

---

## QUALITATIVE AND QUANTITATIVE WOMEN KNOWLEDGE WORKER DEVELOPMENT: CONCEPTUAL FRAMEWORK IN INDIAN PERSPECTIVE

DR PRATEEK KANCHAN

---

**Abstract:** The beginning of 21<sup>st</sup> century generated a very knowledge oriented worker profile across the entire academic and industry sector in India. It marked completion of almost 10 years of liberalization, privatization, and globalization (LPG) phenomenon unleashed by the Government of late Prime Minister Mr Narsimha Rao (1991-1996) ably supported by the then Finance Minister Dr Manmohan Singh. In the second decade of 21<sup>st</sup> century which is currently on, this knowledge and its diffusion across all the women workers in all sectors of Indian economy needs to be assessed from qualitative as well as quantitative angles vis-à-vis the development that has taken place in India. Women qualified in higher education as well as not are working by applying their knowledge in ways which are making them cross functional and playing varied roles within their organizations as well as in their personal lives. This paper goes into the concept of knowledge and importance imparted to it by organizations with respect to its women employees and how organizations can benefit from directly involving themselves in ensuring this knowledge. It needs to be researched further for a comprehensive conclusion. As of now, it is an article based on the perception and experience of the author.

**Keywords:** Development, higher education ,knowledge, organization ,women.

---

**Introduction:** Knowledge acquisition and application by a woman in her work/job makes the job enriching and rewarding on a continuous basis, for her as well as the organization. However, it becomes crucial whether she looks at acquiring and applying this knowledge continuously to make her job interesting or not. This motivation or lack of it becomes a deciding factor for companies to go ahead or not with a plethora of possible knowledge management initiatives which they have visualized for their women employee as well as organizational growth by sponsoring them. There are various options with respect to knowledge management available with any working individual in any company. These are listed as follows:

**Training provided by the company from time to time:** Companies conduct organized training programs from time to time based on the needs of various women employees in different sections and departments to make them more productive and effective in future. This not only results in company's growth but also increases the satisfaction levels of women employees by making them utilize their time and knowledge more effectively. It becomes a rallying point for them as they feel useful and important for their contribution towards the company. Moreover, they also realize that this training cannot be acquired on their own due to time constraints or other factors also. As it is provided through an organized academic environment during office hours which takes them away from the routine office work, it makes for a welcome break needed to give a boost to their lives. Although it helps them to deal with their organizational work more effectively, it definitely brings positive qualitative as well as quantitative change in their personal lives also. It is a win-win situation for the women employees as well as the organization wherein the time and money spent over the exercise proves an investment in near and distant future.

**Learning while working:** Here the training is not

provided separately by giving women employees a break from their work, but it is provided while they are working. It is often referred to as On-Job Training(OJT). It may be mentor directed or self directed. Mentor directed is the one where the immediate superior is assigned the task to ensure the development of her subordinate while she is working through regular observations, handholding, interactions etc. and improving her overall performance in real time. Self-directed is the one wherein the woman employee is oriented to improve on her own while working and realizing from time to time where improvements(qualitative as well as quantitative) are required for her as well as for the organizational growth. Whether it is mentor directed or self directed OJT, the employee needs to be constantly motivated to improve the performance in real time and at no point of time her efforts should be ignored.

**Part Time MBA or equivalent courses sponsored by the company:** A very important development in the direction of improving the women knowledge worker is the structured Part Time MBA or equivalent course/s undertaken by the employee/s and sponsored by the company. Here, the courses are conducted in the evenings on weekdays by the local University after a selection process wherein the woman employee applies and gets through. Other than the working time, almost 5 days a week for about two to three hours every day in the evening, she attends classes in such a program and appears in the various tests, assignments,, and term examinations regularly as essential requirements of the program. As the education is sponsored by the company, it makes sure that the woman employee is free from work on the days of the classes and attends them regularly. It makes sense for the company as the sponsorship is an investment in the employee for her as well as company's development in the long term in the same manner as the salary of the employee. Here, both

the management of the company as well as the female employee realize that the time spent in the university for studies is as important as the time spent while working in company/office premises.

**Part Time MBA or equivalent courses not sponsored by the company:** It is the same as above as far as execution is concerned but its essence is different to the extent that it is not sponsored by the company where the women employee is working. The dynamics become different in this case as the employee has literally no support from the organization where she works and in some cases she even hides the fact that she is doing the course from some university/college as a part time scholar. This scenario comes up when the company needs people who are interested in developing their knowledge but is not willing to play a role in it either as a sponsor or a facilitator. In some cases, sponsorship of any type may not be coming but the company allows time relaxation for attending classes and taking exams etc from time to time, provided the female employee has taken the company into confidence over the issue of pursuing such studies. Whatever may be the mix in this case, the pressure on the employee as a student here is the maximum and tremendous coping abilities are required in her. At times, many such female working students find it difficult to balance expectations of different stakeholders involved like family, employer as well as the university/college and ultimately drop out after making a good start.

**Management Development Programs (MDPs):** In the world of corporate training, there are certain programs which are very specific and pertaining to particular employees from time to time in order to make them more productive and result oriented. The duration of such programs may be two to three days in some cases and may go to a week or even more, depending upon the requirement of companies. These may be organized at the Management institute or University or even in the company premises. These are commonly referred to as Management Development Programs (MDPs). At times, these are tailor made for the company requirements also. Otherwise, the female participants from more than one company join such programs which cater to the requirements of all such participant organizations. A very interactive set of sessions are undertaken for the development of employees for a particular purpose and the company makes the employees feel highly motivated through skilful designing and application of such programs. In fact, the set of instructors/ faculty involved in the program are made aware of the profile of the participants in advance so that the program can be as customized as possible

without any unnecessary inputs. In certain cases, due to the innovative use of technology, such programs do not require physical movement of participants as well as instructors and are conducted through video-conferencing. However, every time technology may not be the solution to problems to be solved as the reason for training in certain cases is to give a break to employees from the same routine and workplace so that they come back with renewed vigour and commitment to work after the training. Moreover, technology will always be there to aid human activities but it can never replace the role of humans in any activity. At times, this role may not be obvious and remains hidden or in the background, but the role is there.

**Self Development through regular general and specific readings:** A very important thing here is the self development of the female employee through regular reading on his or her own. It is very important for the female employees to keep themselves abreast of the knowledge of various issues of general interest around themselves which makes themselves confident in their jobs. These issues may pertain to the society, city, state, region, country, or even international with respect to political, economic, socio-cultural, and technological aspects. It has been observed that a well aware person with respect to these issues always remains fresh and brings a lot of dynamism to her job whether this information is related to the job or not. One may ask as to how the organization can play a role in this direction. Off course, it cannot in a direct manner, but indirectly it can motivate employees to gather such information when they have breaks during work by scanning newspapers, internet, and informal interactions among themselves. Employees who are present most of the time in office responsible for coordination with others in office as well as on field duty can be a part of this development. Companies can always motivate them in this direction for their benefit as well as the benefit of the company.

**Conclusion:** All the above aspects lead us to one reality that the importance of educating oneself while working is very important. The requirement of this education may not be foreseen by the female employee many times and it may be her employer who realizes it. Whatever may be the case, education is necessary and there are various ways of imparting it. In the current times of knowledge dynamism, even the most educated of employees may find themselves out of sync if they do not remain in touch with the current times which themselves are very dynamic.

---

**References:**

1. www.google.com
2. www.worldbank.org
3. www.imf.org
4. www.business.com
5. www.globaledge.msu.edu
6. www.oecd.org
7. www.disney.go.com
8. Kotler Philip., Keller Kevin., Koshy Abraham., and Jha Mithileshwar, *Marketing Management-A South Asian Perspective* 14 e 2013, Pearson Education
9. Cteora Philip R., Grasham John L., and Salwan Prashant, *International Marketing*,13 e 2008, New Delhi: Tata Mc-Graw Hill Publishing Company Limited.
10. Belch George E., Belch Michael A., and Purani Keyoor, *Advertising and Promotion-An Integrated Marketing Communications Perspective* 7 e (SIE) 2010, Tata Mc-Graw Hill Education Private Ltd, New Delhi.
11. Daniels John D, Radebaugh Lee H, Sullivan Daniel P , and Salwan Prashant, *International Business-Environments and Operations* 12 e 2010, Pearson Education

\*\*\*

Director,B.K.School of Business Management  
Gujarat University,Ahmedabad  
Eprateek\_kanchan@yahoo.com