A Comprehensive Bibliometric Survey on Women's Empowerment at an Organisational Level

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This article highlights a bibliometric survey for Saudi Women's Empowerment at an organisational level. Empowering women may benefit development at a managerial level in various organisations. Various material from journals, books, and reports, were reviewed and eleven indicators of women's empowerment in the Saudi Arabian setting were identified. A detailed bibliometric analysis has been conducted for all the keywords related to the topic and subtopic of women's empowerment and organisational behaviour. The databases for which the analysis has been performed are Web of Science, Scopus, Summon, and Google scholar. The details of the analysis provide additional information regarding the categorisation of articles related to affiliation on women's empowerment. The resultant indicators obtained in the processing of bibliometric analysis are training, intergender communication, organisational culture, government support and organisational policies in the context of women's empowerment.

Key words: *Women's empowerment, Management, Organisational culture, Saudi Arabia*

1. Introduction

Women, state, and ideology examine the underlying ideologies that make female subordination a universal experience. This concept analyses government policies directed at women in African and Asian countries. It argues, too, that ideologies that oppress women are removed only by prolonged struggle and then only after fundamental political and social changes have been made (Afsar 1997, 1998). Agarwal (1998, 1994) wrote the first major study of gender and property in South Asia. In a pioneering and comprehensive analysis, Agarwal argued that the single most important economic factor affecting women's situation is the gender gap in command over

property. In rural South Asia, the most significant form of property is arable land, a critical determinant of economic well-being, social status, and empowerment. The author's work makes significant and original contributions to theory and policy at various organisational levels. Leila Ahmed added a new perspective to the current debate about women and Islam by exploring its historical roots, tracing the developments in Islamic discourses on women and gender from the ancient world to the present (Ahmed, 1992).

Figure 1.1: Women's Empowering Index Framework

Source: (Simone, 2017)

This article discusses the impact of various factors on women's empowerment in Saudi Arabia concerning Saudi working women. Over the past few years, Saudi Arabia has launched a broad range of intensive and creative initiatives for women's empowerment. This will promote a business climate and support competitiveness and inspire the new generation to build businesses . The changes in the business industry will help Saudi Arabia to flourish in the economy and contribute to achieving the vision of 2030 (Kinninmont, 2016).

1.1   Background of the Study

The vision of Saudi Arabia 2030 focuses on diversifying the economy and working heavily on women's empowerment. This will transform the economy and eliminate the factor of gender-based discrimination. The vision can be implemented by giving employment chances to women and creating opportunities for women. This will increase the rate of employment level's for women. The government in Saudi Arabia introduced numerous programs and opportunities for women to boost the economy by creating jobs for young Saudi female nationals. The program works on introducing favourable laws for women and by taking initiatives on improving access to financial matters which could empower women indirectly. Currently, the women's

empowerment projects and opportunities are not major contributors to GDP of Saudi Arabia as compared to developed or advanced economies. When the 2030 vision was announced, the government started planning to increase projects on women's empowerment which had a contribution to Saudi Arabia GDP by 20% to 35%. This plan was undertaken through the development of human resources and the offering of support programs. Furthermore, the government has shown increasing interest in pursuing women's empowerment through providing more job assistance to women. Recent studies showed when King Abdullah came to power in 2005, he implemented overseas scholarship programs for the first time which included women so they could get a a higher education. The number of female students' increased who wished to move abroad for higher education and this changed many of Western culture's perceptions of Saudi Arabia. Thus, it forced meaningful change in women's empowerment at a higher level in the Kingdom (Doumato, 1999).

The advent of Vision 2030 is a great opportunity and challenge for Saudi Women. It brings various opportunities for Saudi women by pro-Saudi policies, along with various challenges of personal training, inter-gender communications issues, and religious and political factors at the organisational level. Vision 2030 states women's empowerment as "Together we will continue building a better country, fulfilling our dream of prosperity and unlocking the talent, potential, and dedication of our young men and women". It further states that Saudi Arabia will continue investing in education and training (which is a dimension of personal factors) so that Saudi Arabian young men and women are equipped for the jobs of the future. Saudi women are yet another great asset. Over 50% of Saudi Arabian university graduates are female. Saudi Arabia is determined to develop factors of empowerment i.e. talents, invest in its production capabilities. This will enable young women to strengthen their future and contribute to the development of their society and economy. According to Vision 2030, Saudi Arabia is determined to increase women's participation in the workforce from 22% to 30% in the short term (Kinninmont, 2016).

Research showed that women played an important role in the upholding of nations. Women in Saudi Arabia are struggling to get success in society at the organisational level (Rajeshwari, 2015). Saudi women are still facing problems and challenges in the workplace and in their communities, which is the main hindrance in their empowerment. The government of Saudi Arabia has taken various measures to empower Saudi women with dignity and respect through Vision 2030 and various educational and vocational policies as they are playing an important role in the contribution of family and nation-building. Research also showed that women face different problems and situations at their workplaces and at various public or private organisations. This can be in the form of gender discrimination in the workplace, it can be in decision making at the managerial level or even at the grass root level. This can be in wages, termination, promotion, hiring process, leave and benefits, etc. (Natalie & Katie, 2013).

Women staff in multiple organisations have been victims of sexual harassment at their workplace, yet they made no report against male staff because of embarrassment. Some are even scared to take any action as they may lose their job or become a victim outside of working hours, as their safety is not assured by management. This is one of the heart-wrenching challenges that most women face in a work environment. However, women in power have a greater potential of getting involved in this type of gender discrimination. Many men think that it is not natural for women to work which is the foundation for such vicious deeds. Therefore, women remain silent if such a situation occurs as they choose to be on par with men. It is indeed true that women face a lot of challenges in the process of becoming empowered (Narayanan, 2016).

For women who are driven by emotion and instinct, one of the toughest challenges may be office politics, as power plays can hurt a women's inner soul and disturb her mental peace. Men, when it comes to organisational politics can strive competitively compared to women. A lot of organisational political tricks are involved in the workplace and this has caused high turnover among female staff. (Narayanan, 2016). Besides this, women's dis-empowerment has negative implications on broader economic development and based on the World Health Organisation (WHO) gender inequality has a direct and indirect cost to the nation (Narayanan, 2016).

1.2   Significance of Women's Empowerment

This study is significant for women in Saudi Arabia because it assesses the impact of women's empowerment on women's performance and success in their daily life. It also enables various women to solve the real-world problem of women's empowerment. Furthermore, government and policymakers need to facilitate the entity of women's empowerment in public organisations. To achieve this goal, they should move away from centralised gender-based culture towards open policies that are favorable for women, where women's empowerment can take a leading role in economic development through job creation and competitiveness. Moreover, this thesis contributes to the understanding of work challenges and barriers of Saudi women in the workforce. It provides fresh insights into the issues surrounding women in Saudi Arabia and the need to address them to provide support for their career advancement. The study will help to verify and test the factors influencing women's empowerment paradigms. The Kingdom of Saudi Arabia is keen to empower Saudi women so that they could contribute to the economy of Saudi Arabia equally with men. Moreover, the study will explore the perceived competencies of women in management; the attitudes of men towards women managers, and company initiatives to reduce the gender gap. The study will also provide an approved guideline and suggestions to concerned ministries of Saudi Arabia and policies implementing agencies to achieve Saudi women's empowerment under Vision 2030 (Kinninmont, 2016).

2. Literature Review

This article discusses the impact of the various factors on women's empowerment in Saudi Arabia concerning relational, environmental, and interpersonal factors.

Saudi Arabia, officially named the Kingdom of Saudi Arabia, is a sovereign country in the Middle East. With a population exceeding 220 million people, it is the sixth most populous country with an area covering 796,095 km2 (307,374 sq. mi). It is the 36th largest country in the world in terms of area. Saudi Arabia is a desert country that runs over 8,000 square miles with popular cities such as Medina, Jeddah, Makah, Riyadh, and Dhahran. The country is a kingdom, led by the royal family of Al Saud with a council of ministers. The country's existing state is attributed to its deep rootedness in tribal and religious history. Back in the mid-1990s, most of the Arab nations had enormously low literacy levels. According to statistics by UNESCO (1995), uneducated people in Arabic countries constituted between one-fifth and one-half of the total nation's population (Mazawi, 2002). The level of illiteracy according to (Mazawi, 2002) is more common among females, particularly in rural regions. The Al Saud family has strongly directed resources and efforts in education for more than fifteen (15) years to control the existing situation for women. Much importance has been placed to encourage higher education for women by King Abdullah and currentlythis is the reason that fifty-eight percent of Saudi Arabia's university students are females (Minkus, 2009). Most women are now registering for business and management studies. Disciplines such as Medicine and Nursing are also popular (Eid, 2005). Cultural and religious practices in Saudi Arabia is one of the areas where women experience quite a lot of challenges related to their educational and professional growth (Kayed & Hassan, 2010). As a result of the segregation of women, only 15 percent of the Saudi labour industry is comprised of women. Current initiatives by Prince Muhammad Bin Salam during 2018 and 2019 has encouraged exponential growth of jobs and empowerment at the organisation level for females in Saudi Arabia. ly. The permission to drive vehicles for women in the Kingdom of Saudi Arabia and encouraging job policies will lead more strength to women's empowerment at an organisational level as well as a country level. The research was conducted in Saudi Arabia because it is one of the most important regions of the kingdom. Due to the paradigm shift of changing circumstances of Saudi Arabia towards women's empowerment which has played an important role in the new era of the kingdom since 2018. So, to assess the shift and to measure the critical factors that highly influence women's empowerment is an interesting study not only for Saudi Arabia but also for developing countries.

The latest education annual reports indicate that the number of women in education has risen from 13 in 1970 to 21, 721 in 1999 (Smith & Abouammoh, 2013). The increased number of female children enrolling in a school can be attributed to sensitisation programs to encourage

parents in society to allow women to enrol in school. In 1953, the number of women employed was less than 50, but recently in 2017, there are more than 15000 women employed by the government. Women in the past were only allowed to participate in domestic activities. In 1970, women in sport and Olympics were less than 20, but in 2014, the number has increased to more than in 1596. According to a Bloomberg report, the percentage of women participating in trading in the stock exchange has increased from 4 percent in 1970 to 12 percent in 2014. .

2.1 Women's empowerment

Morley (1993), focused on training and consultancy women managers in the Education and Health sectors, and the deconstruction of external factors that disempowered women managers in the workplace to the extent to which these interact with women's internalised narratives. The author further posed questions about women managers ' relationship to the transition from welfare to market values in the public sector in the UK. He further evaluates the empowerment of women in management in the context of understanding the complex relationships between institutional, personal, and interpersonal barriers to women's leadership.

Numerous studies have postulated a significant positive impact on the association of microfinance and women's empowerment (Pitt & Khandkar, 1998). Previous studies confirm that women play a great role in the decision-making processes of families (Duflo, 2012) and due to the lack of capital, confidence, and the self-esteem many women are living in poverty (Mahmood, Hussain, & Matlay, 2014). Microfinance has become a means to enhance the living standards of poor women (Widiyanti, Pudjihardjo, & Saputra, 2018). As previous studies show (Porter, 2016), (Vinodhini, & Vaijayanthi, 2016), microfinance is an effective tool in increasing the self-esteem and income level of beneficiaries. Besides, there are studies to report that microloans develop self-confidence and independence among women (Khatun & Hasan, 2015), and that past studies have used different indicators to measure empowerment. These indicators include self-esteem (Basargekar, 2009), (Kato & Kratzer, 2013), (Nikkhah Redzuan, & Abu-Samah, 2010) andself-confidence (Pitt & Khandker, 1998;Burra, Deshmukh-Ranadive, & Murthy, 2005).

2.1 Bibliometric Analysis of Women's empowerment

In this section, a detailed bibliometric analysis has been conducted for all the keywords related to the topic and subtopic of women's empowerment and organisational behaviour. The databases for which the analysis has been performed are Web of Science, Scopus, Summon, and Google scholar. The details of the analysis are given in table 2.1 below. Moreover, Figure 2.1 and Figure 2.2 provide additional information regarding the categorisation of articles related to affiliation on

women's empowerment. It gives information about the articles published on women's empowerment purely. Figure 2.3 highlights the categorisation of articles in relevance to country or territory on women's empowerment. Figure 2.4 explains the categorisation of articles according to types of publishing formats (e.g. journals, conferences, or book chapters) on Women's empowerment. Figure 2.5 depicts the categorisation of articles particular to the subject area (e.g. management, arts, science) on Women's empowerment. Figure 2.6 demonstrates the curve of categories of articles related to authors on Women's empowerment. It shows popular authors who work in the field of empowerment globally.

Table 2.1 Bibliometric Analysis of Problem (Accessed on:6 April 2019)

| NO.	Topic/Sub-topics/ Keywords	Articles categorised by in Web of Science (WOS)	Articles categorised by SCOPUS	Article Categorised by SUMMON	Articles categorised by Google Scholar
1.	Organisational Behaviour	30530	50,180	1,364,960	3,200,000
2.	Women's empowerment	5992	8180	574,259	1,330,000
3.	Organisational Behaviour and Women	929	1543	369,729	2,240,000
4.	Women's empowerment in Saudi Arabia	12	13	12,105	45,700
5	Organisational Behaviour and Saudi Women	0	8	8,522	47,600
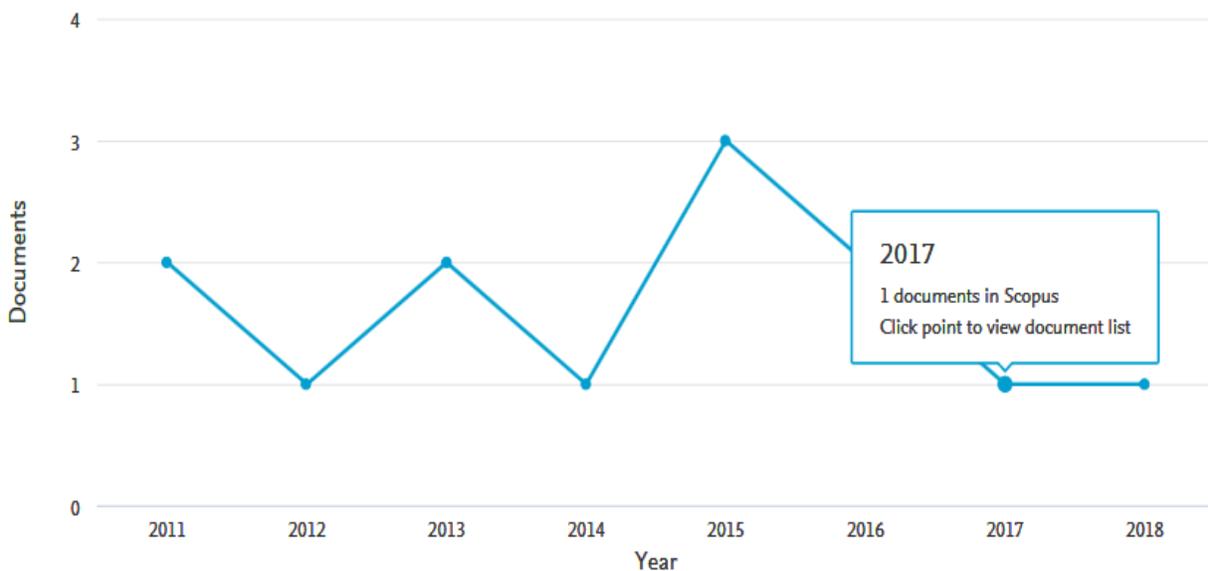
Figure 2.1: Categorisation of articles based on year of Women's empowerment

Documents by affiliation

Compare the document counts for up to 15 affiliations

Figure 2.2: Categorisation of articles based on affiliation on Women's empowerment

Documents by country or territory

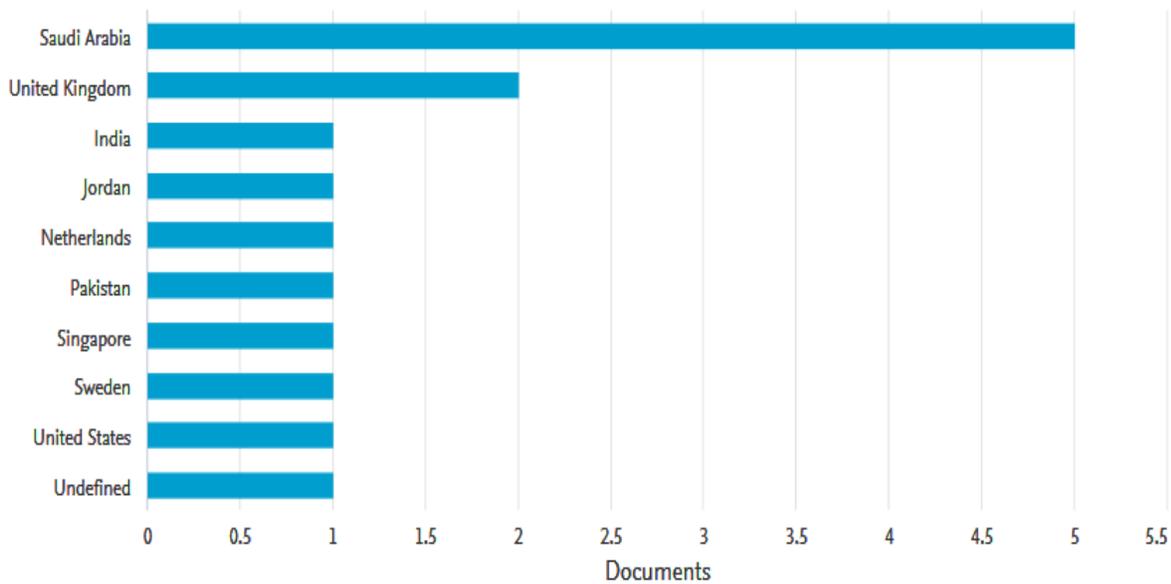Compare the document counts for up to 15 countries/territories

Figure 2.3: Categorisation of articles based on country or territory on Women's empowerment
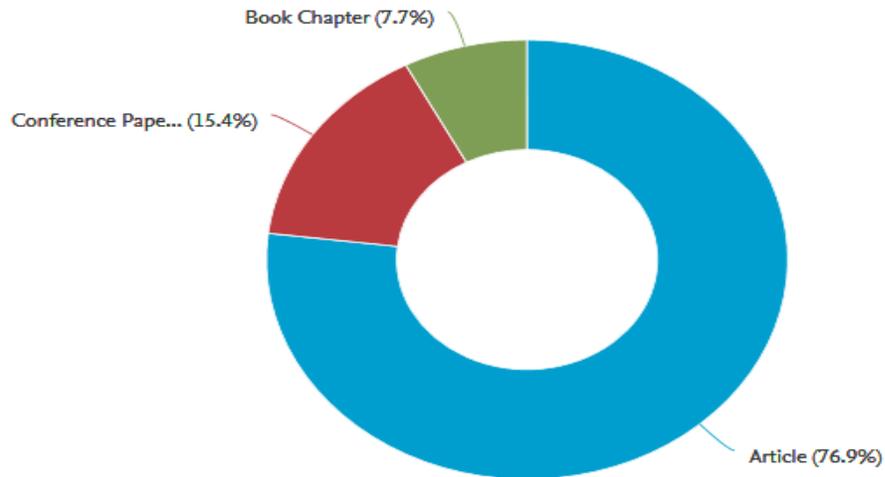
Documents by type

Figure 2.4: Categorisation of articles based on type on Women's empowerment
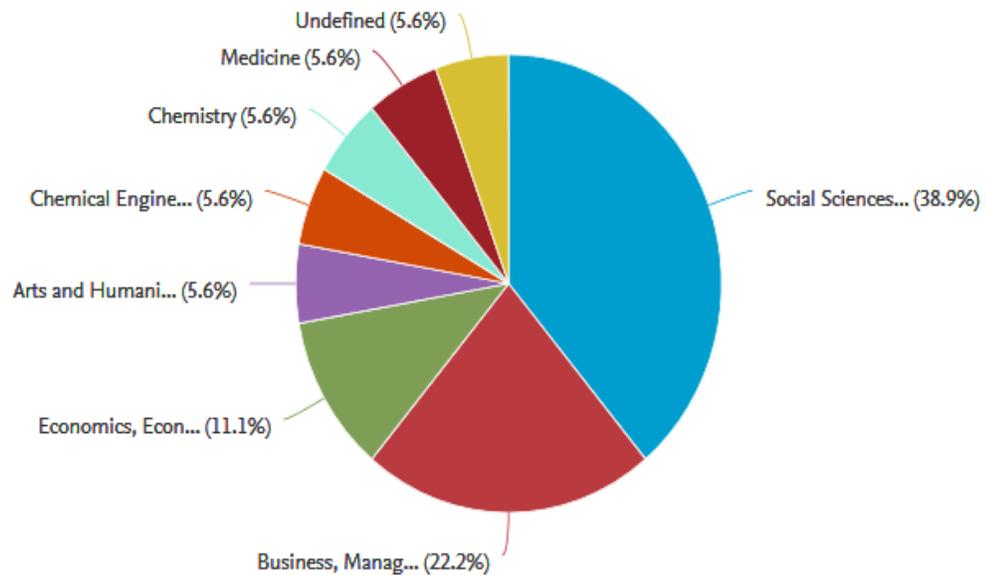
Documents by subject area

Figure 2.5: Categorisation of articles based on subject area on Women's empowerment

Documents by author
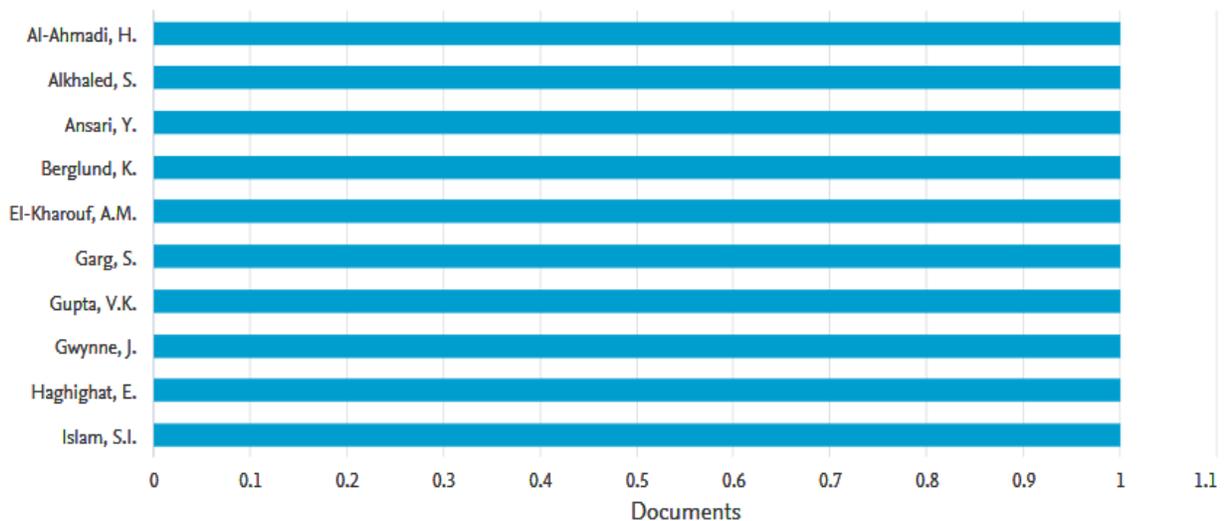Compare the document counts for up to 15 authors

Figure 2.6: Categorisation of articles based on author on Women's empowerment

This research attempts to study the phenomenon by assessing factors that can help to find out the root causes of Saudi Arabian women's challenges in public sector organisations. The method used for this research involves surveys on Saudi working women in public organisations at a managerial level.

2.2   Theories Obtained

After a thorough literature review the study was fixed with two underline theories that explain the research framework developed for the study. Two theories are as follows: (i) Theory of Planned Behavior (TPB) and (ii) Theory of Empowerment (TE).

2.2.1   Theory of Planned Behaviour (TPB)

This thesis adopts the theory of planned behavior as advocated by (Ajzen, 1991, 2002). The theory of planned behavior explains how intention is influenced by three factors, which are: attitudes, subjective norms, and perceived behavioural controls as shown in Figure 2.7. The theory of behaviour affects entrepreneur's performance and the success of Saudi women in the context of personal, relational, and environmental factors. In the research, we are testing various hypotheses based on this theory. During the bibliometric literature review process, the topic of "Organisation Behaviour" has worked extensively around the world. The Web of Science

categorises 30530 articles on the topic of Organisational Behavior, Scopus categorises 50,180 articles, SUMMON database 1,364,960, and Google Scholar 3,200,000 respectively.
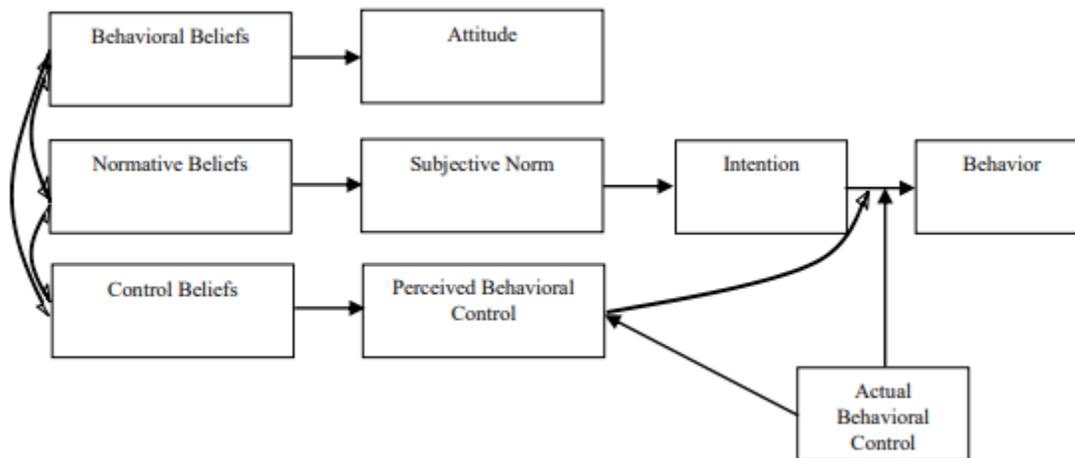

Figure 2.7: Theory of Planned Behaviour (Source: Ajzen, 1991)

2.2.2 Theory of Empowerment (TE)

Empowerment is a process of transition from a state of powerlessness to a state of relative control over one's life, destiny, and environment. This transition can manifest itself in an improvement in the perceived ability to control, as well as in an improvement in the actual ability to control. The People Empowering People (PEP) program uses the definition of empowerment to connect research, theory, and practice. It is a process that fosters power in people for use in their own lives, their communities, and in their society by acting on issues that they define as important (Zimmerman, 2000).

2.3 Bibliometric Analysis on Women's empowerment

Women's empowerment is a broad topic and extensive work has been proposed and performed. According to our systematic literature review, 5992 articles were found under the web of science, 8180 articles were categorised under Scopus, 574,259 articles were categorised by the SUMMON database and 1,330,000 were inclusively categorised by Google Scholar.

2.4 Conclusion

The extensive and systematic literature review was performed using Scopus, the Web of Science, SUMMON, and Google Scholar which focused on thirteen (13) core articles and 12,105 articles

in SUMMON on Saudi women's empowerment which are categorised as extensive literature. Three main factors were identified during the process of the bibliometric study that are personal factors, relational factors, and environmental factors. These factors were explored and will be inculcated in survey design for further work. The instrument will be designed based on the literature and constructive validation will be performed through scientific methods. The resultant factors obtained in the processing of the bibliometric analysis are training, intergender communication, organisational culture, government support and organisational policies in the context of women's empowerment.

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