



## **A STUDY ON PSYCHOLOGICAL EMPOWERMENT OF WOMEN EMPLOYEES OF SELECTED BPO COMPANIES IN BANGALORE CITY.**

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### **Abstract**

*Empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. Employee Empowerment has received recognition in management circles because it is one of the fundamental elements of managerial and organizational effectiveness that increase when power and control are shared in the organization. Women's psychological empowerment has gained increasing attention within the global development agenda in recent years. The present study tries to explore the relationship between psychological empowerment and job satisfaction of women employees in selected BPO companies of Bangalore City. The sample was 100 women employees working in selected BPO Companies in Bangalore city. A structured questionnaire was used for collection of data. SPSS was used for the data analysis. Different statistical techniques such as Correlation analysis and Regression analysis were used for data analysis. The study shows that psychological empowerment and Job satisfaction are positively correlated and there is a significant influence of psychological empowerment on job satisfaction. This study will contribute towards theoretical and empirical evidence that there is a need to provide women employees with psychological empowerment which can help enhance their satisfaction towards job and thereby improving organizational performance.*

**Keywords: Employee Empowerment, Psychological Empowerment, Jobsatisfaction, BPO.**

### **Introduction**

Employee Empowerment basically deals with giving employees some kind of autonomy as well as responsibilities for decision-making relating to their clear and specific organizational tasks. It ensures that all decisions are taken at the lowest possible levels of an organization where most of the employees tend to have distinctive and unique views of the issues concerning the organization at a certain level. It is an important management practice where distribution and sharing of information, reward and power with their employees so that they are in a position to take few initiative as well as make decisions to solve problems and improve service and performance. 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 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" Employee Job satisfaction is a key tool to gauge the health of the organization as quality of service largely depends upon the human resources in the organization. Job satisfaction can be explained as a gratifying and positive emotional state of mind as a result of one's job or job experiences. It is the attitude of an employee towards his work. Satisfaction creates lots of intangible payback to the organization which may include commitment, drastic reduction in employee grievances, absenteeism, turnover etc. Employee Job Satisfaction is the key word in today's corporate scenario. Since the last few decades new and innovative concepts related to human capital has been emerging every day. Few



decades ago the concept of employee satisfaction was not considered important as the employees were loyal to their organizations and use to have a long career there. Most employees were not much concerned about the job satisfaction. Over the period of last few decades, the employees have witnessed drastic changes in the concept of considering humans resources as assets of the organization, thus resulting in emergence of concept of Job satisfaction as a tool of retaining high performing employees. The very idea of job satisfaction has many factors contributing to it which are monetary and non-monetary in nature. Employee Job satisfaction is the favorableness or un-favorableness with which an employee's look at their job. Satisfaction is an attitude, hence measuring attitude at workplace is not an easy task.

### **Review of Literature**

Origo and Pagani (200 8) analyzed the inter relationship between job flexibility and Job related Satisfaction. The research proved that there was a positive relationship between job flexibility and Job related Satisfaction. The impact of job flexibility was more when it was compared to job related satisfaction. Madgaonakar, D'Souza, Veena, and Poornima (2001) studied the job related satisfaction among staff nurses.. The study shows that in spite of different shift schedule or the type of organization that they work for, job satisfaction of these nurses did not differ at all. Manimekalai (2005) conducted a study entitled "Women and Management". In that study author is of the opinion that women Empowerment is an important starting point and regular process for liberation and freedom. Women's empowerment activities essentially include personal strengthening and group participation in efforts to gain equality in different opportunities and equity between different genders. Women empower enhances human potential at personal and social levels.

### **Objectives**

1. To study the relationship between psychological empowerment and job satisfaction of women employees working in selected BPO Companies in Bangalore city.
2. To find out the impact of psychological empowerment on job satisfaction of women employees working in selected BPO Companies in Bangalore city.

### **Hypothesis**

H0: There is no significant influence of psychological empowerment on Job satisfaction of women employees working in selected BPO Companies in Bangalore city.

H1: There is significant influence of psychological empowerment on Job satisfaction of women employees working in selected BPO Companies in Bangalore city.

### **Methodology**

The present research employs Descriptive method of research. Convenience sampling method was adopted for the study. Sample size was 100. A Structured instrument (questionnaire) is used for data collection. Cronbach's Alpha reliability test was undertaken to determine the reliability of the instrument (questionnaire). 5-point rating scale is used i.e., Likert rating scale is used where 1 indicates Strongly Disagree, 2 indicates Disagree, 3 indicates Neutral, 4 indicates Agree, 5 indicates Strongly Agree. Different statistical techniques such as Descriptive analysis, Reliability analysis, Correlation analysis and Regression analysis were used for Data Analysis.



**Data Analysis**  
**Descriptive & Demographics Analysis**

**Table-1 Descriptive & Frequency Distribution**

<b>Demographic Variables</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
<b>Age</b>			
Below 25	26	26	26
25- 35	46	46	72
35-45	20	20	92
Above 45	8	8	100
Total	100	100	
<b>Marital Status</b>			
Married	29	29	29
Un Married	68	68	97
Widow	2	2	99
Divorced	1	1	100
Total	100	100	
<b>Education</b>			
UG	74	74	74
PG	20	20	94
Others	6	6	100
Total	100	100	
<b>Experience</b>			
0-5 years	19	19	19
6-10 years	48	48	67
10-15 years	20	20	87
More than 15 years	13	13	100
Total	100	100	
<b>Monthly Income</b>			
Less than 20k	10	10	10
20k- 40k	42	42	52
40k-60k	24	24	76
60k-80k	16	16	92
Above 80k	8	8	100
Total	100	100	

Table 1 shows the demographic profile of samples. Majority belongs to the age group of 25-35 unmarried with a UG qualification with more than 6 years of experience drawing a monthly salary of more than Rs 20000.



## Reliability Analysis

**Table 2-Reliability Analysis**

	Number of Constructs	Cronbach's Alpha
<b>Empowerment</b>	<b>8</b>	<b>0.885</b>
<b>Job Satisfaction</b>	<b>7</b>	<b>0.890</b>

Reliability of the study constructs are obtained through Reliability analysis using Cronbach's Alpha. Table-2 shows that the reliability of both constructs (job satisfaction and psychological empowerment) is above 0.8 which shows a very good range. It is mentioned in the study by that Cronbach's alpha greater than 0.7 shows an acceptable range.

## Constructs of the Study & Descriptive Statistics

**Table -3 Showing items under Psychological Empowerment (PSYE) and Jobsatisfaction(JS)**

PSYE1	Commitment of senior management in gender issues
PSYE2	Non discriminating policies while hiring
PSYE3	Extended maternity leave
PSYE4	Availability of Career break and scope to join the organization after career break.
PSYE5	Career advancement and job rotations for women in top management positions.
PSYE6	Creating a sense of self worthiness
PSYE7	Effective functioning of POSH committees
PSYE8	Work from home facilities

**Table-4, Descriptive statistics of Psychological empowerment**

Item Statistics			
	Mean	Std. Deviation	N
<b>PSYE1</b>	<b>3.35</b>	<b>.956</b>	<b>100</b>
<b>PSYE2</b>	<b>3.49</b>	<b>.944</b>	<b>100</b>
<b>PSYE3</b>	<b>3.58</b>	<b>.889</b>	<b>100</b>
<b>PSYE4</b>	<b>3.73</b>	<b>.894</b>	<b>100</b>
<b>PSYE5</b>	<b>3.62</b>	<b>.870</b>	<b>100</b>
<b>PSYE6</b>	<b>3.83</b>	<b>.832</b>	<b>100</b>
<b>PSYE7</b>	<b>3.88</b>	<b>.869</b>	<b>100</b>
<b>PSYE8</b>	<b>3.86</b>	<b>.829</b>	<b>100</b>

**Analysis and interpretation:** There are 8 items relating to psychological empowerment identified by the researcher. Out of the psychological empowerment factors identified, PSYE7 and PSYE8 i.e., Effective functioning of POSH committees and Work from home facilities are important ones with a mean value of 3.88 and 3.86.



**Correlation Analysis**

Correlation finds out the degree of relationship between the studies variables. Table -5 shows that empowerment and job satisfaction are highly positively correlated with each other with the correlation coefficient of 0.72. This means that when psychological empowerment increases, job satisfaction also increases. Table shows psychological empowerment significantly positively impacts the employee job satisfaction.

**Table -5 Correlation Analysis**

		<b>Empowerment</b>	<b>Job Satisfaction</b>
Psychological Empowerment	Correlation Coefficient	1.000	
	Sig.(2-tailed)	.000	
Job Satisfaction	Correlation Coefficient	0.72**	1.000
	Sig.(2-tailed)	.000	

**Regression Analysis**

Regression analysis is used to find out the impact of independent variable on dependent variable. In this study, researcher tests the impact of psychological empowerment on job satisfaction. Table-6 shows model summary, in which R<sup>2</sup> is found to be 0.530 or 53.0%. R square value indicates that there is a significant impact of psychological empowerment on Job satisfaction which is to the extent of 53% (0.530).

**Table 6: Impact of psychological empowerment on Job satisfaction**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	<b>.728<sup>a</sup></b>	<b>.530</b>	<b>.529</b>	<b>2.71613</b>
<b>a. Predictors: (Constant), Psychological empowerment</b>				
<b>b. Dependent Variable: JS</b>				

Based on the results of ANOVA (p value is .000) we can conclude that there is influence of psychological empowerment on Job satisfaction of women employees of selected BPO employees. Hence null hypothesis is rejected.

**Table 7. Coefficients of constant and independent variable (Psychological Empowerment ) that results from the Regression Analysis**

<b>Coefficients</b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
<b>1</b>	<b>(Constant)</b>	<b>5.993</b>	<b>.736</b>		<b>8.142</b>	<b>.000</b>
	<b>Psychological empowerment</b>	<b>.618</b>	<b>.025</b>	<b>.768</b>	<b>24.368</b>	<b>.000</b>
<b>a. Dependent Variable: JS</b>						



It can be seen from the Table-7, that coefficients for both constants are significant. This helps to predict the job satisfaction among women employees of BPO companies in Bangalore. Regression analysis also accepts the research hypothesis that there exists a positive relationship between psychological empowerment and job satisfaction.

The regression equation can be framed as  $Job\ Satisfaction = \beta_0 + \beta_1(Psychological\ Empowerment)$ .  
 $Job\ Satisfaction = 5.993 + .618(Psychological\ Empowerment)$

### Conclusion

This study shows that there exists a positive relationship between the psychological empowerment and job satisfaction among women employees of selected BPOs in the city of Bangalore. If BPOs empower women employees they enhance the employees' job satisfaction and thereby improve organizational performance. The study reveals that there exists a significant impact of psychological empowerment on job satisfaction. Since we have seen psychological empowerment as an important factor that enhances employee job satisfaction, it is recommended that further studies should be carried at the various levels with larger sample size, and by varied additional more demographic factors in the study. Further, the study when carried out at larger scale, surely will enhance the applications in the field of research and implementation in industry worldwide.

### References

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