

CHAPTER V

FINDINGS OF THE STUDY, SUGGESTIONS, RESEARCH FOR FUTURE AND CONCLUSION

This study examined the empowerment of employees in the IT sector. It also analyzed the relationship between Occupational stress, psychological empowerment, and job satisfaction among employees working in IT sector. The relationships between all the dimensions of psychological empowerment were also investigated in the study. The findings of the study are reported below.

1. The 30 & below age group had a higher mean score (52.31) for occupational stress than the above 30 age group (47.44). And there is a statistically significant difference in occupational stress among different age groups of IT employees (Hypothesis: H1a was rejected).

2. The male respondents had a higher mean score (51.56) for occupational stress than the female respondents (47.68). And there is a statistically significant difference in occupational stress among different gender groups of IT employees (Hypothesis: H1b was rejected).

3. The single respondents had a higher mean score (51.83) for occupational stress than the married respondents (48.54). And there is a statistically significant difference in

occupational stress among different marital groups of IT employees (Hypothesis: H1e was rejected).

4. The graduate respondents had a higher mean score (52.59) for occupational stress than the post graduate respondents (47.76). And there is a statistically significant difference in occupational stress among different education groups of IT employees (Hypothesis: H1c was rejected).

5. The below 5 year experience group had a higher mean score (52.45) for occupational stress than other experience groups. And there is a statistically significant difference in occupational stress among different experience groups of IT employees (Hypothesis: H1d was rejected).

6. The below 20000 income group had a higher mean score (55.00) for occupational stress than other income groups. And there is a statistically significant difference in occupational stress among different income groups of IT employees (Hypothesis: H1f was rejected).

7. The above 30 age group had a higher mean score (49.32) for psychological empowerment than the 30 & below age group (44.43). And there is a statistically significant difference in psychological empowerment among different age groups of IT employees (Hypothesis: H2a was rejected).

8. The male respondents had a higher mean score (47.40) for psychological empowerment than the female respondents (46.20). And there is a statistically significant difference in psychological empowerment among different gender groups of IT employees (Hypothesis: H2b was rejected).

9. The married respondents had a higher mean score (48.04) for psychological empowerment than the single respondents (45.17). And there is a statistically significant difference in psychological empowerment among different marital groups of IT employees (Hypothesis: H2e was rejected).

10. The post graduate respondents had a higher mean score (47.31) for psychological empowerment than the graduate respondents (46.33). And there is no statistically significant difference in psychological empowerment among different education groups of IT employees (Hypothesis: H2c was accepted).

11. The above 10 years experience group had a higher mean score (57.06) for psychological empowerment than other experience group. And there is a statistically significant difference in psychological empowerment among different experience groups of IT employees (Hypothesis: H2d was rejected).

12. The below 20000 income group had a higher mean score (52.00) for psychological empowerment than other income group. And there is a statistically significant difference in psychological empowerment among different income groups of IT employees (Hypothesis: H2f was rejected).

13. The above 30 age group had a higher mean score (68.92) for job satisfaction than the 30 & below age group (64.24). And there is a statistically significant difference in job satisfaction among different age groups of IT employees (Hypothesis: H3a was rejected).

14. The female gender group had a higher mean score (67.10) for job satisfaction than the male gender group (66.19). And there is no statistically significant difference in job satisfaction among different gender groups of IT employees (Hypothesis: H3b was accepted).

15. The married group had a higher mean score (68.52) for job satisfaction than the unmarried group (63.73). And there is a statistically significant difference in job satisfaction among different marital groups of IT employees (Hypothesis: H3e was rejected).

16. The post graduate respondents had a higher mean score (68.34) for job satisfaction than the graduate respondents (64.33). And there is a statistically significant difference in job satisfaction among different education groups of IT employees (Hypothesis: H3c was rejected).

17. The above 10 years experience respondents had a higher mean score (80.87) for job satisfaction than other experience groups. And there is a statistically significant difference in job satisfaction among different experience groups of IT employees (Hypothesis: H3d was rejected).

18. The below 20000 income respondents had a higher mean score (69.00) for job satisfaction than other income groups. And there is a statistically significant difference in job satisfaction among different income groups of IT employees (Hypothesis: H3f was rejected).

19. Correlation test revealed that there was no significant correlation ($r=.019$ & $p>.05$) between stress and psychological empowerment. Hence (Hypothesis: H4a was accepted).

20. Correlation test revealed that there was significant correlation ($r=-.385$ & $p<.01$) between stress and job satisfaction. Hence (Hypothesis: H4b was rejected).

21. Correlation test revealed that there was significant correlation ($r=.507$ & $p<.01$) between psychological empowerment and job satisfaction. Hence (Hypothesis: H4c was rejected).

20. Regression analysis revealed that approximately 18% of the variance of job satisfaction was explained by the predictor variable, that is, stress. Hence (Hypothesis: H5a was rejected).

21. Regression analysis revealed that approximately 26% of the variance of job satisfaction was explained by the predictor variable, that is, psychological empowerment. Hence (Hypothesis: H5b was rejected).

SUGGESTIONS

This study contributes to theory and managerial practice with an increased understanding of **the** importance of psychological empowerment in employee job satisfaction among the employees in IT sector. The findings of the study will be beneficial for the IT employees in different ways. Previous studies have shown the importance of psychological empowerment in other service sectors like hotel industry, hospitals and schools [Koberg, Boss, Senjem and Goodman (1999); Avolio, Zhu, Koh and Bhatia (2004); Knol and Linge (2009); Fook et al. (2011); Kim, Losekoot and Milne (2011) etc.]. This research throws light on the relevance of psychological empowerment among all level employees in IT sector. HRD professionals can increase employees' psychological empowerment (McLean 2006) by providing training and development to the employees. Employees can be psychologically empowered by involving them in decision making process and creating an empowered feeling in the minds of employees by granting power to make recommendations.

It also clearly depicts that, by increasing the psychological empowerment of employees, job satisfaction can be increased and occupational stress can be reduced. Literature in IT sector reveals that the IT employees are facing problems like lack of job satisfaction and increased occupational stress (Chen & Lien, 2008; Kelley, 1990; and Bajpai, Naval and Deepak, 2004 etc.). High level of stress and lack of job satisfaction leads to turnover, absenteeism, and low productivity, voluntary retirement of employees and employee burnout in IT sector. During the study it was found that enhancing the psychological

empowerment of IT employees can reduce occupational stress and increase job satisfaction. Further the IT sector can increase the meaning, self determination, and competence and impact dimensions of psychological empowerment if they want their employees to attain more satisfaction in their jobs. Thus the IT can take measures to augment the psychological empowerment of employees by creating a feeling among the employees that the job they do is meaningful, they are capable of doing things, they have the freedom to do and that they do contribute to the overall result of the organization, for their employees to be more satisfied in their jobs. Increase in job satisfaction can also reduce the stress among IT employees. (Lynn Holdsworth and Susan Cartwright's 2003)

One of the major implications of the study is its finding about the high psychological empowerment among the Above 30 years age groups of employees. It is quite evident that the IT can enhance the psychological empowerment of their employees by designing training programmes for the employees who are in the below 30 years age group and have less experience. It is also important that the study has proved high level of psychological empowerment among higher level employees than entry level and middle level employees of IT sector. This also highlights the training requirement for improving psychological empowerment among lower level and middle level IT employees. The present study shows that the dimensions of psychological empowerment differ among different levels of employees in the IT sector. This is one of the major suggestions of this study as it highlights the significance of certain dimensions of psychological empowerment in different sectors of IT. Further when the concept of empowerment is implemented in IT sector more importance can be given for meaning dimension in Next generation IT which means that there should be a personal connection with the

employees' values and the requirement of the job when they are being empowered. Their values and beliefs should not be contradictory to the goals they have to achieve. Similarly more importance is to be given to impact dimension in IT sector which implies that the management has to create self-assurance in the employees that they can influence the strategic, administrative or operating outcomes at work and thus can make an overall difference in the organisation. And this may result in retaining the employees and increased quality of services in IT. If we consider IT sector as a true representative of the service sector, the results of the study has wider implications in the service industry.

The study is important from theoretical perspective also. Majority of the studies on empowerment are on the structural perspective of empowerment. Even though there are studies on psychological empowerment, the studies in service sectors are limited to hospital and hotel industry. This study links the three variables psychological empowerment, job satisfaction and occupational stress. Previously little research has been conducted integrating these three aspects. Moreover no research has explored the relationship among these construct for employees of IT sector. This study found that meaning, self determination, competence and impact were significantly associated with job satisfaction. Thus the result of current study shows the importance of increasing employees' psychological empowerment and job satisfaction for reducing the occupational stress.

RESEARCH FOR FUTURE

Since this research found employee empowerment as an important factor that enhances employee job satisfaction and reduces the occupational stress among IT employees, it is recommended that further studies are to be conducted at all levels of employees with larger sample size than this study. The demographic factors can also be included in the study. Further research on IT employees could use varied sample to determine whether result varies according to sample demographics. Additional information from the third party such as peers, or superiors may provide information regarding the behavior of the employees. This study is based on IT sector only. The study can be extended to all service industries throughout the country.

In the discussion it was mentioned that hardiness can be a reason for increase in job satisfaction and decrease in occupational stress. The hardiness has not been taken as a variable in this study. So this can be taken as a research topic to find the relation between job satisfaction and stress.

CONCLUSION

The present study was carried out with an objective of explaining the relationship between the occupational stress, psychological empowerment, and job satisfaction. The researcher has examined relevant models with respect to psychological empowerment

and then formulated the problem. The researcher also scrutinized the available literature with respect to occupational stress, psychological empowerment and its impact on job satisfaction to conceptualize the frame work of the study. The findings of the study confirmed the role of psychological empowerment in job satisfaction and the impact of occupational stress on job satisfaction.

Information technology in India is facing so many problems. The problem of stress is inevitable and unavoidable in the IT sector. A majority of the workforce face severe occupational stress and a lot of psychological problems. The productivity of the work force is the most crucial factor as far as the success of an organization is concerned. The productivity in turn is dependent on the psychological well being of the employees. The innovative behavior of employees is also important especially in service organizations. Psychological empowerment is a predictor of innovative behavior of employees (Knol and Linge, 2009; Ghani, Hussin and Jusoff, 2009).

On the basis of the results, it was concluded that psychological empowerment has a positive and significant impact on job satisfaction among the employees of Information Technology industry. There is a significant difference in psychological empowerment among different age groups of employees. This study also confirms that occupational stress negatively affects employee job satisfaction.