



IMPACT OF WOMEN EMPOWERMENT ON WORK PERFORMANCE: MALAYSIAN BANKS

Jeniboy bin Kimpah¹, Jurgita Raudeliūnienė²

Universiti Sains Malaysia¹, Vilnius Gediminas Technical University²

E-mail: ¹jeniboy.kimpah@gmail.com, ²jurgita.raudeliuniene@vgtu.lt

Abstract. This study aims to identify the impact of women's empowerment on work performance in Malaysian banks, while describing the creativity and competency of their work performance. This paper therefore focuses on the empowerment of female bank managers at headquarters and branches. Women's empowerment and work performance are two of the most important issues of concern and interest to Malaysian banking researchers. The contributions of female leaders are equally important as those of men in Malaysian banking industries. For example, the governor of Bank Negara Malaysia (Malaysia's central bank) is a woman (Tan Sri Dato' Sri Dr. Zeti Akhtar Aziz). She has been governor since the May of 2000, and she is the first woman to serve as governor of Malaysia's central bank. The empowerment process of subordinate workers will help increase their autonomy, personal control, accountability, and self-esteem. Employees will feel happier as the sense of "ownership" of their work increases. Most female bank branch managers are continuously under stress, and they work hard to achieve their targeted profit. They spend a great deal of time to complete their tasks at the workplace and, because of this, may develop stress, burnout, and even psychology disorders. In turn, these effects will impact work performance among female bank managers, who are departmental leaders of at headquarters and branches. Researchers talk about empowerment and work performance these days, and many female bank managers are trying to put it into practice. However, they do not really understand what empowerment involves or its impact on their work performance. As a result, problems and confusion may arise for decision-making authorities. This is a conceptual paper to study the impact of women's empowerment on work performance. The study reviews literature to analyse factors that play a role on perceptions. It then discusses empowerment and work performance in terms of common misunderstandings.

Keywords: woman, empowerment, work performance, impact.

1. Introduction

Empowerment is frequently linked with social movements, social change (Askheim 2003; Askheim, Starrin 2007), and performance. The Malaysian women situation could be changed through the empowerment strategy and is attempted to be implemented. In the late 1970s, it was first employed in the scientific literature for women's movement, protest movements, social activism, liberation movements in former colonies, social mobilization, various kinds of self-help organisations and etc. (Jönsson 2010). Jönsson (2010) also claimed that empowerment is closely associated with self-expression, power, influence, participation, and control.

There are different explanations of the term empowerment. According to previous research, the word "empowerment" became an exceptional topic in numerous contexts. Since people comprehend this term in different ways; it accounts for the critiques regarding the working

technique of this strategy. Three distinct kinds of empowerment: social, psychological, and political, were proposed by Friedmann (1992). Riger (1993) explains that it is essential to not forget the psychological empowerment. This is because it comprises of beliefs regarding, in this example women's capability, effectiveness, and readiness to be part of activities to implement control in the political and social environment.

The other way of empowerment is through accountability along with freedom of decision making. With the help of communication and performance review process the employees can be held accountable for the decisions they make. As per Friedmann (1992), political empowerment is regarding control over decisions that impact the community and the household, while social empowerment is regarding access to knowledge, skill, information, and participation. A long procedure is required to lead to a rise in participation in empowerment of people in matters of sustainable development and to modify fundamen-

tal values of people. Also, many kinds of empowerment methods should inter-relate with each other. Ranging from individuals to communities, empowerment can occur at different organisational levels (Lyons, Smuts, Stephens 2001). It is claimed by Friedmann (1992) that the likelihood to counter internal problems and alter attitudes can be made easy through communication, training, and information.

It is stated by Forsberg (1997) that empowerment also emphasises a raised level of awareness that results in self-reliance and confidence. The empowerment approach is employed by vulnerable groups to lead to a rise in influence and participation at collective and individual levels. These vulnerable groups become a part of various activities through combining of shared actions and shape social mobilization. This results in increase in influence and participation. Managers and subordinates feel stronger when they are functioning with the same group together. Their combined spirit is utilised to extend their control to impact other groups in society.

According to Arvidson (2003) stated that NGOs are frequently blamed for using the concept of empowerment and participation mainly for passing knowledge via top-down route rather than a bottom-up route. The empowerment and participation have been linked with good intentions, although in reality it is a top-down strategy for the target group. It has been concluded in past studies that the existing condition of women participation and empowerment in Pakistan's corporate sector is low. This has been proven by Ghouri (2003). This research indicated that instead of being a serious empowering attempt, the empowerment project is more of a support to the target group. It has also been presented by Alvesson (2006) that for the NGOs, the concept could pose a symbolic meaning, and also for the outside world, comprising of the target group too.

Majority of the researches and studies focusing empowerment and work performance have been observed to take a look from individual perspective as they tend to centre job design and performance. Job enrichment and company performance association has appeared to have lesser focus by scholars (Patterson *et al.* 2004). It is however a significant matter because organisations benefit from job enrichment. For instance, reduced supervision, support staff, and engineering seem to be important for organisations to be analysed as they result in reduced costs but do not appear to have been measured as per task performance.

Studies focusing impact of human resource management (HRM) have somehow linked to resolve the

problem. Steps taken by HRM have covered different directions and have focused many practices in addition to those of current focus (for instance, performance and profit-related pay, harmonization). The significance of empowerment in relation to firm performance has been supported by a study conducted by Huii, Bierman, Shimizu, and Kochhar's (2001) in which the results indicated that there exists a positive association between human capital (based on intellectual capabilities, knowledge, and social capital) and performance of firm as shown by the sample of professional organisations. Second previous research shows the relationship between job satisfaction, psychological empowerment, and performance was measured by a study by Hechanova *et al.* (2006) in which Filipino service was the focus. It was found that performance shared a positive relationship with psychological empowerment.

Distinct views are found in human resource management and organisational behaviour in which gender differences are checked with reference to job performance. In consideration of males are found to be better performers than females as suggested by different researchers. While considering the matter of women empowerment, some terms such as agency, status, and autonomy are used as key terms. In the other views, empowerment is thought to be an expansion of capability of people to make strategic life choices in terms of the tendency which was previously not given to people. Power and participation are the two most important components of empowerment. There are many directions for women empowerment which lead to comprehensive variation to conceptualize. The dimensions include social and cultural, economic, reproductive, legal, political, psychological, and familiar and interpersonal. When such broad variation is there, women empowerment is nearly impossible to be measured.

Women autonomy is measured in relation to participation in decision making regarding different issues which is thought to be an indication of their authority in the environment. Major decisions (i.e large household purchases) and minor decisions (i.e what food to cook) are considered by some researchers in the index while others do not consider minor day to day choices and decisions which are in women control in majority of cases as per the tradition.

Other elements to measure women empowerment are freedom of movement, difference in education and age between married couples, and power. Even if the concepts and definition for conceptualization are clear, there appears to be no easy way in which these measures

could be quantified as per the population. For measurement of individual empowerment, the amorphous construct must be translated into particular questions by the researchers in accordance with the populations that are surveyed. Questions are related to individuals who respond having wide range of demographics and social characteristics. For instance, virgins wouldn't be able to respond to questions regarding sexual power. Under such circumstances, hypothetical responses could be considered as per attitudes and ideas, but these do not ensure accurate responses. Cultural variation is yet another challenge which has the tendency to influence women empowerment. A measure having empowerment in one context might not be relevant for the other.

There has often been a link between empowerment and performance, believing that changing procedures will directly result in modifications in the circumstances and context. It is by way of increase in worker participation through which many Malaysian banks attempt to attain work performance induced by empowerment. But, it is not certain that there could be increased control, power, and influence through participation.

Empowerment as a more representative factor generates an acceptability for the female in Malaysian banks. This adds to the constancy of the Malaysian banks and often even to their survival because numerous banks are not backed by the headquarters. The issue is that when professionals concentrate more on the representative aspect instead of the actuality, then quality, proficiency and the actual meaning of work performance and empowerment is lost. Empowerment is utilised by female managers in banks as a fundamental concept linked with creative, power and participation. These managers agree that women gain a sense of responsibility for future if they are allowed to take part in community work, train in maintenance, and add to different programs. This will lead to forming the base for sustainability.

2. Policy of women empowerment in Malaysia

The importance of providing equality in terms of gender and empowering females towards achieving not only economic but also social and political progress has been realized in Malaysia. However, the role of women in the field of finance should be considered under a broader perspective. Many females in Malaysia, in comparison to the male population, either do not own a bank account or have little participation in the overall economic development of the country. It is therefore necessary that the female employees working for different financial institu-

tions capitalize on this opportunity and encourage such segment of the market towards deposit mobilization and obtaining easy credit from banks (Ahmad 1999).

One such prominent and ideal role model in the field of sports is that of Datuk Nicol Ann David. She participated in eleven different tournaments on an international level out of which she won seven of them. Amongst others, are Datuk Sharifah Mohd Ismail who achieved the World Brand Congress award and Senator Datuk Armani Mahiruddin who was appointed as the deputy President of Dewan Negara (Parliament).

The basic guidelines to promote the participation of female population in the overall development of Malaysia were first prepared in 1985, when the Government formulated the National Policy on Women. The main concentration of the Policy lies in encouraging education and eradicating poverty which will eventually lead to a better quality of life for women (Zaimah *et al.* 2013).

In an effort to empower the female population, the 6th Malaysia Plan in 1991 – 1995 focussed on the importance of women in society. For this purpose, a specialized fund was created to promote the development of females in Malaysia. Ever since then, Malaysia Plans have continued their support for the development of females and have provided with suggestions to enhance their stature in society.

Malaysia was one of the participating countries in the 4th World Conference on Women held in 1995 by the United Nation (UN). As a part of the conference, Malaysia assented to the commitments proposed in the Beijing Platform for Action which were: a) focus on the progress of women by promoting national machinery; b) females should be encouraged to participate in the decision making process; c) protect their basic rights of education, medical facilities and social security; and d) eradicate all forms of gender biasness and discrimination. In addition, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) was also endorsed by the Malaysian government in 1995.

Later, in 2001, the Ministry of Women, Family and Community Development was formed by the Malaysia Government. The Ministry was authorized to tackle with problems and issues faced by female population and subsequently enhance the status of women in the society. To disapprove gender discrimination and biasness on a national level, the Malaysian Constitution was modified in August 2001.

The Malaysian government has demonstrated their utmost support in creating a health environment for women by promoting equality of gender in the country,

which eventually leads to the development of women on both international and national levels. The Government's dedication is evident from their decision to increase the total budget of the Ministry of Women, Family and Community Development from 1.8 million (US\$ 0.5 million) in 2001 to RM 30.5 million (US\$ 8.6 million) in 2005.

According to Department of Statistics Malaysia, the radical policy to ascertain that around 30 percent of decision makers in organizations are females will be continued on by the Government. The same was approved in 2011 by the Cabinet to guarantee that by the year 2016, women would be part of the 30 percent decision making positions in corporate organizations (UNICEF 2012). Out of 62 High Court judges in Malaysia, around 30 of them are females. Similarly, 7 females are also working as Secretary General in different Ministries; the most recent one being appointed in the Ministry of Health. Under the domain of female representation, Malaysia is actually setting the benchmark as many Western companies are still filling in the gap. Like for example, in the United Kingdom (UK), only 17.3 percent of Directors in blue chip firms are females.

The key to women empowerment is basically education. According to the Ministry of Education Malaysia, many females are gradually progressing in the field of higher education. This is evident from the fact that for the academic year 2009 - 2010, almost 65 percent of the total students granted admission in Universities was females. In addition, females are leading the profession of teaching also, in comparison to their male counterparts. Because increasing number of females are now getting enrolled for higher education, the total number of women employed in the civil service is steadily increasing too. Females are known to account for almost 61 percent of total managerial and professional posts in jobs. Based on this percentage, it can be safely predicted that some years down the road, women workforce will dominate the higher managerial positions in organizations.

The rising number of entrepreneurial business in Malaysia points towards the commitment of Government to encourage female entrepreneurs to enter business. Total number of women entrepreneurs in Malaysia has now increased to 86,000. The target set by National Key Results Area (NKRA) of Malaysia Government is to add 4,000 women entrepreneurs to this figure by the year 2012. The Department of Women's Development and Amanah Ikhtiar Malaysia has been active on this front and under the Government's budget of 2010, has provid-

ed adequate training of skills required under different entrepreneurship programmes to over 3,000 women.

On gender equality's front, Malaysia has managed to achieve equality at primary, secondary and higher level of education. At University level, the equality is even better. Nevertheless, only 36.2 percent of the total labour force in Malaysia comprise of women as compared to around 50 percent witnessed in several developed countries. According to Department of Statistics Malaysia, around 46.4 percent of working females are between the age group of 15-64 the target set by the Government under 10th Malaysia Plan is to enhance the percentage of working females to 55 percent by the year 2015. The subject study aims to identify the direct as well as the indirect factors which affect the participation of females in the workforce. Recommendations in the form of proposed procedure and policies will also be provided so as to facilitate the achievement of target set in the Government under 10th Malaysia Plan.

3. Women empowerment in Malaysia banking sector

While hiring female employees, banks/financial institutions can either control their costs and hire females at minimal salaries (as seen in several other industries) or on the other hand offer them prospective opportunities on equal grounds and give them power and authority. The field of Banking and Finance has been very instrumental in providing growth prospects to female workforce. Several females are seen to dynamically contribute towards the development of this sector and are hence progressing in their professional life.

Malaysia has been one of the pioneering countries of the world to present women with the opportunities in leading the overall development of Islamic Finance. Hence, females are seen to have key positions in Islamic banking. On the top of the list is the governor of Bank Negara Malaysia (BNM), Dr Zeti Akhtar Aziz who has managed to attain this place on the basis of her prominent efforts to place Islamic finance on the front, both in Malaysia as well as globally. There are quite a few Malaysian females in this list who are extremely capable and talented and the good part is that the real potential of these females is yet to be recognized.

Recent generation of female Shariah scholars have been greatly inspired by Engku Rabiah Adawiah Engku Ali. He is a law professor at International Islamic University Malaysia (UIAM) and is considered a role model by many. Then there is Raja The Maimunah Raja Abdul Aziz, CEO of Hong Leong Islamic Bank Bhd, who has

also encouraged Islamic finance and banking in Malaysia. The head of strategy and policy development at Asian Institute of Finance, Dr Wan Nursofiza Wan Azmi has written a book on Islamic finance and banking which has been translated in 3 different languages. Certainly the numbers of females who have contributed towards the development of Islamic finance are in large quantity. The achievement of these female, points towards the commitment of Malaysian government in creating a team of talented individuals for the financial services industry. This has further been augmented by the recent creation of Finance Accreditation Agency by Bank Negara Malaysia (BNM) and Securities Commission, Malaysia.

Like for instance, in Saudi Arabia, female population is faced with various challenges as division on the basis of gender is an intrinsic part of their culture. This is why giving power and authority to women workforce in Saudi Arabia can be quite intimidating if not impossible. UAE's bank, The Dubai Islamic Bank has been the first to tap this market segment as it offers Johara banking (AME Info 2007) for females which provide financial products specifically related to women like beauty, health and shopping benefits. Some of their branches hire only females and also allow employees to bring along their young children as they have children nurseries. Such an idea will surely work for the working women of Malaysia. Branches hiring only female employees have performed well in Saudi Arabia and it can also be followed by Islamic banks in Malaysia.

4. Power of women empowerment

Empowerment is also influenced by the structural limitations for different group members like laws and rules. The effect that these limitations impose is varied according to the group affiliation. In addition to this, types of discourses are made available to subjects to have their say in understanding their selves and communicate with others. The last element to be mentioned is self-perception. Feminists indicate a critical role to be played in women empowerment. It is suggested that women staying in abusive relationships more often appear to have the perception that there is no other choice. Women develop the belief that they deserve this if they have been abused and internalise for a long time. The same appears to be the perceptions of groups that have been disadvantaged. They appear to believe the rationale basis for discrimination and therefore think that they are inferior. Alteration of self-perception plays a vital role to develop empowerment. Change in subject position, self-perception, and

discourse are those elements which have to be considered in first place while focusing the perceptions of people about these to enhance their freedom.

It is a global trend to consider women to have less power and lower status when compared to men in every field it is in economy, career or politics. It is important to realize that power is abstract and cannot be regarded as one person's possession; it can be gained, fostered and refined. The process of acquiring power is called empowerment. According to some feminist groups the process of empowerment would become easier if the power is divided into three levels, namely power to, power with and power within. The focus in this study will at the power within level of power that the women in Malaysian banks have achieved. The level of power within is further divided into constituents that are self-esteem and gender awareness. Women can become empowered and enhances their power within, with the help of banks and similar organizations. By creating opportunities for activities that help in developing individual ability, mobilizing women, awareness building and educational programs banks play a vital role in the empowerment process. According to the facts that surfaced during the study among all other functions organized by the banks developing individual ability helped the most in empowering women. As stated by Schulz *et al.* (1993) the idea of empowerment is based on the belief if the power and control over an individual and community events is increased, it will enhance the quality of life of unprivileged people and groups. The process of gaining power over their lives within and without their homes and consequently the power to change the gender inequality situation (Burn 2005), is how empowerment is brought about in a society (Datta, Kornberg 2002). The process of acquiring power either individually or collectively is known as empowerment so it is safe to say that by empowering women, they get rid of their powerlessness. Power can be acquired in several forms; one of them is non-zero-sum model. In this model for one person to gain power another person doesn't certainly have to lose power. The classification of power as discussed before are also followed in the model (Mosedale 2003).

The term "power within" is a combination of qualities like self-confidence and self-esteem. And when we use term power here, it refers to qualities like boldness, self-confidence, and self-awareness. According to Williams *et al.* (1994) the concept of how one person analyses the significance of power in their lives through a thorough study of personal experiences so it would enable them to change and fix the glitches in present situation. A spiritual strength and quality that is present in

every one of us that makes one truly a human, that strength or quality is the ‘power within’ (Rowlands 1997). The idea behind power within is to respect and accept oneself to become able to accept and respect others as equal individuals. As to what Oxaal and Baden (1997) express awareness or consciousness raising, confidence building and self-esteem add up to form power within.

Rowlands (1997) defined the power to as a productive form of power that can create new possibilities without dominating that of others. It may be regarded a form of power that may lead to resistance or manipulation. There is a relation between this type of power and problem solving ability and decision-making authority, which are enabling and creative attributes (Williams *et al.* 1994). It is safe to say that with the help of this power, the possibilities of what’s achievable without lessening the possibilities of another being.

Power with can be defined as the actions of groups, and accepting that collective efforts are more beneficial than that of the individuals. All efforts aiming to empower women include opportunities for women to interact with other women to discuss common goals and to recognize their strengths and weaknesses and to develop an action plan for achieving those goals. The objective behind this type of power is to provide a platform for people with a common purpose to achieve shared goals (Williams *et al.* 1994).

5. Stereotype of women work performance

An analysis was done regarding the impact of categorizing that women are less capable than men in executive and managerial roles. In a stereotypically masculine or feminine sex role-typed condition, female and male participants conducted a managerial in-basket project. In the masculine sex role-typed situation, women underperformed. However this was not the case in the feminine sex role-typed situation. It was through masculine gender role identification that these impacts were curbed, thereby forming a boundary condition for the stereotype threat influence.

Antal and Izraeli (1993) stated in a review of women in management, that there is a continual categorization in all industrialized nations that associates management with the male gender. It has been indicated in many researches regarding the perspective of successful managers and the kind of characteristics they have, that both male and female managers recognize that the characteristics linked with prosperous managers are more expected

to be of men than of women (Boyce, Herd 2003; Sczesny 2003). These stereotypes are also for executive level, with women being rated as having comparatively less of those qualities that are linked with successful executives (Martell *et al.* 1998). In offices, this could be the biggest obstacle for women.

There is an observed lack of fit of women in managerial and executive positions when there are stereotypical opinions regarding women and added to this is male sex-typing of managerial and executive roles (Heilman 2001). The supposed capability of women is doubted when women are believed to be less fit executive and managerial roles. The perceived fit for women is worse when a job position is more masculine sex-typed. This results in further adverse expectations. Many research show that women are regarded as less capable in comparison to men in masculine sex-typed positions. There is also lesser preference when women apply for those positions. Even if a woman’s achievements are the same as a man’s, the work of a woman is regarded as mediocre and is frequently underrated (Heilman 2001). Also when women and men function at an equal level, a women’s capability is termed to less than a man’s capability (Foschi 1996). It has been indicated through studies that there is still masculine sex-typing for executive and managerial jobs. The extent of capability of women in masculine sex-typed positions is doubted when women are believe to fit less well in comparison to men. There is perceived lack of fit when women are in those roles due to a stereotypical perspective of women. All in all, the concept of “think manager-think male” still exists.

6. Problem statement

The most critical problem for any organisation in terms of labour or capital is human resource. Banking and finance being physical resources need capable human resources to work effectively and efficiently. Therefore, success and enhancement of any organisation needs effort by all employees as they work to attain organisational objectives. The mission and vision of bank sets a path for employees to follow so that organisational aims are achieved. Female managers in Malaysian banks have not considered the influence of empowerment and their work performance. There has been no research to study the impact of female empowerment and work performance with special reference to females in Malaysian banking sector. This practice has been altered due to performance contracting as female managers have been asked to follow the rules and attain the targets that are primarily set

by top management and the need to perform is communicated. Provision of services could be enhanced if female managers are empowered in Malaysian banks. Female empowerment has been the focus for numerous studies.

7. Study design and conceptual framework

The way a female feels empowered as a manager bank is studied in this research. For this, empowerment has to be defined correctly. Empowerment is linked with comprehending all human relations as power. Power relation as ever-present and productive, then the aim of repelling oppressive types of power cannot be to disregard power relations. Instead, the purpose of female empowerment is to attain the work performance, the practice of the empowerment that will enable managers to deal with situations of power with little authority, and the morality.

Female empowerment and work performance are inter-related. There are two ways of doing that; one of them is by setting goals. If a female manager is well aware of her responsibilities at work and how job performance is significant to the organization, this would enable the female manager to be in a better position to make informed decisions that would benefit both the female manager and the organization. If the female managers are not well informed than the decisions made the empowerment and work performance will not be very effective.

Only a limited literature is available on the relationship between female empowerment and work performance in banking perspective. However, a lot of research has been done on the relationship between job satisfaction and employee empowerment. That's the reason why sometimes job satisfaction has a rather dominant role on the relationship between female empowerment and performance.

Hitt *et al.* (2001) have generated a rather supportive study on relationship between empowerment and firm performance. According to this study there exists a direct relationship between human capital, knowledge, intelligence, and social capital, and performance. Hechanova *et al.* (2006) did a study that focused the relationship between psychological empowerment, job satisfaction and performance of Filipino labourers. According to this study psychological empowerment has a positive influence on performance. With the help of employee empowerment and performance of the employees can be enhanced and innovation can be brought to manufacturing companies of Ireland (Wood 2007). It can be concluded from the study that empowerment of employees (female) is the only way to go about to significantly im-

prove the performance in all banks under consideration. The work performance of banks that have empowered their female. All these aspects have to be considered when we attempt to find out what enables a female feel empowered and also the effect of their work performance at the office. In this study, the research question being analysed and solved is: what is the relation between women empowerment (through the power) and task performance.

8. Conclusions

This study pursuing to establish the extent to which female empowerment as a manager bank and to define the relationship between female empowerment through "power within" and work performance of Malaysian banks. In relation to the female empowerment practices, it can be concluded that the manager of Malaysian bank have been able to master the management skills and know how to manipulate power and that their work was meaningful to them. The most important aspect of work performance is that managers must have the necessary administration power to influence subordinate and understanding of the job roles.

By the same token, female empowerment process should be fully supporting by top management and government policy. This study also considering that for the manager of Malaysian bank to have better results in terms of work performance, in like manner female empowerment needs to be considered as a priority because it has significance influence on its performance. Failure to look into the issues of female empowerment may result in argumentative effects on its performance.

As illustrating in this study should be made clear, as previously mentioned, that stereotype of gender (female) threat can only explain through individual (gender) of work performance difference with equal ability. In view of those hypotheses, it is considering that all managers should improve on their competency and creativity in management skills. This can be done by organizing a training course or brainstorming (regular meeting) on the effectiveness of prompt feedback to the overall performance of the individual and organization.

References

- Ahmad, A. 1999. Participation of Malaysian women in employment: a gender stratification analysis. In Ismail, M.; Ahmad A. (Eds.), *Women and work: challenges in industrializing nations* (1–25). London: Asean Academic Press.

- Alvesson, M. 2006. *Tomhetens triumf* [Elektronisk resurs: [om grandiositet, illusionsnummer & nollsummespel]. Stockholm: Atlas i samarbete med Liber.
- AME Info. 2007. Abu Dhabi, United Arab Emirates, financial briefs column. AME Info (AE).
- Antal, A. B.; Izraeli, D. N. 1993. A global comparison of women in management: Women managers in their homelands and as expatriates. In Fagenson, E. A. (Ed.) *Women in Management: Trends, Issues, and Challenges in Managerial Diversity* (pp. 52–93). Newbury Park, CA: Sage.
- Arvidson, M. 2003. *Demanding Values: Participation, Empowerment and NGOs in Bangladesh*. Diss. Lund: Univ.
- Askheim, O. P. 2003. Empowerment as guidance for professional social work: an act of balancing on a slack rope, *European Journal of Social Work* 6(3): 229–240.
- Askheim, O. P.; Starrin, B. 2007. *Empowerment i teori och praktik*. Malmö: Gleerups.
- Boyce, L. A.; Herd, A. M. 2003. The relationship between gender role stereotypes and requisite military leadership characteristics, *Sex Roles* 49: 365–378.
- Burn, S. M. 2005. *Women Across Cultures: A Global Perspective*. NY, McGraw-Hill.
- Datta, R.; Kornberg, J. 2002. *Introduction, Women in Developing Countries: Assessing Strategies for Empowerment*. London, Lynner Reinner.
- Forsberg, E.; Starrin, B. 1997. *Frigörande kraft: empowerment som modell i skola, omsorg och arbetsliv*, Stockholm Gothia.
- Foschi, M. 1996. Double standards in the evaluation of men and women, *Social Psychology Quarterly* 59: 237–254.
- Friedmann, J. 1992. *Empowerment: The Politics of Alternative Development*. Cambridge, Blackwell.
- Ghouri, N. A. 2003. *Women Entrepreneurs in Pakistan*. Islamabad: International Labour Organization.
- Hechanova, M.; Regina, M.; Alampay, R.; Edna, P. F. 2006. Psychological empowerment, job satisfaction and performance among Filipino service workers, *Asian Journal of Social Psychology* 9: 72–78.
- Heilman, M. E. 2001. Description and prescription: How gender stereotypes prevent women's ascent up the organizational ladder, *Journal of Social Issues* 57: 657–674.
- Hitt, M. A.; Bierman, L.; Shimizu, K.; Kochhar, R. 2001. Direct and moderating effects of human capital on strategy and firm performance in professional service firms: a resource-based perspective, *Academy of Management Journal* 44: 13–28.
- Jönsson, J. H. 2010. Beyond empowerment: changing local communities, *International Social Work* 53(3): 393–406.
- Lyons, M.; Smuts, C.; Stephens, A. 2001. Participation, empowerment and sustainability: (how) do the links work? *Urban Studies* 38(8): 1233–1251.
- Malaysia. 1986. *The Fifth Malaysia Plan 1986-1990*. Kuala Lumpur: Percetakan Nasional Berhad.
- Malaysia. 1991. *The Sixth Malaysia Plan 1991-1995*. Kuala Lumpur: Percetakan Nasional Berhad. Available from Internet: <<http://www.epu.gov.my>>.
- Malaysia. 1996. *The Seventh Malaysia Plan 1996-2000*. Kuala Lumpur: Percetakan Nasional Berhad.
- Malaysia. 2001. *The Eighth Malaysia Plan 2001-2005*. The Economic Planning Unit, Prime Minister's Department, Putrajaya.
- Malaysia. 2006. *The Ninth Malaysia Plan 2006-2010*. The Economic Planning Unit, Prime Minister's Department, Putrajaya.
- Malaysia. 2010. *The Tenth Malaysia Plan 1996-2000*. The Economic Planning Unit, Prime Minister's Department, Putrajaya.
- Martell, R. F.; Parker, C.; Emrich, C. G.; Crawford, M. W. 1998. Sex stereotyping in the executive suite: much ado about something, *Journal of Social Behaviour and Personality* 13: 127–138.
- Mosedale, S. 2003. Towards a framework for assessing empowerment, *International conference, New Directions in Impact Assessment for Development: Methods and Practice*. Manchester UK, Road, Manchester.
- Oxaal, Z.; Baden, S. 1997. *Gender and Empowerment: Definitions, Approaches and Implications for Policy*. Brighton: Institute of Development Studies.
- Patterson, M. G.; West, M. A.; Wall, T. D. 2004. Integrated manufacturing, empowerment, and company performance, *Journal of Organizational Behavior* 25(5): 641–665.
- Riger, S. 1993. What's wrong with empowerment? *American Journal of Community Psychology* 22(3): 279–292.
- Rowlands, J. 1997. *Questioning Empowerment: Working with Women in Honduras*. New Jersey: Oxfam.
- Schulz, A. J.; Israel, B. A.; Zimmerman, M. A.; Checkoway, B. N. 1993. *Empowerment as a Multi-Level Construct: Perceived Control at the Individual, Organizational and Community Levels. Program on Conflict Management Alternatives*. Michigan: The University of Michigan.
- Szesny, S. 2003. A closer look beneath the surface: various facets of the think-manager-think-male stereotype, *Sex Roles* 49: 353–363.
- UNICEF. 2012. Women's participation in the workforce increasing [interactive], [cited 25 February 2012]. Available from Internet: <http://www.unicef.org/malaysia/sowc_60_68.html>.
- Williams, S.; Seed, J.; Mwau, A. 1994. *Oxfam Gender Training Manual*. Oxford: Oxfam.
- Wood, S. J.; Wall, T. D. 2007. Work enrichment and employee voice in human resource management-performance studies, *The International Journal of Human Resource Management* 18(7): 1335-1372.
- Zaimah, R. R.; Sarmila, M. S.; Selvadurai, S. S.; Lyndon, N. N.; Er, A. C.; Jamian, M. 2013. The history and current status of dual-career families in Malaysia, *Asian Social Science* 9(6): 16-21.

GALIŲ SUTEIKIMO MOTERIMS POVEIKIS DARBO ATLIKIMUI: MALAIZIJOS BANKŲ ATVEJIS

J. B. Kimpah, J. Raudeliūnienė

Santrauka

Šiame straipsnyje siekiama nustatyti galių suteikimo moterims poveikį darbo atlikimui, akcentuojant Malaizijos bankų atvejį. Galių suteikimas moterims ir darbo atlikimas yra vieni iš svarbiausių Malaizijos bankų mokslininkų diskusiniai klausimai, kadangi moterų lyderių indėlis banko sektoriui yra tiek pat svarbus kaip ir vyrų kuriama pridėtinė vertė. Dauguma banko padalinių vadovių moterų nuolatos patiria stresą ir jos sunkiai dirba

siekdamos organizacijos suformuotų tikslų ir pelno. Jos sugaišta daug laiko norėdamos įvykdyti išsikeltus tikslus, dėl ko atsiranda stresas, fizinis išsekimas ar net psichologinės problemos. Tai savo ruožtu turi įtakos darbo atlikimui. Šie aspektai sudaro prielaidas aktyviai mokslininkų diskusijai, t. y. kaip moterų galia įtakoja jų darbo atlikimą. Daugelis banko vadovių moterų stengiasi atsižvelgti savo darbinėje veikloje į aukščiau paminėtus aspektus,

tačiau nedaugelis iš jų suvokia, kad tai tiesiogiai įtakoja jų darbinę veiklą ir rezultatus. Todėl šio straipsnio tikslas yra konceptualiai panagrinėti galių suteikimo moterims poveikį darbo atlikimui siekiant nustatyti pagrindinius poveikio veiksnius.

Reikšminiai žodžiai: moteris, galia, darbo atlikimas, poveikis.