59</td>
<td>0.807</td>
</tr>
</tbody>
</table>

Source: Primary data

Table 4.6 above showed the mean was calculated and found to be 3.51 and 3.59 correspondingly and the standard deviation was .915 & .807 for women empowerment and organizational productivity correspondingly.
4.7 Spearman’s rho Correlation

A spearman’s rho a non-parametric degree of agreement between two ordinal measures was used. The correlation articulates to us data about the degree of the relationship between two variables and the course of the relationship between two variables. (Carr and Jhabwala, 1996)

4.7.1 Correlation between the benefits of women empowerment dimensions and organizational productivity

The relationship between women empowerment dimensions and productivity was presented in table 4.7.

Table 4.7 The correlation between women empowerment dimensions and productivity

<table>
<thead>
<tr>
<th>Empowerment dimensions</th>
<th>N</th>
<th>Correlation Coefficient</th>
<th>Significance (Approx Sig)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meaningfulness</td>
<td>38</td>
<td>0.498</td>
<td>0.003</td>
</tr>
<tr>
<td>Competence</td>
<td>38</td>
<td>0.418</td>
<td>0.007</td>
</tr>
<tr>
<td>Autonomy</td>
<td>38</td>
<td>0.721</td>
<td>0</td>
</tr>
<tr>
<td>Recognition</td>
<td>38</td>
<td>0.593</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Primary data

*Table 4.7 The correlation significant at the 0.01 level*

The table 4.7 shows substances for empowerment and the relationship which arises with the organizational productivity. The spearman’s rho correlation coefficient arrays from .498 to .593 all at the 99% level of confidence.
4.7.2 Correlation between empowerment and organizational productivity

The scholar went an extra mile to calculate the correlation between empowerment and organisational productivity to establish the relationship. Table 4.8 displays the results from the findings.

Table 4.8: correlation of women empowerment and organizational productivity

<table>
<thead>
<tr>
<th>Construct</th>
<th>N</th>
<th>Correlation Coefficient</th>
<th>Significance (Approx Sig)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowerment</td>
<td>38</td>
<td>0.66</td>
<td>.000</td>
</tr>
</tbody>
</table>

Table 4.8 .Correlation significant at level 0.01 level

Source: Primary data

Table 4.8 displayed the Spearman rho correlation coefficient concerning empowerment and performance at the 99% level of confidence.

4.8 Discussion of Findings

Results in table 4.1 demonstrated the more prominent extent of respondents were ladies in Grade E and F feed band with 53%. Most of the ladies are in supervisory positions instead of specialized occupations which require more physical quality. Just 32% of the population were in the non-executive grade because of the work escalated nature of technical engineering and car mechanics. The rate of women possessing official executive positions is smaller by 24% contrasted with those involving in non-executive (NEC). Only 8% of the CRDC women are occupying administrative positions. The average response rate of questionnaires for this review was 95% on the grounds that two individuals had not yet presented their questionnaires at the season of data presentation and investigation consequently the quantity number of questionnaires usable in the research were 38 surveys. Besides the scholar had wanted to have interviews with three officials yet just figured out how to meeting two. In this manner the review utilized 40 reactions summing up thirty eight from polls and two from the
meeting led to have interviews with three executives but only achieved to interview two. Therefore the study used 40 questionnaires summing up thirty eight from questionnaires and two from the interview piloted.

The question on how many years a person has been working for Chipinge Rural District Council was included in the questionnaire in an endeavour to establish whether or not the respondents are conversant with policies. This accrues to the assumption that, the more years a person has worked with CRDC, the more acquainted she is with policies and the more she is likely to perform. Having a figure of 79% for women who have worked for CRDC for over 5 years the credibility of responses can be guaranteed. long serving women are more likely to be conversant with CRDC’s policies so as to be in a position to know whether democratic practices leads to a more feeling of empowerment and improved performance or not.

The respondents who participated in this study were also very learned. This is so because 79% of the sample acquired at least a diploma in terms of the qualifications. The research used a well-educated sample since all the participants had gone through the recognized education system and the lowest level of qualifications being secondary school. This is displayed in figure 4, 3 which is exhibiting 100% literacy rate.

This assisted the research because it was anticipated that there was a higher level of chance that the participants understood all the questions. Moreover, 79% research subjects were found to have more feelings of empowerment and had at least a college diploma as opposed to the 21% who had a secondary school certificate and were either averagely empowered or less empowered. Hence, a positive relationship exists between empowerment of women and educational qualifications. This is congruent with Spreitzer (1995) who notes that employees with higher levels of education, more tenure, and greater rank report more feelings of empowerment.

The 3.51 mean shown in figure 4.6 for women empowerment denotes that CRDC women recognize women empowerment as being practised. Women empowerment and productivity are seen to be there to a larger range. This is so because if we 3.51 and 3.59 figures are rounded up to the nearest whole number we get four. Whereas, according to the scale on the questionnaire 4 symbolize to a larger extend.

A powerful positive relationship between recognition and women empowerment was depicted in table 4.7, where R is .584, P-value is .000. This implies that the better the
recognition of women employees by the managers, the more positive would be their organizational productivity. The statistical significant correlation was shown by the probability value of .000 which shows a difference of being less than 0.1(99% level of confidence).

This means that the probability of finding such a relationship of co efficient by chance is less than one time out of as many as hundred times. This crucial role of recognition has been verified in numerous researches among them, Bowen and Lawler (1995) whose findings presented that real organizational productivity can only exist at its maximum when companies’ device practices that recognize employees throughout the organization.

Recognition gives women a “big picture” and effects them to have an inherent motivation to tackle their tasks proficiently in order to attain their organization productivity at its extreme, better understanding of their roles in the organization’s operations (Bowen and Lawler, 1992). This viewpoint is published by Randolf (1995) who specified that recognition of female workers is acute. This is so since without it workers cannot be able to act responsibly. Moreover other philosophers who upkeep the top down or relational perspective also conserve that the recognition of women employees by the employer is a significant administration responsibility to guarantee effective women empowerment hence organizational productivity. Also, it ensues to the fact that recognition escalates views and skills in empowerment due to its aligning employee’s goals with the organization’s and thus gives them a sense of proprietorship towards the company’s accomplishments and policies.

Between meaning and organizational productivity a positive relationship was found with r resulting in being.498 and p=.001 was found. The outcome implies that the more CRDC women experience a task as personally meaningful the higher their organizational productivity . The statistical significance correlation was then indicated by a probability value of .001 which has a difference of being less than .001(at 99% level of confidence). This denotes that the probability of obtaining such a correlation coefficient by chance is less than one time out of hundred times. This is contrary to what Ke Zhang (2010) who found meaningfulness to have negative, rather than positive, effects on performance.

Correlation between competence and Productivity was confident or positive where r is.418, p-value=.007 .This means that the more an individual feels self-confident about her abilities to accomplish the job the greater is the organizational productivity .The statistical significant correlation was shown by a probability value of 0.007 which is fewer than 0.01(at 99% level
of confidence). This implies that the probability of attaining such a correlation by chance is less than one time out of hundred times. These results tally with Locke and Shaw (1984) who discovered that competence is positively related to productivity. However, it is contrary to the findings by Thomas and Tymon (1994) who found no relationship between competence and productivity.

Autonomy and organizational productivity were significantly positively correlated where \( r = .721, p\text{-value} = .000 \). This result infers that the more the degree of impact an individual has on the content of the work the greater the organizational productivity. The statistical significant correlation was shown by a probability rate of .000 which is fewer than 0.01 (at 99% level of confidence). This denotes that the probability of earning such a correlation coefficient by chance is fewer than one time out of hundred times. This outcome is supported by Ke and Zhang (2010) who found autonomy to have a positive significant effect on performance.

Between empowerment and productivity variables there was a strong positive correlation with \( r = .660, p\text{-value} = .000 \). Consequently, the hypothesis H1b is acknowledged. The power of the correlation was extremely strong. This denotes that at CRDC empowerment of women is positively associated to their organizational productivity leading to also high levels of organizational productivity. Hence, a growth or decline in women empowerment leads to a consistent change in the organizational productivity. The statistical significant correlation was shown by a probability value of .000 which is less than 0.01 (at 99% level of confidence). This implies that the probability of attaining such a correlation coefficient by coincidental is less than one time out of 100 times.

The mean of 3.51 on the shown by women empowerment imply that CRDC women perceive it as being practised to some extent or it is moderate. Empowerment and productivity are perceived to be there to a great extent. The reason being if 3.51 and 3.59 to the nearest whole number we get 4. According to the scale of the questionnaire 4 represent to a great extend.

**4.9 Chapter summary**

This chapter presented, interpreted data in the formula of tables, graphs, charts and then analysis of the reactions and discussed research results. The next chapter focusses on the summary of the research, conclusions and recommendations.
CHAPTER V

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The previous chapter focused on data presentation, interpretation and discussion. This chapter focuses the summary, conclusions and recommendations.

5.1 Summary

The study was carried out to investigate the impact of women empowerment on organizational productivity. The study revealed that women empowerment is being practiced at CRDC. More so, there is a positive relationship and impact between women empowerment and productivity.

Furthermore, the study revealed that women empowerment brings about meaningfulness in the organization. This is where meaningfulness refers to interactions at work which promote dignity, self-appreciation, a sense of value, and include a blend of personal and professional components also contribute to the feeling that investment of true-self is worthwhile, valued, and valuable.

More so, the study revealed that women empowerment leads to competence at the workplace through skills development. This denotes a description of a required skill, attribute or behavior for a specific job used to define and measure an individual’s effectiveness. Competencies are arranged into a framework that brings together a number of job roles and the required capabilities that the job holder must possess or acquire in order to perform his job effectively. The principles enable CRDC to focus on productivity.

Furthermore, the study also revealed that autonomy to make decisions among the female employees is also brought about through female empowerment. In the Job Characteristics Model, job autonomy is viewed as one of the core task characteristics which is task variety,
task identity, task significance, autonomy and feedback, the elements that positively affect employees' psychological states and thus lead to better work consequences including higher intrinsic work motivation, quality of performance and work satisfaction and lower absenteeism and turnover.

In addition, the study also revealed that women empowerment promotes recognition at the workplace. Hence organizational productivity and women empowerment are strongly positively correlated.

5.2 Conclusions

Based on the research there is a positive relationship between women empowerment and organizational productivity. Women empowerment is being practiced at CRDC which positively improves productivity. According to this study women at CRDC perceive their workplace as highly empowering. The research revealed that the women are empowered, they acquire expertise, financial rewards, guaranteed rights and opportunity to participate. Then power will increase and will lead to more positive perception towards empowerment.

In turn the benefits of women empowerment, the sense of meaningfulness, competence, recognition and autonomy positively improves productivity

5.3 Recommendations

Women employees should be given opportunities to participate in the discussion concerning work-related issues in order to ensure that they understand the inner workings of their department for effective empowerment and performance.

Firms should respect the right of women employees to join a labour union without fear of reprisal, intimidation or harassment. They should also be dedicated to maintaining workplaces that are free from discrimination or verbal harassment on the basis of sex. The basis for recruitment, hiring, placement, training, compensation and advancement at the company should be qualifications, performance, skills and experience.

Moreover, the researcher recommends that the firm should be on constant lookout for ways of maintaining and improving its minimum standards. Women employees should be offered
opportunities to develop their skills and capabilities and provided with advancement opportunities where possible.

5.4 Suggestions for further studies

Future research could benefit by studying the effect of workplace democracy psychological empowerment and performance of women longitudinal research design. Furthermore, it will be of great interest to replicate the study in another culture to enhance the generalizability for our results to different settings.
References:


Ke and Zhang., 2010. Effects Of Empowerment On Performance In Open-Source Software Projects


Randolf, W., 1995,Navigating The Journey To Empowerment .Organizational Dynamics .23(4),19-32.


Appendix 1: Request for authority to conduct research.
Bindura University of Science Education

Private Bag 1020
Atherstone Road
Bindura
15 August 2015

Chipinge Rural District Council
Private Bag 1508
Main Street
Chipinge

Dear SIR\Madam

Ref: Requesting for permission to carry out my research at this company

My name is Marshal Tinashe Mhandu; I am an undergraduate student at Bindura University of Science Education pursuing a Bachelor of Human Capital Management Honours degree. I am required to carry out a research project in partial fulfilment of the requirements for the degree. As such the student is carrying out a research on “Impact of women empowerment on organizational productivity”. The researcher is kindly asking for your assistance as respondents to the research understudy by filling in the questionnaire. The responses you will provide will be treated with utmost confidentiality and will be used sorely for academic purposes.

Your co-operation will be greatly appreciated

Yours faithfully
Mhandu Marshal
Appendix 2:
Questionnaire: FOR ALL STAFF AT ZB BANK

INSTRUCTIONS:

- Please answer all the questions honestly.
- Please kindly indicate your answers by ticking where appropriate in the boxes and writing in the spaces provided.
- Your name or identity is not required.

SECTION A: GENERAL INFORMATION

1.1. Gender

Male [ ]  female [ ]

1.2 Job Designation

<table>
<thead>
<tr>
<th>Job Designation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior management</td>
<td></td>
</tr>
<tr>
<td>Senior management</td>
<td></td>
</tr>
<tr>
<td>Councilors</td>
<td></td>
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</table>

1.3 Grade

<table>
<thead>
<tr>
<th>Grade</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>EXEC</td>
<td>1</td>
</tr>
<tr>
<td>D</td>
<td>2</td>
</tr>
<tr>
<td>E&amp;F</td>
<td>3</td>
</tr>
<tr>
<td>NEC</td>
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</table>

1.4 Qualifications

<table>
<thead>
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<th>Qualifications</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>SECONDARY</td>
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</tr>
<tr>
<td>COLLEGE</td>
<td>2</td>
</tr>
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<td>UNIVERSITY</td>
<td>3</td>
</tr>
<tr>
<td>DEGREE</td>
<td>4</td>
</tr>
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SECTION B

No extent [1]

<table>
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<tr>
<th></th>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I have influence over what happens to my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I decide on my own how to go about doing my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I participate in decision making on areas that affect my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The work that I do is important to me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The quality of my contribution is higher than the average in this organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>I have power to make decisions on areas that affect my work without referring to others</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>I’m self-assured about my capability to perform my activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Appendix 3

Interview Guide: For All Staff at Chipinge Rural District Council

1) In your own opinion what do you think is the level of women empowerment at CRDC
2) Do you think women empowerment in the workplace is a real issue?
3) Do you feel your work place has a gender inclusive culture in terms of empowerment?
4) Are you empowered equally at the work place when compared with the opposite sex?
5) What are the problems hindering women empowerment at the workplace?
6) What is the impact of women empowerment at Chipinge Rural District Council?
7) How do women perceive women empowerment at the workplace? Explain:
8) 15. Is women empowerment practiced in Chipinge Rural District Council
9) 16. How do you think your workplace could be improved to empower women?

The End

Thank you for your cooperation