

A Study On Psychological Empowerment Among The Women Employees Of Information Technology Companies In Chennai City

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ABSTRACT

The Psychological empowerment is compiled of four cognitions namely Meaning, Self-determination, Competence, and Impact. The concept of “meaning” refers to the position between one’s work role and one’s own beliefs, values, and standards. The factor of “Self-determination” is an individual’s sense of autonomy or control concerning the initiation or regulation of one’s actions. The term “Competence” refers to the belief in one’s capability to successfully perform work activities. The factor of “Impact” is the belief that one can make a difference in the managerial process; that one could influence operational outcomes in the work unit”. The researcher identified the problem of the present study was whether the psychological factors leads to job satisfaction of women employees in information technology companies in Chennai city. Therefore the present study was conducted evidence of the connection between psychological factors and job satisfaction of women employees. The Population for this study was the women employees of information technology companies in Chennai city. The primary data for the study was collected via a structured questionnaire from 271 women employee’s information technology companies in Chennai city. The respondent’s responses was collected on the basis of 5-point Likert scale from strongly agree to strongly disagree were obtained and the hypotheses tested using multiple regression. The study found that the psychological factors namely meaning, competence, Self-Determination and impact significantly influencing the employees towards the job satisfaction.

Keywords: Psychological Empowerment, Meaning, Self-Determination, Competence and Impact

1. INTRODUCTION

Psychological empowerment is defined as “intrinsic task motivation reflecting a sense of self-control in relation to one’s work and an active involvement with one’s work role” (in “Antecedents and Consequences of Psychological and Team Empowerment in Organizations: A Meta-Analytic Review,” Seibert, et al. 2011, p. 981, cited under Theoretical Overview). Since the 1980s, an increased interest in empowerment has been seen in diverse subject areas within psychology and management, including motivation, task performance, leadership, group processes, decision-making, and organizational design, because empowerment can enhance employee performance, well-being, and positive attitudes of individuals, teams, and organizations. Psychological empowerment is composed of four cognitions: meaning, self-determination, competence, and impact. Specifically, “meaning refers to the alignment between one’s work role and one’s own beliefs, values, and standards. Self-determination is an

individual's sense of autonomy or control concerning the initiation or regulation of one's actions. Competence refers to the belief in one's capability to successfully perform work activities. Impact is the belief that one can make a difference in the managerial process; that one could influence operational outcomes in the work

unit" (Seibert, et al. 2011, p. 981). The four dimensions are described as independent and distinct yet related and mutually reinforcing, qualities that capture a dynamic state or active orientation toward work. Psychological empowerment may vary with organizational structure, individual and team characteristics, work design, leadership, and organizational support. To date, empowerment has been discussed from motivational and structural perspectives, and the construct has been operationalized by investigating the factors that lead to employee feelings of empowerment. Studies have also explored the consequences associated with an empowered workforce. Still, a number of important questions remain unanswered; therefore, it is important to develop a fuller understanding of the nature of empowerment, the factors that lead to employee feelings of empowerment, and the consequences associated with an empowered workforce. Therefore the present study is undertaken to find out whether the psychological factors leads to job satisfaction among the women employees of information technology companies in Chennai city.

2. REVIEW OF LITERATURE

Widmier and Silvestro absorbed (in **Timothy, Abubaker 2013**) two fundamental disputes for managing people: (a) the employees should be supervised carefully and supported with corrective actions where necessary, and (b) the employees should be given responsibility for regulating their own activities, which can be termed as employee empowerment. Empowerment does not mean power itself; it is simply a process by which power is only imparted for a drive or to an end. The key to empowerment is the delegation of authority in lower levels and engaging all employees in decision-making, which leads to improve the sense of pride, self-esteem and responsibility of the employees. **Brown and Harvey (2006)** define employee empowerment as a process of giving staffs or employees the authority or power to make decisions about their own job (p. 267). According to **Gill (2011)**, employee empowerment refers to the meaningful job of employees, their feelings of competence, autonomy, and contribution to the decision-making or applications of leadership (p. 233). The employee empowerment concept actually certifies the employees with necessary power to employ plan and judgment in their work, participate in their work related decision-making, and authorizes them to respond quickly to the needs and concerns of the customers (**Durai 2010: 432**). **Blanchard et al.** argues (in **Ongori 2009**) that empowerment refers not only to have power or authority to make decision and act, but also to have higher level of responsibility and accountability. **Demirci and Erbas (2010)** calls employee empowerment a unique style of management where managers confer about various work related issues and activities with the employees of the organization. **Ghosh (2013)** argues employee empowerment emerges from four different perspectives: social, psychological, growth and organizational. **Kahreh et al. (2011)** describes employee empowerment from psychological and employment climate perspectives. Psychological empowerment is the extended motivation of intrinsic task constructed on the basis of four perceptions: meaning, competence, self-determination and impact that reflect the orientation of an individual to his work activities (**Thomas, Velthouse 1990**). Meaning refers to the internal interest of an individual in the job or task that needs to be valued, relevant and ideal with individual standards (**Thomas, Velthouse 1990**). Competence,

also known as self-efficacy, is the individual belief or confidence about his or her capability of doing certain tasks (**Spreitzer 1995; Salajegheh, Pirmoradi 2014**). Self-determination is the deliberate and voluntary involvement of employees in the task process, and perceived freedom in making their work-related decision (**Spreitzer 1995**), which creates sense of ownership and responsibility among employees about their undertakings (**Little 2007**). Impact indicates the extent of influence of an employee on end results in the organizational work mechanism (**Vacharakiat 2008**). Service is an act or representation that one party ushered to another, basically intangible and does not result in the ownership of anything, and its production may or may not be related to a physical product (**Kotler, Keller 2012**). **Yasothai et al. (2015)** states employee empowerment constructs vital impact on employee satisfaction. Since empowerment improves employees' motivation, job satisfaction and dedication to their work and organization, these activities influence fewer job switching and enhanced employee retention rates, consequently decrease employee turnover expenses

3. OBJECTIVES OF THE STUDY

The core objective of the present study, to analyze the factors that influence job satisfaction of employees working in information technology companies at Chennai city. For this purpose the factors that influence job satisfaction are such as meaningful of job, Competence, Self-Determination and Impact.

STATEMENT OF HYPOTHESIS

1. There is no positive impact of meaningful of job on women employees' towards the job satisfaction in information technology companies in Chennai city
2. There is no positive impact of competence factor on women employees' towards the job satisfaction
3. There is no positive impact of Self-Determination on women employees' job satisfaction
4. The impact factors do not influence the women employees for job satisfaction in information technology companies in Chennai city.

4. RESEARCH METHODOLOGY

The core objective of the present study is that whether the psychological factors namely meaning, competence, Self-Determination and impact significantly influencing the employees towards the job satisfaction in information technology companies in Chennai city. The study comprehensively depended on the primary data. However, some secondary sources of data were also consulted, especially for the purpose of gathering background information supporting the study. The data was collected from women employees working in information technology companies in Chennai city. A total of 300 employees were contacted by the researcher requesting for participation in the study with a questionnaires, out of which 29 samples rejected due to irrelevant information provided at the time filling questionnaire. Finally 271 samples used for data analysis. Job satisfaction was measured using a well-structured 5 section generic questionnaire (Scott Macdonald & Peter MacIntyre, 1997). The scale sought to measure the overall job satisfaction and their aspects are meaningful of job, Competence, Self-Determination and Impact and its interpersonal relationship among the selected respondents.

DATA ANALYSIS AND DISCUSSION**DEMOGRAPHIC PROFILE OF RESPONDENTS**

	Frequency	Percent
Age		
21- 25 Years	95	35.1
26-30 Years	75	27.7
31-35 Years	56	20.7
36-40 Years	29	10.7
Above 46 Years	16	5.8
Total	271	100.0
Educational qualification		
UG	82	30.3
PG	93	34.3
Professional	96	35.4
Total	271	100.0
Monthly Income		
Up to Rs.25,000	69	25.5
Rs.25,001 - Rs.50,000	99	36.5
Rs.50,001-Rs.75,000	60	22.1
Above Rs.75,000	43	15.9
Total	271	100.0
Designation		
Entry Level	136	50.1
Middle Level	108	39.9
Higher Level	27	10.0
Total	271	100.0
Experience		
Up to 3 Years	97	35.8
3.1 - 5 Years	102	37.6
5.1 - 7 Years	45	16.6
Above 7 Years	27	10.0
Total	271	100.0

Source: Computed from primary survey

TABLE NO 1

The above table highlights the demographic profile of the respondents. Regarding age classification of respondents, majority 35.1% of the respondents are in the age group of between 21-25 years, followed by 27.7% of the respondents are between 26-30 years, 20.7% of the respondents are between 31-35 years, 10.7% of the respondents are between 36-40 years and 5.8% of the respondents are above 46 years. In connection with the educational qualification of respondents, majority 35.4% of the respondents are professionally qualified, followed by 34.3% of the respondents are post-graduates and 30.3% of the respondents are

undergraduates. Regarding the monthly income of the respondents, majority 36.5% of the respondents monthly income between Rs.25,001- 50,000, followed by 25.5% of the respondents monthly was up to Rs.25,000, 22.1% of the respondents monthly between Rs.50,001 -75,000 and 15.9% of the respondents monthly income was above Rs.75,000. The classification regarding the Designation of respondents, majority 50.1 of the respondents are designated as entry level position, followed by 39.9% of the respondents are designated as middle level position and 10% of the respondents are designated as higher level position in the organization. Experience concern, majority 37.6% of the respondents are having experience between 3.1 – 5 years, followed by 35.8% of the respondents are having up to 3 years of experience, 16.6% of the respondents are having 5.1 – 7 years of experience and 10% of the respondents are having more than 7 years of experience.

KARL PEARSON CORRELATION BETWEEN PSYCHOLOGICAL FACTORS AND JOB SATISFACTION AMONG THE WOMEN EMPLOYEES IN INFORMATION TECHNOLOGY COMPANIES

CORRELATIONS						
		M	C	SD	I	JS
Meaning	Pearson Correlation	1	.036	.210 ^{**}	.502 ^{**}	.495
	Sig. (2-tailed)		.561	.001	.000	.000
	N	271	271	271	271	271
Competence	Pearson Correlation	.036	1	.282 ^{**}	.044	.234
	Sig. (2-tailed)	.561		.000	.470	.000
	N	271	271	271	271	271
Self-Determination	Pearson Correlation	.210 ^{**}	.282 ^{**}	1	.224 ^{**}	.354 ^{**}
	Sig. (2-tailed)	.001	.000		.000	.000
	N	271	271	271	271	271
Impact	Pearson Correlation	.502 ^{**}	.044	.224 ^{**}	1	.395 ^{**}
	Sig. (2-tailed)	.000	.470	.000		.000
	N	271	271	271	271	271
Job Satisfaction	Pearson Correlation	.495 ^{**}	.234 ^{**}	.354 ^{**}	.395 ^{**}	1 ^{**}
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	271	271	271	271	271

Source: Computed from primary survey

Note: **denotes significant at 1% level

Meaningful of job, Competence, Self-Determination, Impact and Job Satisfaction

TABLE NO 2

The above table reveals that correlation between psychological factors and job satisfaction among the information technology employees in Chennai city. It is identified from the above table, there is positive correlation between psychological factors namely meaning, competence,

self-Determination, Impact and Job satisfaction among the information technology employees in Chennai city.

MULTIPLE REGRESSION ANALYSIS

The multiple regression analysis was used to determine whether independent variables (Meaning(X1), Competence (X2), Self-Determination (X3) and Impact (X4) simultaneously impact the dependent variable Job satisfaction (Y). The model used for the regression analysis was expressed in the general form as given below:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

For this model, Job satisfaction was used as the dependent variable (Y) and independent variables included X1, X2, X3 and X4. The relationships between the dependent variable and independent variables, and the results of testing significance of the model have been respectively interpreted. In interpreting the results of multiple regression analysis, the three major elements considered were: the coefficient of multiple determinations, the standard error of estimate and the regression coefficients. These elements and the results of multiple regression analysis were presented and interpreted accordingly.

COEFFICIENT DETERMINATION

MODEL SUMMARY

MODEL SUMMARY				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593 ^a	.352	.342	1.111

Note: Computed from primary survey

a. Predictors: (Constant), Meaning, Competence, Self-Determination and Impact

b. Dependent Variable: Employee Performance

TABLE NO 3

The above table reports the model of job satisfaction with the coefficient of determination $R^2 = 0.352$ at 0.05 a significant level. The coefficient of determination indicated that 34.2 % of the variation in the job satisfaction for the sample can be explained by the Meaning (X1), Competence (X2), Self-Determination (X3) and Impact (X4)

The results of the summary Analysis of Variance (ANOVA) were presented and interpreted in

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	178.417	4	44.604	36.151	.000 ^b
	Residual	328.202	266	1.234		
	Total	506.620	270			

Note: Computed from primary survey

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Impact, Competence, Self-Determination, Meaning

TABLE NO 4

The above table highlights the summary ANOVA and F statistic which reveals the value of F (36.151) being significant at 0.05 confidence level. The value of F is large enough to conclude that the set of independent variables: Meaning (X1), Competence (X2), Self-Determination (X3) and Impact (X4) as a whole were contributing to the variance in Job satisfaction among the information technology employees in Chennai city.

The results of the Job satisfaction regression model using the four independent variables were presented and interpreted in the following table:

MULTIPLE REGRESSIONS

COEFFICIENTS ^A							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Results
		B	Std. Error	Beta			
	(Constant)	0.661	.252		2.623	0.009**	
	Meaning(X1)	0.355	.055	.368	6.410	0.000**	H0 Rejected
	Competence(X2)	0.147	.048	.159	3.086	0.002**	H0 Rejected
	Self-Determination(X3)	0.316	.085	.196	3.694	0.000**	H0 Rejected
	Impact(X4)	0.167	.060	.160	2.775	0.006**	H0 Rejected

Note: Computed from primary survey

a. Dependent Variable: Job Satisfaction

TABLE NO 5

The above table evaluates and interprets the standardized coefficients of correlation (beta). In estimating the contribution of each independent variable in the study, it was established that all independent variables significantly contributed in variance of the job satisfaction of women employees in information technology companies at significance level of 0.05. However, the relative importance of each independent variable was different. Also, since the significance values are less than 0.05, the coefficients are significant and therefore the regression equation would be:

$$\text{Job Satisfaction} = 0.661 + 0.355X1 + 0.147X2 + 0.316X3 + 0.167X4 \varepsilon$$

The meaning factor was positively related to job satisfaction with $\beta=0.355$ ($\alpha<.05$). Therefore support was found to indicate that the meaning process factor has an influence on Job satisfaction. It therefore implied that the better the meaning factor, the more effective the job satisfaction.

The competence factor were positively related to job satisfaction with $\beta = 0.147$ ($\alpha<.05$). This evidence indicates that competence factor have an influence on job satisfaction. It therefore implied that the better the competence skill, the more successful the Job satisfaction.

The job satisfaction was positively related to self-determination with $\beta = 0.316 (\alpha < .05)$. Therefore support was also found to show that there is a relationship between job satisfaction and self-determination.

The impact factor were positively related to Job satisfaction with $\beta = 0.167 (\alpha < .05)$. Therefore, it could be conclude that the impact factor significantly influencing the job satisfaction among the information technology employees in Chennai city.

Therefore, all the four factors (X1, X2, X3 and X4) have an influence on the job satisfaction, explaining 34.2 % of the variation in the Job satisfaction.

Null Hypothesis 1

There is no positive impact of meaningful of job on women employees' towards the job satisfaction in information technology companies in Chennai city

It is identified from the above table, the meaningful of job on women employee's towards the job satisfaction t value is 6.410 and corresponding p value 0.000 which is less than 0.01. Therefore the null hypothesis is rejected at 1% level of significant. Hence it is concluded that there is positive impact of meaningful of job on women employees' towards the job satisfaction in information technology companies in Chennai city.

Null Hypothesis 2

There is no positive impact of competence factor on women employees' towards the job satisfaction.

Regarding the competence factor towards the job satisfaction on women employees in IT sector results highlights that the t value is 3.086 and p value 0.002, which is less than 0.01. The proposed null hypothesis is rejected at 1% level of significant. Hence it is concluded that there is positive impact of competence factor on women employees' towards the job satisfaction.

Null Hypothesis 3

There is no positive impact of Self-Determination on women employees' towards the job satisfaction

It could be identified from the above table, as for as the impact of self-determination on women employees towards the job satisfaction's concern, the calculated t value is 3.694 and corresponding p value 0.000 and statistically significant at 1% level. Hence it is concluded that there is positive impact of Self-Determination on women employees' job satisfaction in IT sector.

Null Hypothesis 4

The impact factors do not influence the women employees towards the job satisfaction in information technology companies in Chennai city.

The information technology employee's perception towards the impact factor's concern, the calculated t-value is 2.775 and p value is 0.006 which is less than 0.01. Therefore the null hypothesis rejected at 1% level of significance. It is concluded that the impact factors are significantly influencing the women employees towards the job satisfaction in information technology companies in Chennai city.

5. CONCLUSIONS

It is absorbed from the above study, the significant findings of the present research that the psychological factors such as Meaning, Competence, Self-Determination and Impact are having positive association with the employees' job satisfaction in the information technology companies in Chennai city. It is vital for information technology companies in Chennai city and their management to review their practices to strengthen the bond between employees and the organization maintain good levels of motivation, enhances job satisfaction that would result in increase in organizational commitment and minimize employee turnover.

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