



The Association among Demographic Variables and Selfishness of IT and BPO Employees of Information Technology- A Case Study with Reference to Bangalore.

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ABSTRACT

The aim of this study is to identify and explore the association among Demographic variables and selfishness of IT and BPO employees of Information Technology. Quantitative and qualitative approaches were used to measure the variables.

To obtain the quantitative data a sample of 150 professional IT employees working in Bangalore were participated in this study. The Questionnaire based on work – related cultural value scale was used to measure selfishness and Maoism. To obtain qualitative data, the structured interview was conducted with 20 IT and BPO Managers. Findings from both quantitative and qualitative data suggested that there was a significant difference between the two fields of Information technology. It also showed that selfishness and Maoism was significantly associated with the size of the organization, education and experience of both the groups. Findings of this study have implications on practice, research and Administrative efficiency to retain the employees. The study also found demographic and general characteristics have significant relationship between job attachment, empowerment and job fulfilment in their respective field.

KEYWORDS : Demographic variables, selfishness, job attachment, empowerment and job fulfilment

INTRODUCTION

India launched a series of economic reforms in 1991. In respect to a severe balance of payments crisis, many of which directly or indirectly lead a substantial liberalization of the corporate sector and foreign trade. The freeing of capital markets and entry of foreign investors brought new financing and ownership opportunities and significantly raised the volume of new equity issues. The association among Demographic variables and selfishness and Maoism of IT and BPO employees of Information Technology examine these relationships between these two sectors. This study is important because we need to know whether IT managers are really selfish and how they behave with their subordinates to retain.

REVIEW OF LITERATURE

Most observers have agreed that the theory of human behaviour derived from the assumption of selfish rationality is inadequate to describe human behaviour and human organizations (Rousseau et al., 1998). The issue is what other approach to theory building will provide an adequate theoretical toolkit for human behaviour. Managers want to control the cultural evolution of organizations so as to make them perform better. Understanding the tribal roots of our social instincts and the dynamic properties of cultural evolution should lead to a better understanding of the potentials of humans to create functional organizations and to a better understanding of how organizations can become dysfunctional and fail.

Ninety percent of your employees are, for the most part, reliable and dependable. However, if IT industry is most, a few of your employees tend to be selfish. Selfish employees are the ones who think their time is more important than company time. They have a problem getting to work on time (or back to work from lunch and breaks). They tend to be late for meetings. They have trouble meeting deadlines. They may even take sick days to go shopping or entertain out-of-town relatives. The good news is that only 10 percent of your employees are this selfish. The bad news is that this 10 percent of your employees account for 80 percent of your problems with excess absenteeism, tardiness, and poor productivity.

Selfish employees create are serious, the situation is not hopeless. First, define reliability. Show each employee exactly what he or she will have to do (and avoid doing) in the areas of attendance, punctuality, and initiative in order to be a reliable and dependable employee. Second, create the expectation of reliability and dependability. Create, and emphasize through repetition, the expectation that the employee will show a good attitude towards work at all times while on the job. Third, show the employee the benefits of being a reliable

employee. Show each employee how displaying a good attitude toward work will benefit him or her. Reinforce the idea that reliable employees tend to get more: permanent employment, bonuses, pay raises, promotions, and recognition of their efforts. Selfish employees tend to end up out of work. Fourth, get a commitment in the form of a signed pledge to being a reliable employee. These four steps can be made part of a brief training session and implemented immediately upon hire. The training session should then be repeated on an annual basis in order to remind all employees of the seriousness of initiative, attendance, and punctuality.

Early use of the construct of empowerment tended to revolve around issues of power and control where empowerment was considered a management technique used to motivate employees, by delegating or sharing power with them (Kanter, 1983). Investigation of the use of empowerment in service sector organizations however reveals a number of different forms of empowerment being applied in practice (e.g. Conger & Kanungo, 1988; Thomas & Velthouse, 1990; Spreitzer, 1992, 1995; Zimmerman, 1995).

OBJECTIVES

1. To examine the influence of demographic characteristics on employee selfishness
2. To identify the relationship between Job attachment, empowerment and job fulfilment.

SAMPLE DESIGN

The study was conducted from ten industries each from IT and BPO. The primary data were collected by structured questionnaire to a group of respondents from the selected companies. Quota and Convenience sampling methods are being used to pick the selected respondents. The required data were collected from 210 respondents.

Demographic characteristics were designed to collect the demographic and social characteristics of the respondents (Age, Gender, Work experience and marital status). The present study found a statistically significant relationship between gender and employee job attachment and empowerment and job fulfilment in their respective Information Technology field. Age is another demographic variable that found significant relationship with employee job attachment and empowerment and job fulfilment in their respective field.

RESULTS & ANALYSIS

Reliability & validity analysis

The Cronbach's alpha coefficient value for all variables in the study revealed a range of coefficient value from 0.68 to 0.91 accordingly. The

dependent variable of overall job satisfaction had a high reliability coefficient of 0.91 despite the low number of scale items (three items). The independent variable of psychological empowerment showed that its dimensions of meaningfulness had a coefficient value of 0.87, competence a value of 0.68 and influence had a reliability coefficient value of 0.84. The overall coefficient value of psychological empowerment had a reliability coefficient value of 0.86. The results also indicated that the reliabilities of the scales used in this study were high and aligned with previous researchers' findings (Fulford & Enz, 1995; Salazar, 2000; Di Xie, 2005; Lee, 2008; Coughlan, 2005).

Descriptive statistics & analysis

The distribution of gender was higher for females with a total of 46 female respondents (22%). On the other hand, there were 164 male respondents or (78%) out of the total respondents. The age range of the respondents showed that most of them were between 18 and 29 years of age. Specifically, there were 30 respondents (33.0%) between the ages of 18 to 23 years, followed by those with an age range between 24 to 29 years, with the frequency of 31 or 34.1% of the total respondents and, finally 17 of the respondents or 18.7 percent were between the ages of 30 to 34 years. Another 9 or 9.9 percent of them in the range of 35 to 40 years and four of them (4.4%) were aged more than 40 years. In terms of hotel or organizational tenure, 11 percent of the total respondents had fewer than six months of work experience in hotel, followed by 34.1 percent with experience between six months and one year, 30.8 percent with experience of two to three years, 14.3 percent with four to five years of experience and 9.9 percent had more than five years of experience.

Pearson correlations matrix among study variables

There was a significant correlation between dimension of meaningfulness and competence with $r=0.32$ ($p<0.01$). This was followed by a correlation between meaningfulness and influence with $r=0.44$ ($p<0.01$) which was also significant. There was also significant correlation between competence and influence with $r=0.38$ ($p<0.01$). The results concluded that the three dimensions of employee psychological empowerment were significantly related and correlated with each other and were moving in the same direction as one variable or construct. The correlations between psychological empowerment dimensions and overall job satisfaction showed that there were significant positive correlations between overall job satisfaction and meaningfulness ($r=0.49$, $p<0.05$), competence ($r=0.48$, $p<0.01$) and influence ($r=0.51$, $p<0.01$).

HYPOTHESIS TESTING

H1: Employee psychological Job attachment positively influences overall job empowerment.

The influences of the three dimensions of employees' psychological Job attachment on overall job empowerment were explored and examined by using multiple regression analysis and after considering that there was no violation of multiple regression underlying assumptions. The coefficient of relationship (R^2) of 0.416 showed that 41.6% of the variance in overall job satisfaction was explained by the three sub dimensions of employee psychological attachment. From the three dimensions of psychological attachment, all three sub scales of employee psychological attachment significantly influenced respondents' state of overall job satisfaction; the factor of meaningfulness ($p=0.00$), competence ($p=0.00$) and influence ($p=0.00$). Conclusively, all three sub dimensions of employee psychological empowerment were the predictors of receptionists' overall state of job satisfaction. Therefore, Hypothesis 1 (H1) was supported.

Employees' psychological Job attachment scores differ significantly based on their demographic and work profile information

An independent *t*-test was conducted to find any differences between genders on employee psychological attachment. After assessing the significance value of the variables on both genders, there were no significant differences in the scores of both genders when compared, with the employee psychological empowerment of males ($M=5.92$, $SD=0.58$) and females with $M=5.90$, $SD=0.45$; with $t = 0.186$ (equal variances assumed), $p=0.85$ (two-tailed). One way ANOVA was computed to explore the impact of age (in range), and hotel tenure on levels of employee psychological empowerment. There was no statistical significant difference at the 0.05 level in employee psychological empowerment scores based on the profile information of the

respondents. Therefore, hypothesis 2 (H2) was not supported.

Employees' overall job fulfilment scores differ significantly based on their demographic and work profile information

On the other hand, in assessing the differences between demographic and work profiles of respondents with overall job fulfilment, there were also no significant differences with males ($M=6.02$, $SD=0.95$) and females with $M=5.89$, $SD=0.81$; with $t = 0.676$ (equal variances assumed), $p=0.50$ (two-tailed). However, there were significant differences in overall job satisfaction scores based on respondents' age and hotel tenure. The result revealed that the details of the differences with $p<0.05$ level in overall job satisfaction scores based on age (in range) were $F(4, 86) = 1.91$, $p=0.00$ and hotel tenure of the respondents with $F(4, 86) = 1.68$, $p=0.00$. The results were based on Welch and Brown-Forsythe's robust tests of equality of mean. From the Games-Howell post hoc test, as respondents became older, they were more satisfied with their job, organization and job positions. The results also indicated that the longer the respondents worked with the hotel; the more they experienced an overall state of job satisfaction as compared to those who had less working experience in the hotel. Therefore, hypothesis 3 (H3) was supported.

DISCUSSION

The relationship between employee psychological empowerment and overall job satisfaction

The results previously mentioned stated that there were positive and significant influences between the three dimensions of employee psychological empowerment and overall job satisfaction. This means that receptionists whose job has a higher level of meaningfulness, developed work skills and confidence and those who were influential in the workplace would be most likely to experience a higher level of job satisfaction. They were more satisfied with their current job position, current employer and the type of job that they were doing if they were given more meaningful jobs, given more room to exercise their abilities and skills and allowed more opportunities to participate actively in the work-group decision making process. This result was also aligned and congruent with the findings made by Spreitzer (1996). She found that the dimension of meaningfulness was the strongest contributor to overall job satisfaction.

CONCLUSION

Today many firms are waking up to the realization the employees must be viewed as long term investments as the capital necessary to finance and sustain the business. This study emphasizes the fact that employees must be treated in a manner that keeps them interested in satisfying the customer and staying with the company for long run.

The study has certainly achieved its objectives in answering the research questions where hypotheses support or otherwise was elaborated. However, the influence of employees' psychological job attachment and empowerment and job fulfilment proved to be valid and significant in this study. It showed that psychological empowerment was perceived as a medium to enhance overall job satisfaction. In conclusion, it is hoped that the study findings can be used as a basis for Bangalore city India.

Specifically, it is hoped that managers will be able to understand the effect of the empowerment concept on their employees. Considering the labour-intensive nature of the Information Technology industry, coping with turnover trends is relatively significant and a priority for them. From the findings in this study, it can be concluded that the significant effect of employee psychological empowerment and overall job satisfaction were established. Managers certainly need to ensure that employees are satisfied and enjoy what they do at work by selfish. More focus should be on retaining the employees to exercise empowerment in order to enhance their job satisfaction level and performance thus providing excellence service to customers.

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