The Role of Women Empowerment in Organizational Performance with Mediation of Emotional Intelligence and Moderation of Wearable Devices: A Perspective of Social Exchange Theory

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A B S T R A C T

This study has developed the comprehensive framework of the women empowerment in organizational performance which was supported through social exchange theory, emotional intelligence, and use of wearable technologies, and empirically tested through primary data which was not conducted in previous literature. However, United Nations has contributed his role for women empowerment in developing countries and demographic health survey has collected the data from developing countries every year. Whereas women empowerment literature has ignored the practical implementation of women empowerment through social, emotional, technological and organizational perspective which has been done here. This study has measured women empowerment through CWEI (Composite women empowerment index) because this index has shown the importance of women empowerment for monetary and non-monetary perspective. The education sector was the target population of this study and 150 sample size has been collected through a simple random sampling method with the help of questionnaire and data has been analyzed through partial least square – structural equation modeling. Results has been empirically proved that trust has a positive and significant effect on women empowerment and in addition to this, the empirical results are consistent with social exchange theory as communication quality, opportunistic behavior, social dependence and financial dependence has a positive effect on trust. Similarly, women empowerment has a positive and significant effect on organizational performance and emotional intelligence played the mediating role between them and the use of wearable technology has a positive and significant moderation effect among them. So, this study concluded that empowered women can bring more fruitful economic and organizational performance, because when women get more trust then they feel more empowered and they can input all their efforts to achieve efficient results. Those women who are more emotionally intelligent, and use of wearable technologies, they are more capable of enhancing organizational performance. This research has contributed to women empowerment literature and also have a practical implementation in developing countries specially Pakistan.

INTRODUCTION

After the World War II the world has moved towards human rights. But unfortunately, the right of women has ignored because at that time the world was male dominated, less aware and rigid behavior in society. The fundamental rights of women as education, health, and economic growth were brutally

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damaged. In the 1970s some voices became rise for the fundamental women rights in advance countries, which has to start awareness about essential women right protection in the society. It was become legalized through The Beijing Declaration in 1995 when China has passed the bill to protect the women rights and give them empowerment to contribute in economic, political and social development (sheikhsoha, 2016).

As we know, "When God created man and woman, he was thinking, 'Who shall I give the power to, to give birth to the next human being?' And God chose the woman. And this is the big evidence that women are powerful" (Yousafzai, 2015). Similarly, empowerment is the basic human right of everyone especially the women in the developing countries. In developing countries, India population is greater than 120 crores, and women are 48% of the total population. But unfortunately, from 5500 business women are not actively involved in the business. India wants to improve the labor rate from 10 to 16% of their GDP till 2025 (Handy, Kassam, & Contact, 2004; Kishor & Gupta, 2004; Roy & Niranjan, 2004; West, 2006). Furthermore, only a few women are performing a leadership role in different departments and businesses. Unfortunately, the bad situation is found in Pakistan, Bangladesh, Nepal and other developing countries. So, it is needed for collaborative efforts for policy makers, government and non-government organizations to create the awareness for women empowerment in the society (Batliwala, 1993; Chaudhuri, 2010; Mason & Smith, 2003; UN, 2018).

In previous Literature on women empowerment, most of the studies have used the secondary data using demographic health survey (DHS) (Khan & Raza, 2017; Kishor & Subaiya, 2008; Phan, 2016; Upadhyay & Karasek, 2012), which has only limited variables about women empowerment has focused. The practical and direct aspect of social independence and financial independence through direct data collection has been ignored. Furthermore, the previous studies, does not consider the emotional intelligence, and use of advanced wearable technologies to empower the women which are a very crucial factor for empowerment. So, this study has fulfilled this literature gap, to consider these factors and collect the primary data from the education sector in Pakistan to find the women empowerment effect on organizational performance.

In this study, social exchange theory has used to develop the framework. Social exchange theory has developed the relationship between independent variables (communication quality, opportunistic behavior, social dependence and financial dependence) and the dependent variable (Trust) (Jeong & Oh, 2017). Trust is the ignition factor for women empowerment. Because of its human nature that if they feel trust then they feel more empowered. Moreover, if the women are emotional intelligent, and aware about the use of advanced wearable technologies to perform their activities indecently in more effective

way then they can feel more confident and empowered, which will automatically lead to organizational performance (Ertürk & Vurgun, 2015; Hoxha, 2015; Laschinger, Finegan, Shamian, & Casier, 2000). In this study, the relationship among trust, women empowerment, emotional intelligence, use of wearable technologies, and organizational performance has grounded the foundation for a conceptual framework. Further, this study consists of literature review, methodology, data analysis, conclusion and discussion, with limitations and future directions.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

In this part of study, the in-depth literature review regarding social exchange theory, trust, and women empowerment, use of wearable technologies, emotional intelligence and organizational performance has been conducted.

Social exchange theory (SET) was proposed by Homans (1958). SET suggest that social behavior and social relationship can sharp through the repeated exchanges between individuals. This relationship should be durable if individuals have more benefits as compared to the cost. Furthermore, this relationship can be increased with the passage of time. The satisfaction in the relationship depends on the type of relationship and the relationship partner which vary from relationship to relationship (Lambe, Wittmann, & Spekman, 2001). SET explore the continuation, engagement, and termination of relationship which leads to the social benefits (Jeong & Oh, 2017).

Communication quality is the overall organizational behavior to share the relevant information on time. The communication enables organizations to keep informed with their partners and stakeholders and understand their needs (Anderson & Weitz, 1989, 1992;Anderson & Narus, 1990; Mohr & Nevin, 1990). Organizations can communicate within and outside the organizations as per the requirement (Ball, Simões Coelho, & Machás, 2004). The communication quality will be enhanced with the passage of time. In addition, communication has a positive effect on trust. So, if organizations have good communication then their trust level will be solidified. On the other hand, lack of good communication will reduce the trust level and diminished the relationship commitment (Ariani, 2015).

Opportunistic behavior is the self-centered behavior and action of any individual. In professional life many people are self-centered and they cannot think about others. Sometimes self-centered people took actions against their partners which will negatively effect on relationship and partners reduce their trust level (Gundlach, Achrol, & Mentzer, 1995). Furthermore, opportunistic behavior will create the

inconsistency in the perception and expectation of partner who will lead to distrust dissatisfaction (Nyaga, Whipple, & Lynch, 2010). So, in previous literature, the relationship between opportunistic behavior and trust found a negative effect.

Dependence is the relies on one partner on another in their relationship (Anderson & Narus, 1990). But in the context of SET, dependence is the power distance between partners. In relationship dependence is, what are the benefits one partner gain from other, which are not available outside the relationship (Lambe et al., 2001). Moreover, as the structure and nature of relationship vary then dependence will respond accordingly. Dependence can categorize in to functional (transactional, economic and financial) and Social (relational and psychological). In this study, only financial and social dependence has been considered which will lead to enhancing the trust level, which is consistent with previous literature (Jeong & Oh, 2017).

Empowerment has been defined in different ways, but focus and central point of all these definitions are on the transfer or giving the freedom/discretion to the employee over specific tasks of any organizations or related activities. Randolph (1995) expresses it as —a transfer of power from the owner or management of the employees. Empowerment is a sense of freedom in performing responsibilities and all related tasks. This indicates organizations/agencies must empower their employees so that they can be interested, dedicated, pleased and contribute the organization in achieving its goals (Hoxha, 2015; Williams, 1997).

Importance of empowerment could not be denied in any field of life, however its role for the enhancement of organizational performance is necessary to be identified. Employees performance and satisfaction are primary indicators for the progress of any organization (Busara, 2016). Performance and satisfaction of employee could be improved by empowering them through the training and development, employee input and self-determination, employee access to information and giving them trust. All these factors of empowerment have a high correlation with employee satisfaction and performance necessary for organizational overall performance (Busara, 2016).

Emotional Intelligence (EI) is a term formed in 1990 (Salovey & Mayer, 1990) In the simplest way emotional intelligence is expressed as to ability to: recognize, understand and manage our own emotions as well as recognize, understand and influence the emotions of others (AlDosiry, Alkhadher, AlAqraa, & Anderson, 2016; Joseph, Jin, Newman, & O'boyle, 2015; Wong & Law, 2002). Emotional intelligence is categorized into four main skills-- self-awareness (skill of being aware of and understanding your emotions), self-management (skills that help an employee to feel and be more productive in the organization), social awareness (skills to perceive your personality, including strengths, weaknesses,

thoughts, beliefs, motivation, and emotions) and relationship management (skill to understand the customer need) (AlDosiry et al., 2016; Joseph et al., 2015; Wong & Law, 2002).

The advancement of information communication technologies (ICT) has facilitated in all aspects of life. ICT technologies are getting efficient and smaller day by day to become user friendly (Burnham, Lu, Yaeger, Bailey, & Kollef, 2018; Mardonova & Choi, 2018; Papi, Koh, & McGregor, 2017; Stephenson, McDonough, Murphy, Nugent, & Mair, 2017). The advent of wearable technologies has got more attraction these days. Now users can wear technologies on their bodies like smart bands, smart watch, eye wear, smart cloths, wearable medical devices, fitness trackers. All these devices made the life more convenient. Now, users can get benefits from these devices like their computers and mobile phone. They can do all their activities on their wearable devices instead of mobile phone and computers. Thousands of applications can install and work on smart devices. In previous literature, the use of wearable devices will play its role to enhance organizational performance (Burnham et al., 2018; Mardonova & Choi, 2018; Papi et al., 2017; Stephenson et al., 2017).

Organizational performance has divided in to financial and non – financial performance. The financial performance can measure through economic and financial benefits. In previous literature, the women empowerment has a positive effect on financial performance (AlDosiry et al., 2016; Bae & Lawler, 2000; Busara, 2016; Joseph et al., 2015; Luo, Huang, & Wang, 2012; Wong & Law, 2002). Women empowerment can enhance the overall GDP of the country as well as it will increase the financial performance of organizations. On the other hand, the non – financial performance can measure through the women motivational level, satisfaction, happiness, and their comfort zone (UN, 2018). If women are empowered and they feel organization is giving then respect, motivation and comfort zone then they can work more which will bring competitive advantage as well as organizational performance. The positive relationship between women empowerment and organizational performance has been found in previous literature (AlDosiry et al., 2016; Bae & Lawler, 2000; Busara, 2016; Joseph et al., 2015; Luo et al., 2012; UN, 2018; Wong & Law, 2002)

So, on the base of above literature review the following hypotheses are developed.

H1: Social exchange theory facets have positive and significant influence on Trust.

H2: Social exchange theory facets have positive and significant influence on women empowerment and mediation of Trust.

H3: Social exchange theory facets have positive and significant influence on organizational performance with mediation of women empowerment and Trust.

H4: Trust has positive and significant influence on organizational performance

H5: Trust has positive and significant influence on organizational performance with mediation of women empowerment.

H6: Women empowerment has positive and significant influence on organizational   Performance

H7: Women empowerment has positive and significant influence on organizational   performance with mediation of emotional intelligence.

H8: Women empowerment has positive and significant influence on organizational   performance with moderation of wearable devices.
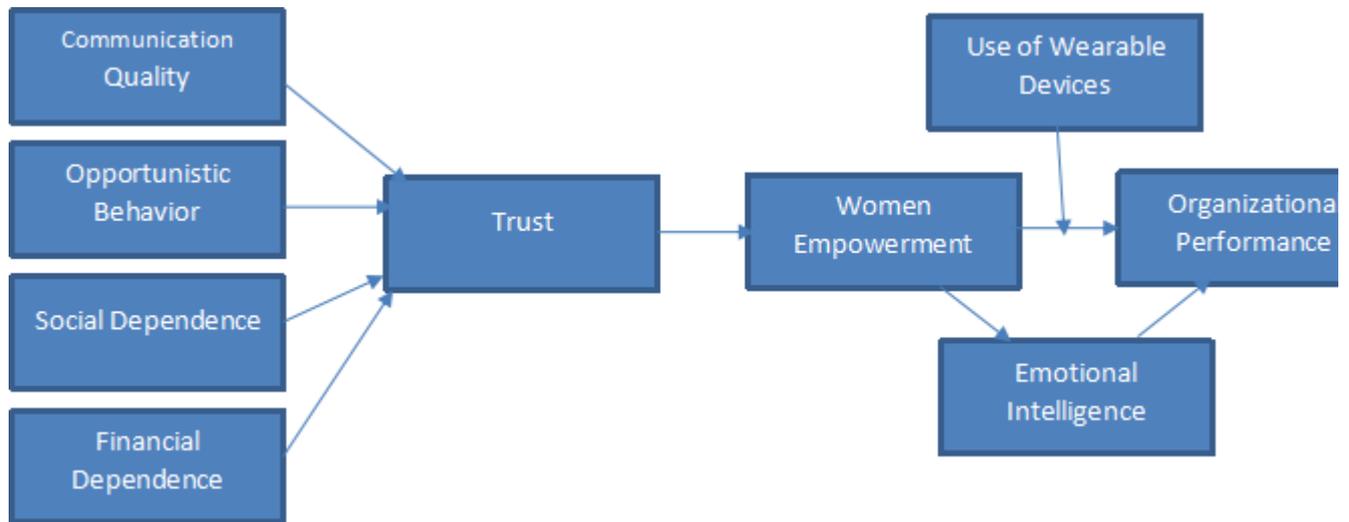

Figure 1: Conceptual Framework

METHODOLOGY AND DATA ANALYSIS

Sample and Data Collection Procedure

The education sector in Pakistan is the target population of this study because women in the education sector are well qualified and they can observe and face the practical problems related to women empowerment. So, the women in the education sector are the perfect match of the population with study variables. In addition to this, the sample has been selected through simple random sampling method. Sample of 150 women teachers from Lahore, Bahawalpur, and Sargodha has been selected. Moreover, data has been collected through the adapted questionnaire through survey method. Both online and offline survey methods have been used in this study. The online questionnaire has distributed through what's app from the different teachers. An online questionnaire has been designed through an online survey form, which can collect data automatically when respondent fills the questionnaire and submit it. On the other hand, some hard copies have also distributed among different women teachers where

researchers have access and availability to contact. The respondent's profile has been mentioned below in table 1.

Table 1: Profile of Respondents

Demographic Factor	Frequency	Percentage
Education		
Intermediate	20	13%
Bachelor	70	47%
Master	45	30%
Higher	15	10%
Age in Years		
18 – 25	50	33%
26 – 35	45	30%
36 – 40	25	17%
Above 40	30	20%
Experience in Years		
1 – 3	65	44%
4 – 6	50	33%
7 – 9	20	13%
Above 9	15	10%

Why use PLS-SEM? Use of Modern Tools and Software's

Partial Least Square – Structure Equation Modeling (PLS–SEM) has used to analyze the data. PLS–SEM can use on small sample size, because this software does not work on normality assumptions (Hair, Ringle, & Sarstedt, 2011; Ringle, Wende, & Becker, 2015). Second, PLS – SEM can analyze the data at their exploratory stage. So, PLS – SEM is the best option to do data analysis because this study has at the exploratory stage and have a small sample size (Hair et al., 2011).

Research Instruments

In this study, all the items have been measured with the help of questionnaire anchored on a Likert scale, the items having factor loadings less than 0.6 has been removed and did not consider for further analysis.

Communication Quality (CQ): Communication quality has been measured through four items and has been taken from a previous study (Ariani, 2015; Jeong & Oh, 2017; Morgan & Hunt, 1994).

Opportunistic Behavior (OB): Opportunistic behavior has been measured through four items and has been taken from a previous study (Jeong & Oh, 2017; Morgan & Hunt, 1994).

Social Dependence (SD): Social dependence has been measured through three items and has been taken from a previous study (Gaski, 1984; Jeong & Oh, 2017; Nevin, 1995).

Financial Dependence (FD): Financial dependence has been measured through three items and has been taken from a previous study (Gaski, 1984; Jeong & Oh, 2017; Nevin, 1995).

Trust (T): Trust has been measured through five items and has been taken from previous literature (Jeong & Oh, 2017; Morgan & Hunt, 1994).

Women Empowerment (WM): Women empowerment has measured through eight factors; awareness, work status, decision making, self – esteem, self – confidence, freedom of movement, education, and BMI. they made the CWEI, women empowerment composite indexed (Soharwardi, 2019). These women empowerment dimensions have converted on a Likert scale by the researcher to collect primary data.

Emotional Intelligence (EI): Emotional Intelligence has been measured through sixteen items and has been taken from a previous study (Wong & Law, 2002).

Use of Wearable Devices (WT): Use of wearable technologies have been measured through four items and has been taken from a previous study (Bhattacherjee, 2001; Hong, Lin, & Hsieh, 2017).

Organizational Performance (OP): Organizational performance has been measured through five items and has been taken from a previous study (Li, Poppo, & Zhou, 2008; Li, Zhou, & Shao, 2009; Luo et al., 2012).

Common Method Variance

Common method variance is the common method bias (CMB). It is the bias occurred in the method selection instead of instrument or data. CMB occurs when data regarding independent and dependent variables have been collected from the same respondents at the same time (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). So, the chances of common method bias are very common in this situation. In this study, data regarding independent and dependent variables have been collect at the same time. So, the chances of CMB have occurred in this study. CMB has reduced to ask questions of dependent and independent variables on separate pages.

In this study, CMB has analyzed through Bagozzi approach. It is a very simple approach in which a correlational matrix has been analyzed. If the items have a correlation less than 0.9 then the items have no issue regarding CMB (Bagozzi, Yi, & Phillips, 1991). The correlational matrix has been mentioned in table 2. All the variables have correlational values of less than 0.9. So, there is no CMB in this study.

Table 2: Fornell and Larcker Criterion Method for Discriminant Validity

	1	2	3	4	5	6	7	8	9
1. Communication Quality	**0.847**								
2. Emotional Intelligence	0.72	**0.734**							
3. Financial Dependence	0.601	0.772	**0.895**						
4. Opportunistic Behavior	-0.302	-0.428	-0.362	**0.889**					
5. Organizational Performance	0.568	0.818	0.718	-0.336	**0.916**				
6. Social Dependence	0.589	0.632	0.654	-0.404	0.507	**0.876**			

7. Trust	0.64	0.794	0.66	-0.164	0.744	0.556	**0.885**	
8. Use of Wearable Devices	0.045	0.145	0.124	-0.019	0.186	0.018	0.12	**0.92**
9. Women Empowerment	0.693	0.812	0.732	-0.396	0.73	0.675	0.689	0.07 **0.730**

Bold diagonal values are square root of AVE.

Measurement Model

Structural equation modeling has divided in to two models; one is measurement model and second is structural model. So, these two models are analyzed on different parameters, as measurement model can be analyzed through reliability and validity. Whereas structural model can be analyzed with the help of regression coefficients and significant level with help of t and p-values.

Reliability is the internal consistency. It can be measured through Cronbach Alpha value. The minimum acceptable value is 0.6 (Hair et al., 2011; Nunnally & Bernstein, 1994). In this study, all variables have Cronbach Alpha value greater than 0.7. So, all variables are reliable.

Composite Reliability is the overall reliability of data. The minimum acceptable value for composite reliability is 0.6 as previous literature suggested (Fornell & Larcker, 1981; Hair et al., 2011). In this study, all variables have composite reliability greater than 0.7. So, in this study, all the variables have composite reliability.

Content Validity is the logical validity of items. Content validity shows the grammatically correct and logical flow of statements. If items have content validity then respondents can understand the items easily. Content validity can measure through factor loading. If the items have factor loading greater than 0.6 (Fornell & Larcker, 1981; Hair et al., 2011),then items have content validity. In this study, all the items have factor loadings greater than 0.6 as mentioned in table 3. So, all items have content validity.

Convergent Validity is the relationship between variables as suggested in theory. It can be analyzed through factor loadings. If the items have factor loading greater than 0.6 (Fornell & Larcker, 1981; Hair et al., 2011), then items have convergent validity. In this study, the factor loading of all items has mentioned in table 3. The factor loading values of each item have greater than 0.6. So, in this study, all the items have convergent validity.

Discriminant Validity is the opposite of convergent validity. It showed the difference between the two variables. Discriminant validity can be calculated through factor loadings. Discriminant validity can be measured through an average variance extract (AVE). If the items have AVE value greater than 0.5 then items have no discriminant validity issue (Fornell & Larcker, 1981; Hair et al., 2011). In this study, the value of AVE has mentioned in table 3, all the variables have AVE values greater than 0.5. So, there is no issue of discriminant validity in this data. In PLS – SEM discriminant validity can also measure through Fornell and Larker method (Fornell & Larcker, 1981), as mentioned in table 2. Both tables empirically proved that all variables have discriminant validity and data can use for further analysis.

The factor loading of items, their t – statistics, Cronbach Alpha values, composite reliability, and average variance extract (AVE) values have been calculated through Smart PLS (Ringle et al., 2015), and mentioned in table 3.

Table 3: *Factor loadings, t – statistics, Reliability and Average Variance Extracted (AVE)*

Construct	Item Loading	t-statistics	Crona Bech Alpha	CR & AVE
Opportunistic Behavior (OB)				
OB1	0.915	4.105	0.921	CR = 0.938
OB2	0.872	4.955		
OB3	0.859	4.364		AVE = 0.790
OB4	0.907	5.139		
Communication Quality (CQ)				
CQ1	0.710	7.375	0.868	CR = 0.910
CQ2	0.892	31.13		
CQ3	0.889	33.74		AVE = 0.718
CQ4	0.884	28.78		
Social Dependence (SD)				
SD1	0.849	29.36	0.850	CR = 0.908
SD2	0.882	28.70		
SD3	0.895	32.82		AVE = 0.767
Financial Dependence (FD)				
FD1	0.921	52.07	0.876	CR = 0.924
FD2	0.942	63.93		
FD3	0.819	14.77		AVE = 0.802
Trust (T)				
T1	0.768	11.51	0.929	CR = 0.947
T2	0.92	44.32		
T3	0.92	45.96		AVE = 0.783
T4	0.913	37.17		
T5	0.894	33.40		
Women Empowerment (WP)				
WM1	0.744	10.54	0.873	CR = 0.900
WM2	0.75	11.86		
WM3	0.613	6.557		AVE = 0.532
WM4	0.743	18.33		
WM5	0.744	13.83		
WM6	0.85	31.11		
WM7	0.664	10.65		
WM8	0.705	10.85		
Emotional Intelligence (EI)				
EI1	0.745	13.67	0.904	CR = 0.921
EI2	0.735	12.43		
EI3	0.605	9.875		AVE = 0.539
EI4	0.657	12.26		
EI5	0.771	11.26		
EI6	0.73	11.69		
EI7	0.819	14.19		
EI8	0.763	14.19		
EI9	0.775	16.04		
EI10	0.72	13.63		
Wearable Devices (WT)				
WT1	0.888	9.320	0.910	CR = 0.943
WT2	0.953	16.06		
WT3	0.917	14.65		AVE = 0.846

Organizational Performance (OP)				
OP1	0.84	14.29	0.952	CR = 0.963
OP2	0.927	49.39		
OP3	0.938	64.75		AVE = 0.840
OP4	0.949	80.40		
OP5	0.923	46.74		

Structural Model

In PLS–SEM, a structural model is the second model for analysis. It can measure through regression values with their significant values. If the path has a significant value less than 0.5 then the path has been accepted (Chin, 1998, 2010; Sanchez, 2013). But, in this study, the researcher has accepted the significant values till 0.10. All the direct and indirect paths have been analyzed and results have mentioned in table 4.

Table 4: Research model validation

	R^2	T Statistics	P Values
Communication Quality -> Trust	0.359	4.122	0.000
Emotional Intelligence -> Organizational Performance	0.639	7.558	0.000
Financial Dependence -> Trust	0.408	4.519	0.000
Opportunistic Behavior -> Trust	0.149	2.386	0.017
Social Dependence -> Trust	0.137	1.615	0.106
Trust -> Women Empowerment	0.689	9.504	0.000
Use of Wearable Devices -> Organizational Performance	0.079	1.825	0.068
WM*WT -> Organizational Performance	-0.005	0.121	0.904
Women Empowerment -> Emotional Intelligence	0.812	18.617	0.000
Women Empowerment -> Organizational Performance	0.204	2.177	0.029
Communication Quality -> Trust -> Women Empowerment -> Emotional Intelligence	0.201	3.288	0.001
Financial Dependence -> Trust -> Women Empowerment -> Emotional Intelligence	0.229	3.466	0.001
Opportunistic Behavior -> Trust -> Women Empowerment -> Emotional Intelligence	0.083	2.391	0.017
Trust -> Women Empowerment -> Emotional Intelligence	0.56	6.762	0.000
Social Dependence -> Trust -> Women Empowerment -> Emotional Intelligence	0.077	1.497	0.134
Communication Quality -> Trust -> Women Empowerment -> Emotional Intelligence -> Organizational Performance	0.129	3.3	0.001
Financial Dependence -> Trust -> Women Empowerment -> Emotional Intelligence -> Organizational Performance	0.146	3.215	0.001
Opportunistic Behavior -> Trust -> Women Empowerment -> Emotional Intelligence -> Organizational Performance	0.053	2.178	0.029
Women Empowerment -> Emotional Intelligence -> Organizational Performance	0.519	7.402	0.000

Trust -> Women Empowerment -> Emotional Intelligence -> Organizational Performance	0.358	5.294	0.000
Social Dependence -> Trust -> Women Empowerment -> Emotional Intelligence -> Organizational Performance	0.049	1.412	0.158
Communication Quality -> Trust -> Women Empowerment -> Organizational Performance	0.051	1.641	0.101
Financial Dependence -> Trust -> Women Empowerment -> Organizational Performance	0.057	1.739	0.082
Opportunistic Behavior -> Trust -> Women Empowerment -> Organizational Performance	0.021	1.83	0.067
Trust -> Women Empowerment -> Organizational Performance	0.141	2.012	0.044
Social Dependence -> Trust -> Women Empowerment -> Organizational Performance	0.019	1.248	0.212
Communication Quality -> Trust -> Women Empowerment	0.248	3.598	0.000
Financial Dependence -> Trust -> Women Empowerment	0.281	3.844	0.000
Opportunistic Behavior -> Trust -> Women Empowerment	0.103	2.425	0.015
Social Dependence -> Trust -> Women Empowerment	0.095	1.54	0.124

The path coefficients model of structural equation modeling has mentioned in figure 5, which shows all the path coefficients and factor loadings of each item, as mentioned below figure.
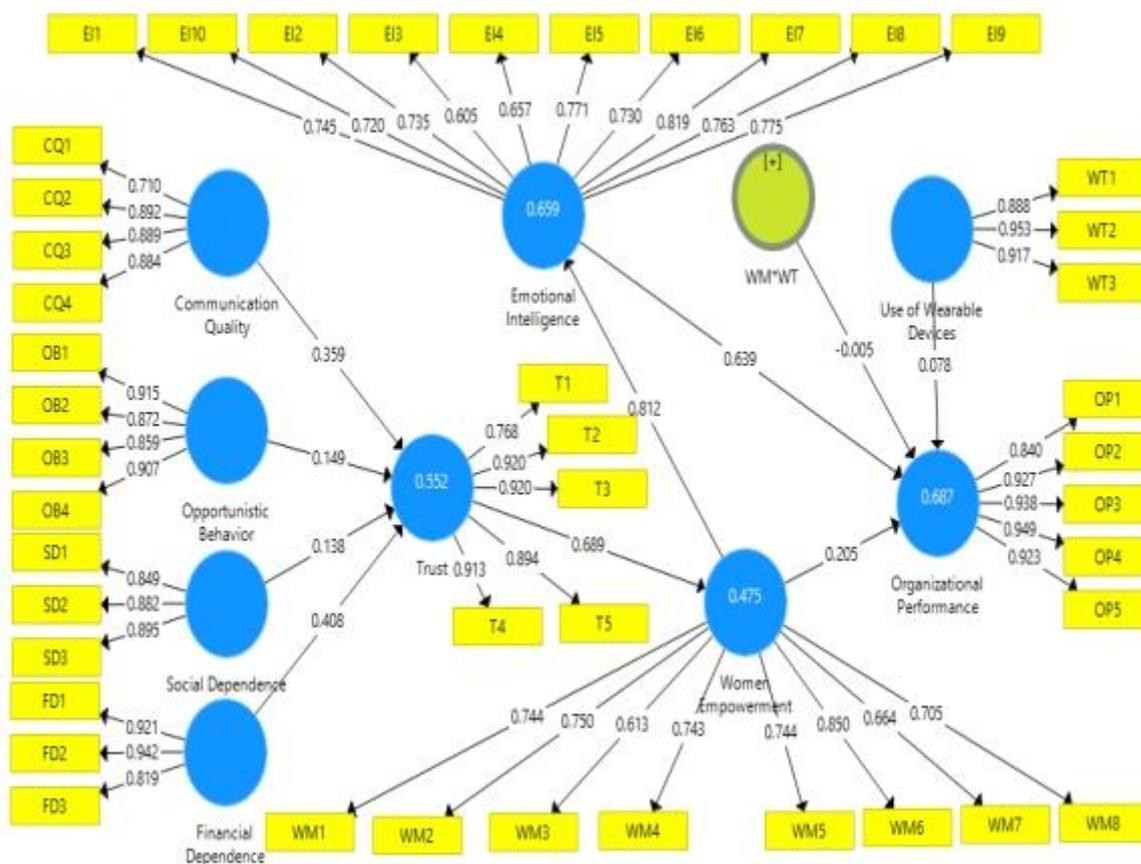

Figure 2: Path Coefficients for Organizational Performance

Q² Construct Cross validated Redundancy

The construct cross validated redundancy has been validated which shows predictive relevance by using SmartPLS and results has been mentioned in Table 5.

Table 5: Q2 Cross Validity Redundancy

	SSO	SSE	Q² (=1-SSE/SSO)
Communication Quality	600	600	
Emotional Intelligence	1500	997.982	0.335
Financial Dependence	450	450	
Opportunistic Behavior	600	600	
Organizational Performance	750	329.348	0.561
Social Dependence	450	450	
Turst	750	438.531	0.415
Use of Wearable Devices	450	450	
WM*WT	150	150	
Women Empowerment	1200	921.628	0.232

CONCLUSION AND DISCUSSION

Empowerment is the basic human right of everyone especially women. If women are empowered then they can participate more effectively in economic activities and unpaid domestic work. They can feel more respect, care, and motivation when they got empowerment. In previous literature, women empowerment got too much focused in developing countries for the overall economic activities and GDP of the overall country will increase through the empowerment (UN, 2018). Many international organizations especially United Nation (UN) has focused on empowering the women and giving the awareness in the society about women empowerment and the benefits for empowering the women (Bae & Lawler, 2000; UN, 2018).

In this study, social exchange theory has ground the foundation for the framework. Social exchange theory has developed a positive and significant relationship among communication quality, opportunistic behavior, social dependence, and financial dependence as independent variables and trust as the dependent variable (Jeong & Oh, 2017). In this study, all independent variables (communication quality, opportunistic behavior, social dependence, and financial dependence) have a positive and significant effect on the dependent variable (Trust). So, the empirical results showed the same path coefficient which is consistent with a previous study (Jeong & Oh, 2017).

Trust has a positive and significant effect on women empowerment which was logically and qualitatively discuss in previous literature (Soharwardi, 2019). But did not find any empirical evidence from the literature. So, this study has developed this empirical positive and significant relationship between trust and women empowerment. So, if women get more trust then they will feel more empowered and can perform their domestic unpaid, and professional work more effectively.

Emotional intelligence is the understanding of personal and others emotions and utilizes these emotions for the benefits. In this study, emotional intelligence has considered as a mediator between women empowerment and organizational performance (Joseph et al., 2015). The path coefficient results have proven that emotional intelligence has meditated relationship. The women who have more emotional intelligence they can perform in a better way to enhance sales for organizational performance (AlDosiry et al., 2016).

Use of wearable technologies has emerged in everyday life especially the use of smart watch and the smart band are getting very common everywhere. If women are empowered and using wearable devices then they can enhance organizational performance (Burnham et al., 2018; Mardonova & Choi, 2018; Papi et al., 2017; Stephenson et al., 2017). In this study, the use of wearable technologies has considered as a moderator between women empowerment and organizational performance. But the empirical results of this study proved that wearable technologies have a positive and significant effect on organizational performance as an independent variable but they did not have a significant effect as moderator. So, the use of wearable technologies can increase the organizational performance independently.

In previous Literature on women empowerment, most of the studies have used the secondary data using demographic health survey (DHS) (Khan & Raza, 2017; Kishor & Subaiya, 2008; Phan, 2016; Upadhyay & Karasek, 2012), which has only limited variables about women empowerment has focused. The practical and direct aspect of social independence and financial independence through direct data collection has been ignored. Furthermore, the previous studies, does not consider the emotional intelligence, and use of advanced wearable technologies to empower the women which are a very crucial factor for empowerment. So, this study, has fulfilled this literature gap, to consider these factors and collect the primary data from the education sector in Pakistan to find the women empowerment effect on organizational performance. So, this study has a theoretical and practical contribution toward empowerment of women especially in Pakistani prospective. Furthermore, the framework of this study can be generalized to empirically test in other developing countries.

In this study, primary data has been collected through survey method. But in future, the mixed methodology of interview and survey method can be used. In this study, the use of wearable technology does not have a moderating effect. So, in future studies it can be considered as an independent variable. In this study, organizational structure, leadership styles, facilitating conditions, awareness has been ignoring but in future studies these important factors can be considered.

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