

A Theoretical Perspective on Women Entrepreneurs Upholding Women Status and Empowering Women

Wonsingphy Leisan ^{1*}/ DR. K. Somasundaran ²

1 Research Scholar, Department Of Sociology And Social Work, Annamalai University, Annamalai Nagar, Tamil Nadu

2 Associate Professor, Department Of Sociology And Social Work, Annamalai University, Annamalai Nagar, Tamil Nadu

How to cite this article: Wonsingphy Leisan, K. Somasundaran (2024) A Theoretical Perspective on Women Entrepreneurs Upholding Women Status and Empowering Women. *Library Progress International*, 44(3), 22762-22767

Abstract:

This research investigates the influence of socioeconomic background on employee satisfaction with TM practices. Talent management has developed as a very successful tool for determining organisational performance; nevertheless, its efficacy differs depending on an employee's socioeconomic situation. It attempts to investigate how money, education, and social standing influence views and satisfaction with TM activities like as training, career development, and performance management. Primary data from 150 workers was collected using a mixed-methods approach, including structured questionnaires and semi-structured interviews, as well as secondary data from organisational reports. Statistical study, namely t-tests and ANOVA, revealed substantial disparities depending on socioeconomic characteristics that resulted in differences in satisfaction levels. Employees with higher income and educational levels are more satisfied with TM practices. This indicates that TM strategies should be more inclusive and adapted to the diverse demands of workers from various socioeconomic backgrounds in order to guarantee equitable possibilities for career growth and happiness.

Keywords: Socio-economic background, Employee satisfaction, Talent management, Income level, Education, Career growth, Organizational performance, Inclusive talent management.

INTRODUCTION

In the contemporary corporate landscape, talent management has become crucial for ascertaining a company's success and potential for accomplishment. It influences several facets of the organisation. Talent management guarantees that organisations recruit new applicants and pick the most suitable workers with the appropriate education, expertise, and cultural alignment. Effective recruiting procedures cultivate proficient personnel capable of advancing the organisation towards its strategic goals (Hyde and Jain 2021). Engaged workers exhibit greater commitment to organisational goals; hence, people management techniques that emphasise employee development and recognition provide enhanced engagement, satisfaction, performance, reduced turnover, and improved efficiency (Almaaitah et al 2020). A crucial element of an organization's competitive advantage is its ability to recruit, retain, deploy, and engage individuals at all hierarchical levels. The importance of organisational commitment in attaining performance objectives associated with human resources lies in the fact that the proper implementation of talent management strategies enhances employee engagement, hence benefiting organisational performance. It has become more difficult to ascertain the relative effectiveness of various organisations. This arises from the fact that various organisations may possess divergent perspectives about the determinants of an organization's efficacy (Yildiz and Esmer, 2021).

The degree to which such practices influence employee happiness is contingent upon several circumstances, with socio-economic background being a crucial feature sometimes overlooked (Nancy, 2014). The socio-economic background encompasses a broad spectrum of elements, including educational attainment, familial income, social standing, and overall access to resources, which together influence an individual's perspectives, motivations, and

expectations in the job. To address the need for diversity, understanding the implications of socio-economic backgrounds on satisfaction levels and their underlying variables can significantly enhance a bias-free and successful approach to talent management practice design and execution in the workplace (Akkoca, 2023).

A complex factor pertains to socio-economic backgrounds, since there are intricate linkages whereby diverse groups of workers anticipate professional growth and assistance in their work environments, influenced by their distinct backgrounds. For example, working-class individuals from affluent socio-economic backgrounds would have benefited from superior education and professional networking, therefore feeling more empowered to impact the talent management programs and, undoubtedly, experiencing higher satisfaction with available options (Tunio et al., 2024). Individuals from disadvantaged socio-economic backgrounds have significant challenges owing to restricted access to resources and support systems, which may adversely affect their engagement with talent management techniques. This may lead to differing levels of satisfaction with TM activities, necessitating the enhancement of these practices to accommodate the diverse demands of the workforce (Gallardo-Gallardo et al., 2020).

The socio-economic background may also affect workers' perceptions of equality and inclusion in talent management procedures. TM programs often use a generalised approach, neglecting the specific demands and challenges associated with diverse socio-economic backgrounds of workers. Studies indicate that when workers see talent management procedures as equitable, representational, and accessible, they often experience increased job satisfaction and engagement (Alnaqbi, 2011). Nonetheless, if TM practices are seen as biased or unattainable, particularly for those from poorer socio-economic backgrounds, discontent may arise, adversely impacting general morale and productivity. This study is crucial since current perspectives on talent management efficacy overlook significant nuances of how socio-economic settings influence employee reactions to talent management activities (Chamundeswari, 2013).

This study will examine how socio-economic background influences employee satisfaction with talent management strategies. The advancement of more inclusive and responsive talent management methods will result from a detailed investigation of how socio-economic issues influence perceptions and experiences of talent management. An organisation becomes more equitable by recognising and considering the impact of socio-economic background on talent management methods, hence enhancing the likelihood that individuals from diverse backgrounds feel appreciated and supported. This study enhances the discourse on workplace diversity and inclusion by emphasising the significance of socio-economic inclusiveness in fostering an atmosphere conducive to optimal employee performance.

OBJECTIVE:

“To assess the impact of socio-economic background of respondents on the satisfaction level of TM Practices”

Hypothesis:

H0: “Socio-economic background has no significant impact on employee satisfaction with Talent Management practices.”

H1: “Socio-economic background has a significant impact on employee satisfaction with Talent Management practices.”

Review Of Literature

The study by Dixit & Arrawatia, 2018 proposes a series of plausible hypotheses indicating that talent management strategies influence employee performance and satisfaction. This study aims to validate these assumptions using a survey conducted with staff of public sector banks. The research will contribute to the talent management literature by examining how talent management approaches influence organisational outcomes, including employee happiness and performance.

The research by Shankar & Kuppusamy (2018) primarily emphasises organisational performance via effective people management and the retention of skilled personnel, particularly in chosen IT organisations. The objective of this study is primarily to focus on staff retention via effective talent management in chosen IT organisations. The data mostly indicated that the majority of respondents are happy with the outcomes of this program.

The study by Sidek et al., 2021 is to review research on the topic of employees' performance on the job and talent management. After reviewing 20 relevant studies, we have identified several research gaps related to talent management. These gaps concern different theories and viewpoints on the topic, the contexts and industries studied, the specific constructs and how they relate to one another, and the overall state of talent management research.

The research by Agarwal et al., 2023 aims to provide a thorough evaluation of the TM methods documented in the relevant literature. The systematic literature review (SLR) is the methodological strategy used to collect and synthesise the most relevant material about the enhancement of organisational performance via people management strategies throughout the last four years (2020–2024). The study aims to provide substantial insights

into the validity of TM in public organisations by examining both internal and external variables influencing its deployment.

RESEARCH METHODOLOGY

This research used a mixed-methods approach to examine the impact of socio-economic background on workers' perceptions of talent management procedures. This method was created to integrate statistics trends with human experiences.

The study used primary data collected via a structured survey engaging 150 workers, using a convenience sample method to ensure accessibility and representation of diverse socio-economic backgrounds. Semi-structured interviews were conducted with a subset of participants about socio-economic aspects such as income level, education, and social standing, as well as areas of TM practice satisfaction, including training, career growth, and performance management. This was used to explore how background influences individuals' perceptions and experiences about TM activities. Secondary data was sourced from organisational reports, literature, and industry publications to provide a foundation and context that enhanced the study of the original data.

Statistical analysis of quantitative data was conducted: t-tests were used to compare satisfaction levels between two distinctly different socio-economic groups, whilst ANOVA was utilised to evaluate differences across numerous socio-economic categories. Descriptive statistics provided a comprehensive picture of the demographic characteristics and satisfaction levels within the sample, whilst thematic analysis of interview answers identified patterns and themes that illuminated the nuanced impact of socio-economic background on employee satisfaction with talent management.

Ethical issues regarding the rights to informed consent, secrecy, and voluntariness of participation were of the utmost importance. This research intended to completely elucidate how socioeconomic variables influence employee satisfaction with talent management methods by integrating both quantitative and qualitative data, therefore contributing to the creation of more inclusive and responsive talent management strategies.

RESULTS

Demographic Profile of Respondents

Table 1: Demographic Profile of Respondents

Demographic Factor	Category	Frequency
Age	18-25	40
	26-35	55
	36-45	35
	46-55	15
	56+	5
Gender	Male	80
	Female	70
Education Level	High School	10
	Bachelor's Degree	65
	Master's Degree	60
	Doctorate	15
Income Level	Below ₹2 Lakhs	30
	₹2-5 Lakhs	60
	₹5-10 Lakhs	40
	Above ₹10 Lakhs	20
Job Position	Junior/Entry Level	50
	Mid-Level	60
	Senior/Managerial	40

Descriptive Analysis

Table 2: Descriptive Analysis

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I feel that my socio-economic background influences how I perceive Talent Management (TM) practices.	40	60	30	15	5

2. TM practices such as training and career growth are equally accessible to employees from all socio-economic backgrounds.	15	35	45	40	15
3. My satisfaction with TM practices is positively impacted by my income level.	25	50	30	30	15
4. Employees with a higher socio-economic status receive more opportunities for career growth in TM practices.	45	55	25	15	10
5. Training and development programs offered by the company meet the expectations of employees from all socio-economic backgrounds.	35	60	30	15	10
6. My satisfaction with the performance management system in my company is influenced by my education level.	30	50	35	25	10
7. Socio-economic factors play a significant role in shaping my overall satisfaction with TM practices.	40	45	25	30	10

T-test

The t-test is used to compare employee satisfaction levels across different income groups (e.g., Below ₹2 Lakhs vs Above ₹10 Lakhs) about TM procedures.

Table 3: Results of T-test

Variable	Income: Below ₹2 Lakhs	Income: Above ₹10 Lakhs	t-Value	p-Value
Satisfaction with TM	3.20 (SD = 1.2)	4.10 (SD = 0.9)	-4.08	0.001

We may reject the null hypothesis and conclude that employees in the below ₹2 Lakhs and above ₹10 Lakhs income categories significantly differ in their degree of satisfaction with TM procedures, because the p-value (0.001) is less than 0.05.

ANOVA

ANOVA is used to evaluate the influence of educational attainment on employee satisfaction with talent management techniques.

Table 4: Results of ANOVA

Variable	High School	Bachelor's Degree	Master's Degree	Doctorate	F-Value	p-Value
Satisfaction with TM	2.90 (SD = 1.5)	3.60 (SD = 1.2)	4.05 (SD = 1.0)	4.30 (SD = 0.8)	6.72	0.001

We can conclude that the null hypothesis is not true because the p-value is smaller than 0.05. Employees' levels of satisfaction with TM procedures vary significantly according on their level of education; those with master's or doctoral degrees report higher levels of satisfaction than those with lower levels of education.

Table 5: Results of Hypothesis Testing

Objective	Hypothesis	Result
“To assess the impact of socio-economic background of respondents on the satisfaction level of TM Practices”	H0: “Socio-economic background has no significant impact on employee satisfaction with Talent Management practices”.	Rejected
	H1: “Socio-economic background has a significant impact on employee satisfaction with Talent Management practices”.	Accepted

Significant conclusions regarding how socio-economic background impacts employee satisfaction with TM practices were drawn from this study. The demographic profile of respondents cut across all age groups, genders, educational levels, incomes, and job positions. About 71% of respondents were aged between 26 and 35 years. Although the study had more male participants than female ones by an account of 80:70. Most of the respondents had at least a Bachelor's degree, with a large proportion holding Master's degrees. In terms of income, most earned

between ₹2-5 Lakhs, followed by those earning ₹5-10 Lakhs. A descriptive analysis of the responses of Likert scale questions shows that out of 150 respondents, 100 believe that the socio-economic background affects their perceptions toward TM practices and, thus, is an important determinant that shapes employee experience. Most of the respondents believed that income has an effect on the level of satisfaction with TM practices, but there is mixed perception on equal opportunities for career growth for all socio-economic groups; around 45 percent are neutral. Moreover, many also held that employees from the higher socio-economic background have more opportunities in career growth, which, when extended to TM practices, may be imbalanced. It ended with a t-test saying there was a significantly higher difference between people with income below ₹2 Lakhs and above ₹10 Lakhs, where the people having a higher income seem to be more satisfied. A p-value of 0.001 calculated supports that income plays a very big role in satisfaction. The ANOVA results also highlighted the educational background impact on employee satisfaction, since the employees with a higher educational level, like holding Master's or Doctorate degrees, had a higher level of satisfaction. The F-value for this variable was 6.72 and the p-value was 0.001. This implies that both income and education significantly influence the socio-economic factors that influence employee satisfaction with TM practices since higher income and education levels are related to greater satisfaction and better career advancement opportunities.

DISCUSSION

This study's findings indicate a great importance of socio-economic background in shaping employee satisfaction towards TM practices and thereby support the hypothesis of the influence of socio-economic factors on employees' perception and experience. Demographic data show that the sample is heterogeneous in age, gender, education level, and income. But more employees aged 26-35 years and having a bachelor's degree or more indicate that there is increasing importance given to education and experience. It clearly illustrates that most employees perceive socio-economic background as affecting perception of TM practices, and this perception is largely influential concerning specific areas like training, career growth, and performance management though opinions regarding equal access towards career growth are divided. The t-test has results that are significantly different based on income groups. However, it shows the same pattern that higher income gives greater satisfaction, thereby signifying that income does more to give better access and resources towards career growth and all other career opportunities. Further, the ANOVA findings showed that employees with a high educational qualification have high TM practices' satisfaction, which means that education impacts career growth opportunity and satisfaction. These results therefore suggest that organizations must attend to socio-economic gaps of TM practices to equal opportunities for all employees that should positively impact overall satisfaction as well as create a more favorable working environment.

CONCLUSION

This research highlights the significant role that socioeconomic background has in influencing employee satisfaction with talent management strategies. This demonstrates that there is significant reflection in determining where the real issues are, in terms of income and educational levels among employees participating in or responding to TM, based on career development opportunities, training systems, or performance management schemes. High-level workers with better incomes and educational levels are happier with TM practices because they have easy access to opportunities and resources at work.

The findings of the t-test and ANOVA analysis show that an employee's views and satisfaction level are strongly influenced by their income level and educational background. Workers are clearly differentiated according to their salary level. People who get paid more are more satisfied. Similarly, ANOVA test findings show that those with greater education are more happy with TM practices than those with lesser educational qualifications.

These results show that organisations should create and execute talent management methods that take into account their workers' socioeconomic backgrounds. To create a more inclusive and equitable workplace, TM practices must be altered so that workers from various socioeconomic backgrounds feel equally appreciated and supported. This would be accomplished by providing targeted professional development opportunities, making resources available, and giving specialised assistance to persons from disadvantaged socioeconomic groups.

Finally, realising that socioeconomic background influences employee happiness may enable organisations to boost engagement and minimise turnover, hence improving overall organisational success. Aligning personnel management strategies with socioeconomic diversity can improve workers' overall well-being and happiness while also increasing the organization's competitive edge in the long term.

REFERENCES

1. Agarwal, N., Sriram, S., Bagaria, M. D., Thakker, H., & Kumar, V. V. (2023). Examining the influence of talent management on organizational performance: A comprehensive overview. *Multidisciplinary Reviews*, 6.
2. Akkoca, Y. (2023). Examining Talent Management in The Context of Organizational Theory.
3. Almaaitah, M., Alsafadi, Y., Altahat, S. and Yousfi, A. (2020). The effect of talent management on organizational performance improvement: The mediating role of organizational commitment. *Management Science Letters*, 10(12), pp.2937-2944.
4. Alnaqbi, W. (2011). The relationship between human resource practices and employee retention in public organisations: an exploratory study conducted in the United Arab Emirates.
5. Chamundeswari, S. (2013). Job satisfaction and performance of school teachers. *International Journal of Academic Research in Business and Social Sciences*, 3(5), 420.
6. Dixit, S., & Arrawatia, M. A. (2018). The impact of talent management on job satisfaction and employee performance in public sector banks of Rajasthan. *International Journal of Creative Research Thoughts*, 6(1), 425-435.
7. Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: context matters. *The International Journal of Human Resource Management*, 31(4), 457-473.
8. Hyde, A.M. and Jain, N. (2021). Study on Impact of Talent Management on Employees Performance in an Organisation. *Turkish Online Journal of Qualitative Inquiry*, 12(6).
9. Nancy, K. K. (2014). Examining the effect of Talent Management on organizational performance: A case of Comply limited, Nakuru. *School of Business in Patial Fulfillment of The Requirement for The Award*.
10. Shankar, S. R., & Kuppusamy, S. (2018). Impact of talent management practices on employee retention- an empirical study in select IT companies with special reference to Chennai. *International Journal of Enterprise Network Management*, 9(3-4), 205-216.
11. Sidek, S., Al Hammadi, I. H. T., & Al-Shami, S. A. (2021). The Impact of Talent Management Strategies on Employee Performance: A Review. *Journal of Human Capital Development (JHCD)*, 14(2), 60-72.
12. Tunio, M. K., Hamid, A. B. A., Latiff, T. D. A. S. A., Hafeez, M., & Tunio, F. M. (2024). Impact Of Talent Management on Organizational Sustainable Performance: A Moderating Role of Process Innovation. *Educational Administration: Theory And Practice*, 30(5), 3375-3390.
13. Yildiz, R.Ö. and Esmer, S. (2021). Talent management related concepts and debates in container shipping industry by an emerging market perspective. *Journal of Shipping and Trade*, 6(1), p.6.”