Research Paper Management

Work Alienation Among The Employees in IT Sector

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ABSTRACT

Over the years the term Work Alienation had gained lots of importance. Considering the importance and nature of work it has become impossible for individuals to meet routine targets. Work appears to be more daunting since individuals are getting baffled on meeting their deadlines. India had witnessed unprecedented growth in the field of information technology. The primary objective of the study is to know the satisfaction level of the employees and further to comprehend whether the executives feel alienated or not. The result from this study is that the more formalized an organization becomes the more alienated the employees will become.And also we can see that the feeling of powerlessness and meaninglessness are two most influencing factors that cause Work Alienation.

KEYWORDS Work Alienation, job satisfaction, distress

Introduction

Alienation may be conceived as the social psychological separation from some social referent. In the theoretical framework which follows, powerlessness, meaninglessness, and normlessness are not forms of alienation but represent factors which are associated with alienation. Much of the research in this area assumes the larger society as the social referent from which alienation is measured (Nettler, 1957; Seeman, 1959; Dean, 1961). Clark (1959) was the first to relate alienation (powerlessness) to a specific organizational setting, arguing that measuring alienation from a specifiable social system or sub-system is more meaningful than alienation from a global social referent partly because "when viewed from the standpoint of a single organization, the concept of alienation can be examined in an environment about which we are more adequately informed than with the whole of society" (Clark, 1959). That man is anchored to different segments of his social environment with varying degrees of intensity is another reason for studying alienation from a social referent less inclusive than society or culture. Persons may be alienated from one aspect of social life and integrated into other aspects. Consistent with this line of argument there is a growing number of studies relating various dimensions of alienation to delimited social systems (Hajda, 1961; Seeman, 1962, 1963, 1967; Neal and Rettig, 1963; Aiken and Hage, 1966). However, as Neal and Rettig (1967) underline, scant effort has been dispensed on the issue of the unidimensionality versus the multidimensionality of alienation. There is some research reporting statistical relationships among dimensions of alienation (Dean, 1961). However, there has been little effort to relate types of alienation to each other theoretically and at the same time to relate them using a delimited social unit as the referent for measuring alienation.Thus we can see that alienation can be identified by several variables and the impact of work alienation need to be properly managed to avoid economic cost for organisations and the well beings of the employees.

Objectives of the study

This study was conducted with the objective of identifying the causes and symptoms of alienation among the executives working in IT sector and also the satisfaction level of the employees. This study will also comprehend whether the executives working in the IT sector are feeling alienated or not.

Research Methodology

Using convenience sampling method a sample size of 50 was taken from among employees those who are working in different IT companies of Techno Park in Kerala. Around 40,000 IT professionals are working Techno park. The study was conducted by collecting data through primary sources such as questionnaires, interviews etc. The data was collected by using structured questionnaires. For comprehensive investigation Karl Pearson's co-efficient of correlation techniques, chi-square techniques, Weighted Average and percentage analysis were used. Secondary sources of data are taken from journals, books, internet websites etc were used by the researcher.

About IT Sector

The Information technology industryin India has gained a brand identity as a knowledge economy due to its IT and ITES sector. The IT–ITES industry has two major components: IT Services and business process outsourcing (BPO). The growth in the service sector in India has been led by the IT–ITES sector, contributing substantially to increase in GDP, employment, and exports. The sector has increased its contribution to India's GDP from 1.2% in FY1998 to 7.5% in FY2012. According to NASSCOM, the IT–BPO sector in India aggregated revenues of US$100 billion in FY2012, where export and domestic revenue stood at US$69.1 billion and US$31.7 billion respectively, growing by over 9. This sector has also led to massive employment generation. The information technology (IT) and healthcare sectors are witnessing the highest attrition rates among talented employees, making retention of critical manpower resources a key challenge, says a survey. According to a study conducted by MyHiringClub.com, the IT and ITES sectors saw the highest attrition rate of 23 per cent in the first quarter of 2010-11. "The major reason behind (this) was that firms had started paying more to newly hired employees. Beside pay packages, career level growth and relationships with supervisors are the other reasons for higher job attrition," MyHiringClub.com Founder and CEO Rajesh Kumar said.

Analysis of the study and inference
Data Analysis

1. To test the influence of formalization on work alienation

An analysis has been done using correlation in order to study the influence of formalization introducedby the companies on

work alienation felt by the employees. Formalization is defined as the extent to which work roles are structured in an organization and the activities of the employees are governed by rules and procedures.

Table NO:1 Showing the correlation among the variables.

Correlations			
		Formalization	Work Alienation
Formalization	Pearson Correlation	1	.155
	Sig. (2-tailed)		.282
	N	50	50
Work Alienation	Pearson Correlation	.155	1
	Sig. (2-tailed)	.282	
	N	50	50

Source: Primary Data

An Analysis has been conducted by using Karl Pearson's co-efficient of correlation technique to examine the influence of formalization introduced by the companies on work alienation, and it is realized that there is a positive correlation coefficient (0.155) between the formalization and work alienation felt. This indicates that the more formalized an organization become the more will be the employees alienation.

2. Symptoms of Work alienation and its intensity.

Here the researcherhas identified four symptoms of Work alienation viz Passive withdrawal, labour turnover, absenteeism and disruption of work routines to test whether these variables are independent. Chi square test will be used to measure the dependency of variables.

H0: The symptoms of alienation and intensity are independent.

H1: The symptoms of alienation and intensity are not independent.

Table NO:2 Symptoms of alienation and its intensity

Symptoms * Work Alienation Crosstabulation							
		Work Alienation					Total
		Never	Rarely	Sometimes	Very Often	Always	
Symptoms	Passive Withdrawal	1	0	4	1	4	10
	Labour Turnover	0	1	11	1	0	13
	Absenteeism	0	0	2	2	14	18
	Disruption of work Routines	0	0	2	3	4	9
Total		1	1	19	7	22	50

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.723[a]	12	.002
Likelihood Ratio	34.549	12	.001
Linear-by-Linear Association	7.230	1	.007
N of Valid Cases	50		
Source: Primary Data			

The frequency observed [O] under each symptom is mentioned in the above table. The expected frequency was derived by using the following formula;

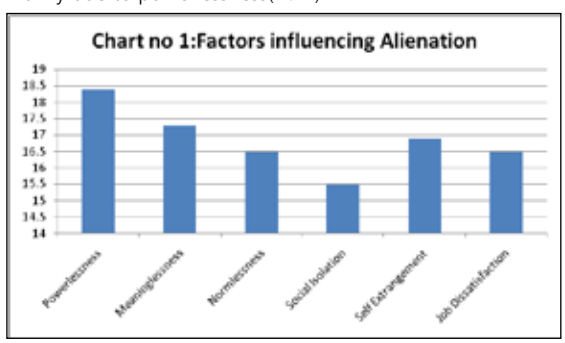
Expected Frequency (E)= $\frac{Row\ Total\ \&\ Column\ Total}{Grand\ Total}$

Chi square=S $\frac{(O_i-E_i)^2}{E_i}$

Table Value of Chi Square at 5% level of significance and degree of freedom 12 is 21.02. Here the calculated valve is 31.73. Calculated value is numerically greater than table value. So we reject the null hypothesis. Hence we can comprehend that the symptoms of alienation are dependent and a person who feel alienated can express any of the symptom.

3.To analyze the weightage of various factors influencing Alienation

Weighted average techniques were used to measure the factors that leads to work alienation. Six factors were identifiedthe weighted average mean has been calculated separately for various factors and it is derived that alienation is arising mainly due to powerlessness(18.4).



SUGGESTIONS

This study reveals that employees in the IT sector are experiencing work alienation as a result of their feeling of powerlessness, meaninglessness, normlessness, socialisolation, self-estrangement, and Job dissatisfaction. As a result of this analysis organizations can take some of the following measures for minimizing feeling of alienation among employees.

1. Change in the work culture: A key focus of recent worldwide reform movements in the IT sector is on providing employees the necessary flexibility and empowerment (Kettle, 2002). For this a work environment needs to be created where employees feel positive about their work and work content. Environmental factors should be such that job behavior is voluntary. There should be healthy competition among employees. Performance should be regularly scrutinized and reasons for underperformance analyzed. Proper and constructive feedback of the employee's performance should be made available. Organizations should create conditions for the employee personal and professional growth.
2. Performance linked incentives:-An effective reward structure which is liked with the performance of the employee should be implemented which would act as a motivator. To be effective it should ensure proper measurement of performance, proper monitoring of performance, consistency in reward and a continuous ever growing strategy. An effective remuneration and reward structure should, encourage the desired behavior, reward relevantperformance, be fair, be substantial, be timely, non-financial rewards can be incorporated , and be crystal clear.
3. Reducing the number of departments and layers of hierarchy:-Delegation of authority, reduction in the layers of hierarchy and employee autonomy is essential for bringing dynamism in the organization. Employees should be able to access to the latest technology, information and given proper training.
4. Improving the quality-of-work life:- Quality-of-work life includes both subjective experience of workers and objective environmental conditions that result in such experiences. Deterioration in the quality-of-work life leads to more alienated and unproductive employees and less efficient and productive organizations. Improving quality of work life is important to attract and retain employees.

Conclusion:

It is a fact that the concept of work alienation, its management and impact on individuals and organisations has beenreceiving a great deal of attention now a days. One of the reasons for thismay be due to fast work or professional life and deadlines of work. The result from this study is that the more formalized an organization becomes the more alienated the employees will become.A person who feels alienated will express symptoms like Passive withdrawal, Labour Turnover, Absenteeism and Disruption of work routines. And also we can see that the feeling of powerlessness and meaninglessness are two most influencing factors that causes Work Alienation. Thus work alienation has become a part of one's life, it's how you respond that counts. It is obvious therefore, that alienation cannot be totally eliminated, but could be minimized to a manageable magnitude so that it improves both efficiency and psychosomatic wellness or else it may damage your performance and your health. Arising from the outcome of the study, there is an indication that both organization and individuals has to play a positive role with regard to eliminate the feeling of being alienated.

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