

Gender Perspectives in Rural Employment: The Role of Human Resource Management in Empowering Women through Self-Help Groups in Telangana

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Abstract— Women's empowerment is essential for achieving inclusive and sustainable rural development, particularly in developing countries where Self-Help Groups (SHGs) play a significant role in improving women's socio-economic conditions. The present study examines the influence of Human Resource Management (HRM) practices on the economic, social, and psychological empowerment of women participating in SHGs in the districts of Nalgonda, Suryapet, and Yadadri Bhongiri in Telangana. The study adopted a quantitative research design, and primary data were collected from 320 women SHG members using a structured questionnaire. Stratified random sampling was employed to select the respondents, and the collected data were analysed using descriptive statistics and Analysis of Variance (ANOVA). The findings reveal that HRM practices, namely Training and Development, Performance Recognition, Leadership Building, and Group Facilitation, have a statistically significant positive influence on women's empowerment. However, Conflict Resolution did not exhibit a significant relationship with the three dimensions of empowerment. The study concludes that integrating structured HRM practices into SHG activities enhances women's skills, leadership capacity, confidence, and participation in socio-economic development. The findings provide useful insights for policymakers, rural development agencies, and community-based organisations in strengthening SHGs as effective platforms for women's empowerment and sustainable rural development.

Keywords— Human Resource Management, Women Empowerment, Self-Help Groups, Rural Development, Economic Empowerment, Social Empowerment, Psychological Empowerment.

I. INTRODUCTION

Women's empowerment has become a key priority in achieving inclusive and sustainable development, particularly in developing countries where rural women

continue to experience social, economic, and institutional inequalities. In India, women play a vital role in agriculture, household management, and rural livelihoods; however, they often face challenges such as limited access to education, financial resources, employment opportunities, and participation in decision-making processes. Empowering women through livelihood opportunities and capacity-building initiatives is therefore essential for improving household welfare, reducing poverty, and promoting sustainable rural development. These objectives are closely aligned with the United Nations Sustainable Development Goals (SDGs), particularly SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth) [1].

The Government of India and the Government of Telangana have implemented several programmes to strengthen women's socio-economic participation through Self-Help Groups (SHGs). Supported by institutions such as the National Bank for Agriculture and Rural Development (NABARD) and the Society for Elimination of Rural Poverty (SERP), SHGs have evolved beyond their traditional role as microfinance groups into community-based organizations that promote entrepreneurship, leadership, skill development, and social inclusion. Through regular meetings, savings, credit activities, and capacity-building programmes, SHGs have created opportunities for rural women to improve their economic independence while enhancing their confidence, leadership abilities, and participation in community development [2].

Although Human Resource Management (HRM) practices are generally associated with formal organizations, many of their fundamental principles are increasingly evident within SHGs. Activities such as training and development, performance recognition, leadership building, conflict resolution, and group facilitation contribute to improving members' knowledge, skills, motivation, and collective effectiveness. These practices strengthen the functioning of

SHGs while simultaneously supporting the economic, social, and psychological empowerment of women. Recent studies have highlighted that community-based HRM practices can significantly enhance women's participation, entrepreneurial capabilities, and sustainable livelihood outcomes, particularly in rural settings [3], [4], [5].

Telangana has emerged as one of the leading states in implementing women-centred rural development programmes through an extensive network of Self-Help Groups. Districts such as Nalgonda, Suryapet, and Yadadri Bhongiri have witnessed increasing participation of women in SHG activities, creating opportunities for income generation, leadership development, and community engagement. Despite this progress, empirical evidence examining the contribution of specific HRM practices to different dimensions of women's empowerment remains limited. Most previous studies have primarily focused on microfinance, financial inclusion, or general empowerment, while relatively few have investigated SHGs from a Human Resource Management perspective using statistical analysis.

Addressing this research gap, the present study examines the role of HRM practices in empowering rural women through SHGs in Telangana. Specifically, it investigates how training and development, performance recognition, leadership building, conflict resolution, and group facilitation influence the economic, social, and psychological empowerment of women. Primary data were collected from 320 women SHG members across the districts of Nalgonda, Suryapet, and Yadadri Bhongiri. Descriptive statistics and Analysis of Variance (ANOVA) were employed to analyse the relationships between HRM practices and empowerment outcomes. The findings are expected to provide useful insights for policymakers, development agencies, and HR professionals seeking to strengthen community-based empowerment programmes and promote sustainable rural development.

II. LITERATURE REVIEW

Women's empowerment has been widely recognized as a multidimensional concept encompassing economic independence, social participation, decision-making authority, and psychological well-being. Over the years, researchers have emphasized that empowerment extends beyond income generation to include the ability of women to exercise control over resources, participate in community affairs, and improve their overall quality of life. [6] Explained that empowerment is a process through which individuals gain the capacity to make strategic life choices that were previously unavailable to them. Similarly, [7] highlighted that empowerment involves transforming unequal power relations by strengthening women's access to opportunities, knowledge, and leadership. In rural India, Self-Help Groups (SHGs) have emerged as one of the most effective community-based approaches for promoting women's socio-economic development. Initially established to encourage savings and provide access to microcredit, SHGs have gradually expanded their role by facilitating entrepreneurship, skill development, leadership, and social participation. These groups have created opportunities for rural women to improve their financial independence while simultaneously enhancing their confidence, communication skills, and community engagement. [2] Reported that SHGs

continue to play a significant role in promoting financial inclusion, livelihood generation, and sustainable rural development across India.

Many activities undertaken within SHGs closely resemble Human Resource Management (HRM) practices commonly implemented in formal organizations. Training programmes enhance members' technical and entrepreneurial skills, leadership opportunities encourage active participation in decision-making, performance recognition motivates continued involvement, and group facilitation strengthens teamwork and collective responsibility. These practices contribute not only to the effective functioning of SHGs but also to the personal development of women participating in them. Recent studies have suggested that community-oriented HRM practices positively influence women's employability, entrepreneurial capabilities, and social inclusion by strengthening both individual competencies and group performance [3], [5]. Previous empirical studies have consistently reported positive relationships between SHG participation and women's empowerment. [8] Found that participation in community-based organizations significantly improved women's economic decision-making, mobility, and confidence. [9] Observed that employment opportunities created through rural development initiatives contributed to higher levels of social participation and financial security among women. More recent studies have also highlighted that continuous capacity-building, leadership development, and institutional support are essential for sustaining women's empowerment and promoting inclusive rural development [10].

Despite the growing body of literature on SHGs and women's empowerment, relatively few studies have examined these initiatives from a Human Resource Management perspective. Most existing research has concentrated on microfinance, financial inclusion, entrepreneurship, or general empowerment, while limited attention has been given to the influence of specific HRM practices such as training and development, performance recognition, leadership building, conflict resolution, and group facilitation on different dimensions of empowerment. Furthermore, empirical evidence from Telangana remains limited, particularly studies employing statistical techniques to evaluate these relationships. To address this gap, the present study examines the influence of selected HRM practices implemented within Self-Help Groups on the economic, social, and psychological empowerment of rural women in the districts of Nalgonda, Suryapet, and Yadadri Bhongiri, Telangana. By analysing primary data collected from SHG members using descriptive statistics and Analysis of Variance (ANOVA), the study seeks to provide empirical evidence on how grassroots HRM practices contribute to women's empowerment and sustainable rural development.

III. CONCEPTUAL FRAMEWORK

The present study is based on the premise that Human Resource Management (HRM) practices implemented through Self-Help Groups (SHGs) contribute significantly to the empowerment of rural women. Although HRM is traditionally associated with formal organizations, its core functions are increasingly evident in community-based institutions such as SHGs, where members receive training, participate in leadership activities, resolve conflicts

collectively, and work together to achieve common socio-economic goals. These HRM practices strengthen the capabilities of women while enhancing the effectiveness of SHGs as instruments of rural development. The conceptual framework [Fig. 1] of this study identifies five HRM practices as the independent variables: Training and Development, Performance Recognition, Leadership Building, Conflict Resolution, and Group Facilitation. These practices are expected to improve women's knowledge, skills, motivation, participation, and leadership capacity. Continuous training enables women to acquire technical, entrepreneurial, and financial management skills, while performance recognition encourages active participation and sustained commitment. Leadership-building activities provide opportunities for women to develop confidence and decision-making abilities. Conflict resolution helps maintain group harmony and effective communication, whereas group facilitation promotes cooperation, mutual learning, and collective responsibility among SHG members.

The dependent variable of the study is Women's Empowerment, which is examined through three dimensions: Economic Empowerment, Social Empowerment, and Psychological Empowerment. Economic empowerment refers to improved income generation, savings, financial independence, and control over household resources. Social empowerment reflects increased participation in family and community decision-making, enhanced social status, and stronger interpersonal relationships. Psychological empowerment represents improvements in self-confidence, self-esteem, motivation, and the ability to make independent decisions. The framework assumes that effective implementation of HRM practices within SHGs positively influences all three dimensions of women's empowerment. Women who receive continuous training, recognition, leadership opportunities, and group support are expected to become more economically independent, socially active, and psychologically confident. Consequently, strengthened empowerment further enhances participation in SHGs, creating a positive cycle of individual and community development. Based on this conceptual framework, the study empirically examines the influence of selected HRM practices on the economic, social, and psychological empowerment of rural women in the districts of Nalgonda, Suryapet, and Yadadri Bhongiri, Telangana. The relationships proposed in the framework are tested using descriptive statistics and Analysis of Variance (ANOVA).

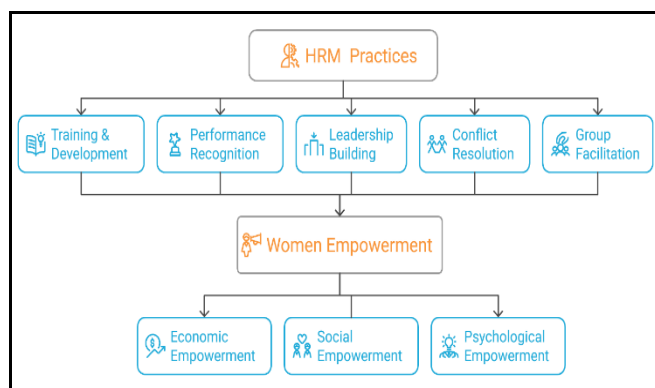


Fig. 1. Conceptual Framework

IV. OBJECTIVES OF THE STUDY

The present study aims to examine the role of Human Resource Management (HRM) practices in empowering rural women through Self-Help Groups (SHGs) in Telangana. The specific objectives are:

1. To examine the demographic profile of women participating in Self-Help Groups (SHGs) in the selected districts of Telangana.
2. To assess the implementation of Human Resource Management (HRM) practices, namely Training and Development, Performance Recognition, Leadership Building, Conflict Resolution, and Group Facilitation, within Self-Help Groups.
3. To evaluate the level of women's empowerment in terms of economic, social, and psychological dimensions.
4. To analyse the influence of HRM practices on the economic, social, and psychological empowerment of rural women using Analysis of Variance (ANOVA).

V. HYPOTHESES

To achieve the objectives of the study, the following null hypotheses were formulated:

1. H01: There is no significant relationship between Human Resource Management (HRM) practices and the economic empowerment of women participating in Self-Help Groups.
2. H02: There is no significant relationship between Human Resource Management (HRM) practices and the social empowerment of women participating in Self-Help Groups.
3. H03: There is no significant relationship between Human Resource Management (HRM) practices and the psychological empowerment of women participating in Self-Help Groups.

VI. RESEARCH METHODOLOGY

The present study adopted a quantitative research design to examine the influence of Human Resource Management (HRM) practices on the empowerment of rural women participating in Self-Help Groups (SHGs) in Telangana. A descriptive and analytical research approach was employed to understand the relationship between HRM practices and different dimensions of women's empowerment. Quantitative research is appropriate for examining relationships among variables through statistical analysis and drawing objective conclusions [11]. The study was conducted in the districts of Nalgonda, Suryapet, and Yadadri Bhongiri in Telangana. These districts were selected because of their active Self-Help Group (SHG) network and their significant contribution to rural livelihood and women's development programmes. The target population comprised women who were active members of SHGs functioning in these districts. A total of 320 women respondents were

selected using stratified random sampling, ensuring adequate representation of different age groups, educational qualifications, marital status, and duration of SHG membership. Stratified random sampling helps improve the representativeness of the sample by ensuring that important subgroups of the population are proportionately included in the study [12]. Only women who had actively participated in SHG activities were included as respondents.

Primary data were collected through a structured questionnaire developed after reviewing relevant literature on Human Resource Management and women's empowerment. The questionnaire was designed using a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. It consisted of two sections. The first section collected demographic information such as age, education, marital status, district, and duration of SHG membership. The second section measured the study variables, namely Training and Development, Performance Recognition, Leadership Building, Conflict Resolution, Group Facilitation, Economic Empowerment, Social Empowerment, and Psychological Empowerment. The use of structured questionnaires is widely recommended in social science research for collecting standardized and reliable data from a large number of respondents [13]. The collected data were coded and analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to describe the demographic characteristics and the study variables. To examine the influence of HRM practices on the economic, social, and psychological empowerment of women, Analysis of Variance (ANOVA) was employed. The hypotheses were tested at a 5 per cent level of significance ($p < 0.05$) to determine whether statistically significant relationships existed between the independent and dependent variables [11]. Ethical principles were followed throughout the study. The purpose of the research was clearly explained to all participants before data collection, and informed consent was obtained from each respondent. Participation was voluntary, confidentiality was maintained, and the information collected was used solely for academic research purposes.

VII. RESULTS

Demographic Variables

The demographic characteristics of the respondents are presented in Table 1. The study included 320 women who were active members of Self-Help Groups (SHGs) from the districts of Nalgonda, Suryapet, and Yadadri Bhongiri in Telangana. The demographic profile provides an overview of the respondents' age, educational qualification, marital status, district, and duration of SHG membership. The age distribution shows that the largest proportion of respondents belonged to the 26–35 years age group (31.25%), followed by those aged 18–25 years (25.00%). Respondents in the 36–45 years age group constituted 21.88%, while women aged 46–60 years represented 15.62% of the sample. Participants aged 60 years and above accounted for only 6.25%, indicating that most respondents were in their economically active years. With respect to educational qualification, secondary education was the most common level attained by the respondents (34.38%). Graduates represented 21.88% of the sample, followed by respondents with primary education (18.75%). An equal proportion of women had completed postgraduate education (12.50%) or reported having no

formal education (12.50%). These findings indicate that the majority of respondents possessed at least a basic level of formal education, which may support their participation in SHG activities and capacity-building programmes.

The marital status of the respondents reveals that married women constituted the largest group (65.62%), followed by single women (28.12%). Widowed and divorced women each represented 3.12% of the sample, reflecting the participation of women from different family backgrounds. The district-wise distribution indicates that respondents from Nalgonda accounted for 37.50% of the sample, while Suryapet and Yadadri Bhongiri each contributed 31.25%. The distribution demonstrates adequate representation from all three districts selected for the study. Regarding the duration of SHG membership, the highest proportion of respondents (40.62%) had been associated with SHGs for one to three years. This was followed by respondents with four to six years of membership (28.12%). Women with less than one year of membership and those with more than seven years of membership each accounted for 15.62% of the sample. The findings suggest that most respondents had sufficient experience in SHG activities to provide informed opinions on HRM practices and women's empowerment. The demographic profile indicates that the respondents represent diverse socio-economic and educational backgrounds, providing an appropriate basis for examining the influence of Human Resource Management practices on the economic, social, and psychological empowerment of rural women participating in Self-Help Groups.

Table 1. Demographic Variables

Demographic Variable	Category	Frequency (n)	Percentage (%)
Age	18–25	80	25.00
	26–35	100	31.25
	36–45	70	21.88
	46–60	50	15.62
	60+	20	6.25
Education Level	No formal education	40	12.50
	Primary	60	18.75
	Secondary	110	34.38
	Graduate	70	21.88
	Postgraduate	40	12.50
Marital Status	Single	90	28.12
	Married	210	65.62
	Widowed	10	3.12
	Divorced	10	3.12
District	Nalgonda	120	37.50
	Suryapet	100	31.25
	Yadadri Bhongiri	100	31.25
Years in SHG	<1 year	50	15.62
	1–3 years	130	40.62
	4–6 years	90	28.12
	7+ years	50	15.62

Descriptive Statistics

The descriptive statistics of the study variables are presented in Table 2. The analysis includes five Human

Resource Management (HRM) practices, namely Training and Development, Performance Recognition, Leadership Building, Conflict Resolution, and Group Facilitation, along with the three dimensions of women's empowerment: Economic Empowerment, Social Empowerment, and Psychological Empowerment. The findings indicate that the respondents expressed generally positive perceptions towards the HRM practices implemented within Self-Help Groups (SHGs). Among the HRM practices, Training and Development recorded the highest mean score ($M = 4.12$, $SD = 0.58$), followed by Group Facilitation ($M = 4.10$, $SD = 0.60$) and Leadership Building ($M = 4.05$, $SD = 0.55$). These results suggest that skill development, leadership opportunities, and supportive group activities are well established within the selected SHGs. Performance Recognition also received a favourable response ($M = 3.95$, $SD = 0.62$), while Conflict Resolution recorded the lowest mean score ($M = 3.89$, $SD = 0.67$), indicating comparatively greater variation in respondents' perceptions regarding conflict management practices. With regard to women's empowerment, Economic Empowerment recorded the highest mean score ($M = 4.25$, $SD = 0.53$), followed closely by Psychological Empowerment ($M = 4.22$, $SD = 0.52$) and Social Empowerment ($M = 4.18$, $SD = 0.57$). The relatively high mean values across all three dimensions indicate that participation in SHGs has contributed positively to improving women's financial independence, social participation, self-confidence, and decision-making abilities. The standard deviation values for all variables ranged from 0.52 to 0.67, indicating a moderate level of variation in the responses and suggesting reasonable consistency among the respondents. Overall, the descriptive statistics demonstrate that HRM practices are positively perceived by SHG members and are associated with favourable levels of economic, social, and psychological empowerment among rural women.

Table 2. Descriptive statistics

Construct	Mean	Standard Deviation	Minimum	Maximum
Training & Development	4.12	0.58	2	5
Performance Recognition	3.95	0.62	2	5
Leadership Building	4.05	0.55	2	5
Conflict Resolution	3.89	0.67	1	5
Group Facilitation	4.10	0.60	2	5
Economic Empowerment	4.25	0.53	3	5
Social Empowerment	4.18	0.57	2	5
Psychological Empowerment	4.22	0.52	3	5

VIII. ANOVA ANALYSIS

A. Hypothesis (H01)

The first null hypothesis (H01) states that there is no significant relationship between Human Resource Management (HRM) practices and the economic empowerment of women participating in Self-Help Groups (SHGs). The ANOVA results presented in Table 3 reveal that Training and Development ($F = 4.982$, $p = 0.008$), Performance Recognition ($F = 4.117$, $p = 0.017$), Leadership Building ($F = 3.875$, $p = 0.022$), and Group Facilitation ($F = 4.312$, $p = 0.014$) have a statistically significant influence on the economic empowerment of women, as their p-values are less than the 0.05 level of significance. These findings indicate that HRM practices contribute to improving women's skills, motivation, leadership abilities, and participation in income-generating activities through SHGs. In contrast, Conflict Resolution ($F = 2.154$, $p = 0.119$) does not show a statistically significant relationship with economic empowerment. This suggests that conflict management practices alone may not directly influence the economic outcomes of SHG members. Therefore, the null hypothesis (H01) is rejected for Training and Development, Performance Recognition, Leadership Building, and Group Facilitation, while it is accepted for Conflict Resolution.

Table 3. Anova Analysis of HR Practices between Economic Empowerment

HR Practice	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Training & Development	14.752	2	7.376	4.982	0.008
Performance Recognition	12.621	2	6.311	4.117	0.017
Leadership Building	11.412	2	5.706	3.875	0.022
Conflict Resolution	7.940	2	3.970	2.154	0.119
Group Facilitation	13.281	2	6.641	4.312	0.014

B. Hypothesis (H02)

The second null hypothesis (H02) states that there is no significant relationship between Human Resource Management (HRM) practices and the social empowerment of women participating in Self-Help Groups (SHGs). The ANOVA results presented in Table 4 indicate that Training and Development ($F = 5.714$, $p = 0.004$), Performance Recognition ($F = 4.093$, $p = 0.018$), Leadership Building ($F = 5.005$, $p = 0.007$), and Group Facilitation ($F = 5.912$, $p = 0.003$) have a statistically significant influence on the social empowerment of women, as their p-values are below the 0.05 level of significance. These findings suggest that HRM practices encourage greater social participation, strengthen leadership roles, and enhance women's involvement in community activities. However, Conflict Resolution ($F = 2.874$, $p = 0.059$) does not exhibit a statistically significant relationship with social empowerment. Therefore, the null hypothesis (H02) is rejected for Training and Development, Performance Recognition, Leadership Building, and Group Facilitation, while it is accepted for Conflict Resolution.

Table 4. Anova Analysis of HR Practices between Social Empowerment

HR Practice	Sum of Squares	df.	Mean Square	F	Sig. (p-value)
Training & Development	16.504	2	8.252	5.714	0.004
Performance Recognition	13.312	2	6.656	4.093	0.018
Leadership Building	15.127	2	7.563	5.005	0.007
Conflict Resolution	8.765	2	4.383	2.874	0.059
Group Facilitation	17.013	2	8.507	5.912	0.003

C. Hypothesis (H03)

The third null hypothesis (H03) states that there is no significant relationship between Human Resource Management (HRM) practices and the psychological empowerment of women participating in Self-Help Groups (SHGs). The ANOVA results presented in Table 5 show that Training and Development ($F = 4.662$, $p = 0.010$), Performance Recognition ($F = 4.291$, $p = 0.015$), Leadership Building ($F = 5.508$, $p = 0.005$), and Group Facilitation ($F = 4.884$, $p = 0.009$) have a statistically significant influence on psychological empowerment, as their p-values are less than 0.05. The results indicate that these HRM practices contribute to improving women's self-confidence, motivation, and decision-making abilities. In contrast, Conflict Resolution ($F = 3.012$, $p = 0.051$) does not show a statistically significant relationship with psychological empowerment. Therefore, the null hypothesis (H03) is rejected for Training and Development, Performance Recognition, Leadership Building, and Group Facilitation, whereas it is accepted for Conflict Resolution.

Table 5. Anova Analysis of HR Practices between Psychological Empowerment

HR Practice	Sum of Squares	df.	Mean Square	F	Sig. (p-value)
Training & Development	13.908	2	6.954	4.662	0.010
Performance Recognition	12.823	2	6.412	4.291	0.015
Leadership Building	16.542	2	8.271	5.508	0.005
Conflict Resolution	9.114	2	4.557	3.012	0.051
Group Facilitation	14.236	2	7.118	4.884	0.009

IX. DISCUSSION

The findings of the present study demonstrate that Human Resource Management (HRM) practices implemented through Self-Help Groups (SHGs) play an important role in empowering rural women in Telangana. The descriptive statistics indicate that the respondents had favourable perceptions of HRM practices, particularly

Training and Development, Leadership Building, and Group Facilitation. Similarly, the relatively high mean scores for economic, social, and psychological empowerment suggest that active participation in SHGs has positively influenced the overall development of women. These findings support the view that SHGs serve not only as financial institutions but also as platforms for capacity building and community development [2], [6]. The ANOVA results further reveal that Training and Development, Performance Recognition, Leadership Building, and Group Facilitation have a significant influence on all three dimensions of women's empowerment. These findings indicate that continuous skill development, recognition of members' contributions, leadership opportunities, and effective group coordination enhance women's confidence, participation, and economic independence. The results are consistent with earlier studies, which reported that SHGs contribute to improving women's decision-making ability, leadership capacity, and socio-economic well-being [7], [8]. However, Conflict Resolution did not show a statistically significant relationship with any of the empowerment dimensions. This may suggest that conflict management practices within SHGs require greater attention and strengthening to improve their overall effectiveness.

The study highlights the importance of integrating HRM practices into SHG activities to achieve sustainable women's empowerment. Strengthening training programmes, encouraging leadership development, recognising members' achievements, and promoting effective group participation can further enhance the contribution of SHGs to rural development. The findings provide useful insights for policymakers, rural development agencies, and NGOs in designing programmes that support inclusive growth and improve the socio-economic status of rural women.

X. CONCLUSION

The present study examined the influence of Human Resource Management (HRM) practices on the empowerment of rural women participating in Self-Help Groups (SHGs) in the districts of Nalgonda, Suryapet, and Yadadri Bhongiri in Telangana. The findings reveal that HRM practices, particularly Training and Development, Performance Recognition, Leadership Building, and Group Facilitation, have a significant positive influence on the economic, social, and psychological empowerment of women. These practices contribute to enhancing women's skills, leadership capabilities, confidence, and participation in income-generating and community development activities. However, Conflict Resolution did not demonstrate a statistically significant influence on the three dimensions of empowerment, indicating the need for further improvement in conflict management practices within SHGs. The study highlights the importance of integrating structured HRM practices into SHG activities to strengthen women's empowerment and promote sustainable rural development. Strengthening capacity-building programmes, encouraging leadership opportunities, recognising members' contributions, and improving group participation can further enhance the effectiveness of SHGs. The findings may be useful for policymakers, rural development agencies, non-governmental organisations, and programme administrators in designing initiatives that support women's socio-economic development and inclusive growth. Future studies may extend this research by including larger geographical areas,

additional HRM practices, or advanced statistical techniques to provide broader insights into women's empowerment in rural communities.

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