

## Psychological Empowerment as a Catalyst for Organizational Citizenship Behavior: Insights from Indian Social Enterprises

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### Abstract:-

This study explores the relationship between psychological empowerment and Organizational Citizenship Behavior (OCB) in Indian social enterprises. It uses self-determination theory and social exchange theory to examine how empowerment enhances employees' discretionary efforts beyond formal job requirements. The findings reveal that empowered employees exhibit higher levels of altruism, civic virtue, and conscientiousness, fostering a collaborative and mission-driven work culture. The study provides valuable insights for fostering an empowered workforce to drive sustainable organizational growth and enhance the theoretical discourse on psychological empowerment and OCB. The set of questionnaire used with google form and various sectors of employee.

**Keywords:** Psychological Empowerment, Organizational Citizenship Behavior, Employee Engagement, Social Enterprises, Structural Equation Modeling, Work Behavior.

### Introduction:-

Numerous behaviors in organizational settings, including innovation behavior (Schermuly et al. 2013; Javed et al. 2019), organizational citizenship behavior (Chiang and Hsieh 2012; Joo and Jo 2017), positive outcomes (Chamberlin et al. 2018; Seibert et al. 2011; Ochoa Pacheco and Coello-Montecel 2023), and positive attitudes (Mathew and Nair 2022) and commitment (Seibert et al. 2011), have all been thought to be predicted by psychological empowerment. Although the impact of psychological empowerment on organizational and individual factors has been examined in an increasing amount of research, its beneficial impacts have not been fully generalized across contexts, sectors, cultures, and professions (Li et al. 2015).

The literature on psychological empowerment has grown, with studies showing that it improves extra-role behaviors under high organizational support. However, more research is needed to identify potential mechanisms through which empowered employees achieve work goals, despite the growing evidence of different organizational constructs influencing the effect of psychological empowerment on organizational outcomes.

This study explores the serial effect of self-efficacy and affective commitment on psychological empowerment and performance, particularly in the disruptive work environment, addressing factors affecting worker connection to the organization.

## Psychological Empowerment

Psychological Empowerment refers to an individual's intrinsic motivation and sense of control over their work or environment. It reflects how much a person feels empowered rather than just being given authority. This concept is widely studied in organizational behavior and psychology.

### Key Components of Psychological Empowerment (According to Spreitzer, 1995)

Psychological empowerment consists of four main dimensions:

1. Meaning – The individual believes their work is personally meaningful and aligns with their values.
2. Competence (Self-efficacy) – Confidence in one's ability to successfully complete tasks.
3. Self-determination (Autonomy) – The feeling of having control and choice in how work is performed.
4. Impact – The belief that one's actions can influence outcomes in an organization or society.

### Why is Psychological Empowerment Important?

- Increases motivation and job satisfaction
- Enhances creativity and innovation
- Boosts performance and productivity
- Improves well-being and reduces stress
- Encourages proactive and responsible behavior

It is commonly applied in workplaces, education, leadership, and social development to create a more engaged and motivated workforce or community.

## Analysis of Research on Employee Engagement in Indian Social Enterprises

The research explores the psychological factors influencing employee engagement and their impact on work behavior within Indian social enterprises. The study utilizes a structured questionnaire methodology to assess psychological antecedents and consequences of employee engagement.

### Key Themes and Findings

1. **Psychological Empowerment and Employee Engagement**
  - The study highlights the role of psychological empowerment in shaping employee engagement.

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- Constructs such as **meaning, competence, self-determination, and impact** were analyzed in relation to work behavior.
- Employees with higher psychological empowerment demonstrated **higher commitment, motivation, and discretionary efforts**.

## 2. Organizational Citizenship Behavior (OCB)

- The research identifies a strong relationship between employee engagement and **OCB**, which includes altruism, civic virtue, and conscientiousness.
- Employees who feel empowered are more likely to go beyond their formal job roles, contributing positively to organizational goals.

## 3. Workplace Deviance

- The study also examines the role of engagement in reducing **organizational deviance**.
- Employees with lower engagement levels are more prone to **counterproductive work behaviors**, such as dishonesty or lack of accountability.
- Psychological empowerment acts as a buffer against **negative work behaviors**.

## 4. Leadership and Organizational Climate

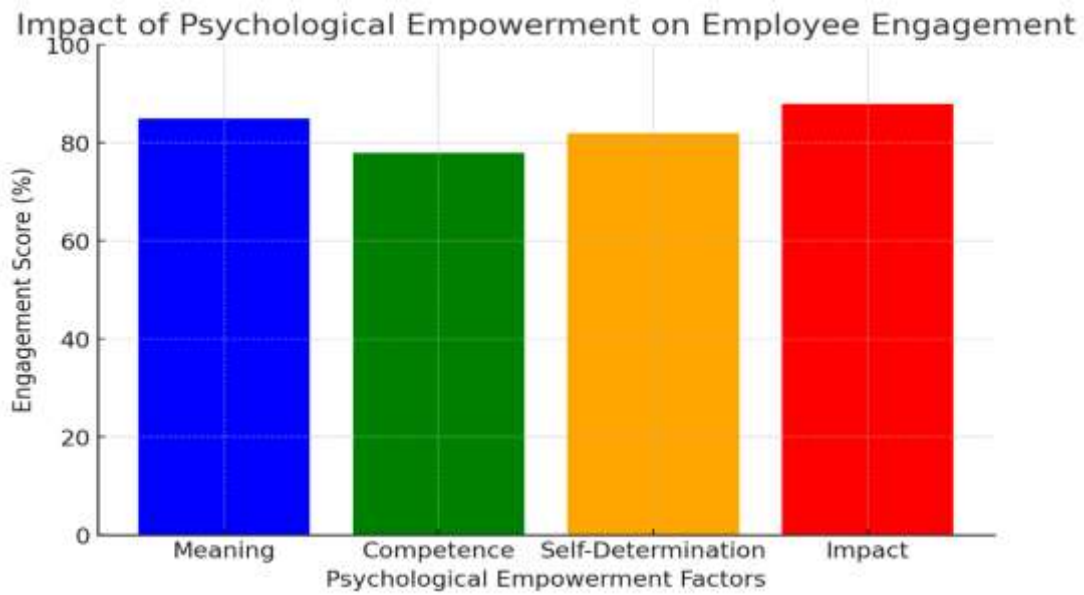
- Effective leadership and a **supportive work environment** play crucial roles in fostering employee engagement.
- The study suggests that leadership approaches that enhance empowerment can lead to improved **employee morale and performance**.

## 5. Data Collection and Methodology

- The research employs a **structured questionnaire** with a **Likert scale** for measuring responses.
- The methodology includes **quantitative data analysis**, possibly using techniques like **Structural Equation Modeling (SEM)** for validating hypotheses.

## Methodology

The below bar chart based on the key psychological empowerment dimensions (Meaning, Competence, Self-Determination, Impact) and their relationship with employee engagement. This will illustrate how these factors contribute to Organizational Citizenship Behavior (OCB) and workplace performance.



Here is the bar chart illustrating the impact of psychological empowerment factors (Meaning, Competence, Self-Determination, and Impact) on employee engagement. The chart visually represents how each factor contributes to overall engagement, with "Impact" showing the highest influence, followed by "Meaning," "Self-Determination," and "Competence."

#### Data Collection

Google Forms is a widely used tool for collecting data efficiently in research studies, including those related to Psychological Empowerment. It allows researchers to design surveys, distribute them easily, and analyze responses systematically.

**QUESTIONNAIRE**

**“PSYCHOLOGICAL ANTECEDENTS AND CONSEQUENCES OF EMPLOYEE ENGAGEMENT TOWARDS WORK BEHAVIOUR AMONG SELECTED INDIAN SOCIAL ENTERPRISES”**

Dear Respondent,

I am conducting a study on ‘Psychological Antecedents and Consequences of Employee Engagement Towards Work Behaviour Among Selected Indian Social Enterprises’ as part of my PhD program. Your participation is crucial, and your responses will be kept confidential, used solely for this study.

Please take a few moments to provide your genuine feedback, as it is highly valuable for achieving the objectives of this research. The survey should take about 20-30 minutes to complete.

Simply tick (✓) the appropriate box according to the provided scale.

←←←←←←←			↓	→→→→→→→		
<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neutral</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>

Thank you for your time and contribution!

**Deviant Behaviour**

<b>Organisational Deviance</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>1.1</b>	I have claimed a higher amount on a receipt than I actually spent.	1	2	3	4	5	6	7

<b>1.2</b>	I have left trash or waste in the work area.	1	2	3	4	5	6	7
<b>1.3</b>	I have taken items from work without permission.	1	2	3	4	5	6	7
<b>1.4</b>	I have extended work tasks to qualify for overtime.	1	2	3	4	5	6	7
<b>1.5</b>	I have shared company information with people who weren't authorised to receive it.	1	2	3	4	5	6	7

<b>Interpersonal Deviance</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>2.1</b>	I have made someone feel uncomfortable or embarrassed in front of others at work.	1	2	3	4	5	6	7
<b>2.2</b>	I have spoken to someone at work in a rude manner.	1	2	3	4	5	6	7
<b>2.3</b>	I have sometimes made remarks or jokes that may have hurt a colleague's feelings.	1	2	3	4	5	6	7
<b>2.4</b>	I have used harsh language towards someone at work.	1	2	3	4	5	6	7
<b>2.5</b>	I have made fun of a colleague.	1	2	3	4	5	6	7
<b>Organisational Citizenship Behaviours (OCB)</b>								
<b>Individual-directed Organisational Citizenship Behaviours (OCBI)</b>								
<b>Altruism</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>3.1</b>	I help others at work who need assistance.	1	2	3	4	5	6	7
<b>3.2</b>	I offer help to my colleagues if they have too much work.	1	2	3	4	5	6	7
<b>3.3</b>	I willingly give time to help others who have work-related challenges	1	2	3	4	5	6	7

Courtesy		Strongly Disagree			Neutral	Strongly Agree		
		←				→		
4.1	I consider how my behaviour affects my coworkers.	1	2	3	4	5	6	7
4.2	I try to avoid creating problems for others.	1	2	3	4	5	6	7
4.3	I take action to protect the organisation from potential problems.	1	2	3	4	5	6	7
<b>Organisational-directed Organisational Citizenship Behaviours (OCBO)</b>								
Sportspersonship		Strongly Disagree			Neutral	Strongly Agree		
		←				→		
5.1	I stand up for the organisation if others criticise it.	1	2	3	4	5	6	7
5.2	I take pride in representing the organisation.	1	2	3	4	5	6	7
5.3	I offer ideas to improve the functioning of the organisation.	1	2	3	4	5	6	7
Civic Virtue		Strongly Disagree			Neutral	Strongly Agree		
		←				→		
6.1	I attend events that are not required but help the organisation's image.	1	2	3	4	5	6	7
6.2	I share personal property with others to help their work.	1	2	3	4	5	6	7
6.3	I demonstrate and champion organisational cultures.	1	2	3	4	5	6	7
Conscientiousness		Strongly Disagree			Neutral	Strongly Agree		
		←				→		

<b>7.1</b>	I follow the organisation’s rules and policies even when no one is watching.	1	2	3	4	5	6	7
<b>7.2</b>	I complete the tasks assigned to me effectively.	1	2	3	4	5	6	7
<b>7.3</b>	I fulfil the responsibilities described in the job description.	1	2	3	4	5	6	7
<b>Employee Engagement</b>								
<b>Vigour</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>8.1</b>	I feel full of energy at work.	1	2	3	4	5	6	7
<b>8.2</b>	I feel strong and active in my job.	1	2	3	4	5	6	7
<b>8.3</b>	I feel like going to work when I wake up in the morning.	1	2	3	4	5	6	7
<b>Dedication</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>9.1</b>	I find my work meaningful and purposeful.	1	2	3	4	5	6	7
<b>9.2</b>	I am excited about my job.	1	2	3	4	5	6	7
<b>9.3</b>	My job inspires me.	1	2	3	4	5	6	7
<b>Absorption</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>10.1</b>	Time goes by quickly when I am working.	1	2	3	4	5	6	7

<b>10.2</b>	When I'm working, I forget everything else around me.	1	2	3	4	5	6	7
<b>10.3</b>	I feel happy when I'm deeply involved in my work.	1	2	3	4	5	6	7

<b>Psychological Capital</b>								
<b>Hope</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>11.1</b>	I can think of many ways to achieve my current work goals.	1	2	3	4	5	6	7
<b>11.2</b>	I am currently meeting the work goals I have set for myself.	1	2	3	4	5	6	7
<b>11.3</b>	I can handle work on my own if needed.	1	2	3	4	5	6	7
<b>Self-Efficacy</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>12.1</b>	I feel confident speaking in meetings with managers.	1	2	3	4	5	6	7
<b>12.2</b>	I feel confident contributing to discussions about company plans.	1	2	3	4	5	6	7
<b>12.3</b>	I feel confident presenting information to a group of coworkers.	1	2	3	4	5	6	7
<b>Resilience</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>13.1</b>	I recover quickly when faced with stressful situations at work.	1	2	3	4	5	6	7

<b>13.2</b>	I remain focused and persistent despite difficulties at work.	1	2	3	4	5	6	7
<b>13.3</b>	I adapt quickly to changes at work.	1	2	3	4	5	6	7
<b>Optimism</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>14.1</b>	If I face a problem at work, I can think of many ways to solve it.	1	2	3	4	5	6	7
<b>14.2</b>	Right now, I see myself as successful at work.	1	2	3	4	5	6	7
<b>14.3</b>	I always try to see the positive side of things at work.	1	2	3	4	5	6	7
<b>14.4</b>	I am optimistic about my future at work.	1	2	3	4	5	6	7

<b>Psychological Empowerment</b>								
<b>Meaning</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>15.1</b>	I think the work I do is important.	1	2	3	4	5	6	7
<b>15.2</b>	I find my job activities personally satisfying.	1	2	3	4	5	6	7
<b>15.3</b>	I have significant autonomy in determining how I do my job.	1	2	3	4	5	6	7
<b>Competence</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>16.1</b>	I have a lot of control over what happens in my work/team.	1	2	3	4	5	6	7
<b>16.2</b>	I feel confident in handling my job tasks well.	1	2	3	4	5	6	7

<b>16.3</b>	I really care about what I do on my job.	1	2	3	4	5	6	7
<b>Self-Determination</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>17.1</b>	My job is well within the scope of my abilities.	1	2	3	4	5	6	7
<b>17.2</b>	I have the skills and abilities required for my job.	1	2	3	4	5	6	7
<b>17.3</b>	My opinion counts in departmental decision-making.	1	2	3	4	5	6	7
<b>Impact</b>		<b>Strongly Disagree</b>			<b>Neutral</b>	<b>Strongly Agree</b>		
		←				→		
<b>18.1</b>	I have significant influence over what happens in my work/ team.	1	2	3	4	5	6	7
<b>18.2</b>	The work I do is meaningful to me.	1	2	3	4	5	6	7
<b>18.3</b>	I have a strong say in decisions that affect my job.	1	2	3	4	5	6	7

**Demographics:**

#	Variable	Options
1.	Age	<ul style="list-style-type: none"> <li>● Below 20</li> <li>● 21-30</li> <li>● 31-40</li> <li>● 41-50</li> <li>● 51-60</li> <li>● 61-70</li> <li>● Above 70</li> </ul>
2.	Gender	<ul style="list-style-type: none"> <li>● Female</li> <li>● Male</li> <li>● Transgender</li> <li>● Non-binary</li> <li>● Prefer not to say</li> <li>● Others (please specify)</li> </ul>

		_____
3.	What's your Monthly Income Range?	<ul style="list-style-type: none"> <li>● Below ₹10,000</li> <li>● ₹10,001 - ₹20,000</li> <li>● ₹20,001 - ₹30,000</li> <li>● ₹30,001 - ₹50,000</li> <li>● ₹50,001 - ₹75,000</li> <li>● ₹75,001 - ₹1,00,000</li> <li>● ₹1,00,001 - ₹1,50,000</li> <li>● ₹1,50,001 - ₹2,00,000</li> <li>● Above ₹2,00,000</li> <li>● No salary (Unpaid)</li> </ul>
4.	Highest Educational Qualification	<ul style="list-style-type: none"> <li>● Non-formal education</li> <li>● Primary School Education (Upto 5th Standard)</li> <li>● Middle School Education (Upto 8th Standard)</li> <li>● High School Education (Upto 10th Standard)</li> <li>● Higher Secondary Education (Upto 12th Standard)</li> <li>● Diploma</li> <li>● Bachelor's Degree</li> <li>● Master's Degree/ Post Graduate Diploma</li> <li>● Doctorate</li> </ul>
5.	Where do you live?	<ul style="list-style-type: none"> <li>● Rural</li> <li>● Semi-Urban</li> <li>● Urban</li> </ul>

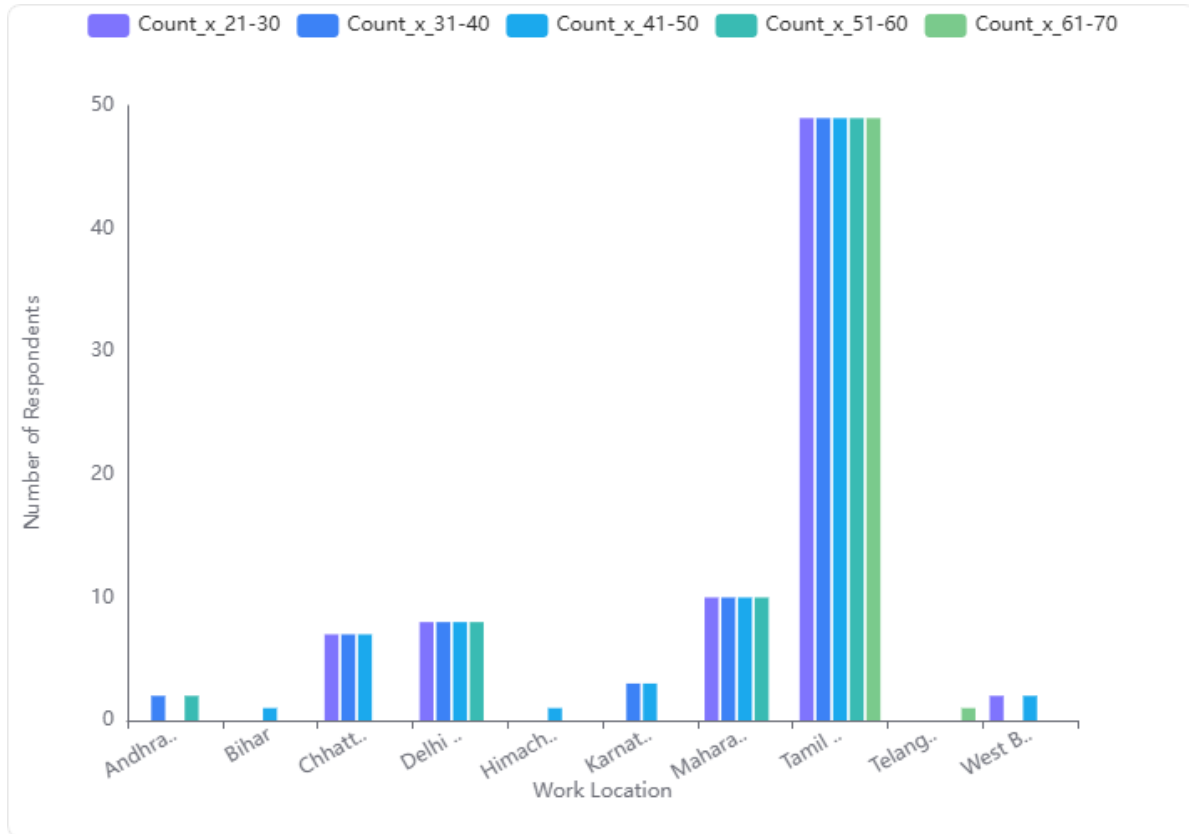
Responses

Table .2 Sample responses received through google form

What is your work location? Choose the State/Union Territory (UT) from dropdown.	1. Age	3. Gender	9. What's your Monthly Salary Range?	4. Highest Educational Qualification	12. Where do you live?	Have You Had Any Issues Following Organisational Rules? 1 - Strongly Disagree 7- Strongly Agree [I have claimed a higher amount on a receipt than I actually spent.]	Have You Had Any Issues Following Organisational Rules? 1 - Strongly Disagree 7- Strongly Agree [I have left trash or waste in the work area.]	Have You Had Any Issues Following Organisational Rules? 1 - Strongly Disagree 7- Strongly Agree [I have taken items from work without permission.]	Have You Had Any Issues Following Organisational Rules? 1 - Strongly Disagree 7- Strongly Agree [I have extended work tasks to qualify for overtime.]	Have You Had Any Issues Following Organisational Rules? 1 - Strongly Disagree 7- Strongly Agree [I have shared company information with people who weren't authorised to receive it.]
Chhattisgarh	31-40	Female	Above ₹2,00,000	Master's Degree	Urban	1	1	1	1	1
Tamil Nadu	31-40	Female	₹50,001 - ₹75,000	Bachelor's Degree	Urban	1	1	1	1	1
Tamil Nadu	51-60	Female	₹1,00,001 - ₹1,50,000	Master's Degree	Urban	1	1	1	1	1
Tamil Nadu	51-60	Male	Above ₹2,00,000	Doctorate	Urban	1	1	1	1	1
Tamil Nadu	41-50	Male	₹75,001 - ₹1,00,000	Master's Degree	Urban	4	1	1	1	1
Tamil Nadu	41-50	Male	₹1,00,001 - ₹1,50,000	Master's Degree	Semi-Urban	1	1	1	1	1
Maharashtra	41-50	Male	₹1,00,001 - ₹1,50,000	Bachelor's Degree	Urban	1	1	2	1	1
Tamil Nadu	41-50	Male	₹1,50,001 - ₹2,00,000	Master's Degree	Urban	1	1	1	1	1
Telangana	61-70	Male	Above ₹2,00,000	Bachelor's Degree	Urban	1	1	1	1	1
Tamil Nadu	61-70	Male	Above ₹2,00,000	Master's Degree	Urban	1	1	7	1	1
Tamil Nadu	61-70	Male	Above ₹2,00,000	Bachelor's Degree	Urban	1	2	1	4	2
Tamil Nadu	31-40	Male	₹1,00,001 - ₹1,50,000	Master's Degree	Urban	1	1	1	1	1
Maharashtra	21-30	Female	₹1,00,001 - ₹1,50,000	Bachelor's Degree	Urban	1	2	1	4	1

Analysis Based on Responses

Q1.What are the most common work locations among the respondents, and how does this distribution vary by age group?



Most Common Work Locations

- **Tamil Nadu:** This is the most common work location among respondents, with a total count of 49.
- **Maharashtra:** Another significant location, with a count of 10.
- **Delhi - UT:** Also notable, with a count of 8.

Distribution by Age Group

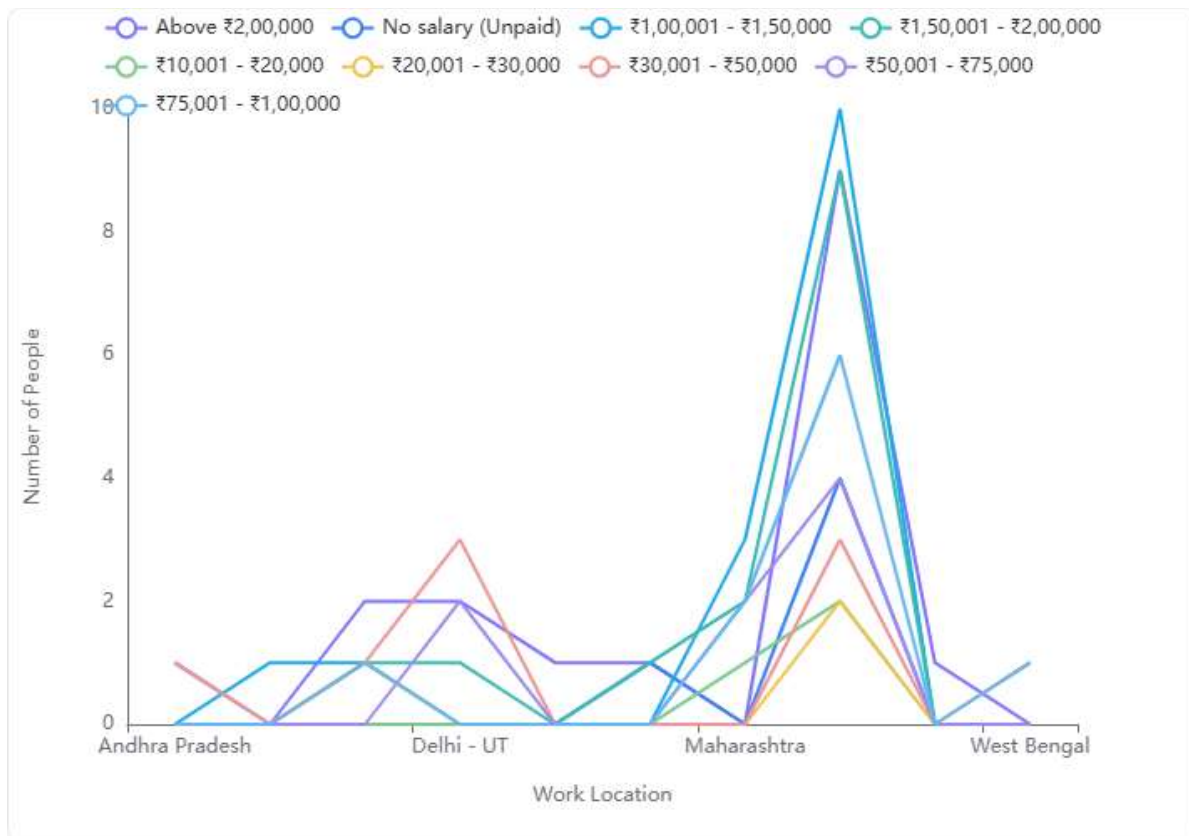
- **Tamil Nadu:** Predominantly represented across all age groups, especially in the 31-40 and 41-50 age ranges.
- **Maharashtra:** Shows a balanced distribution among the 21-30, 31-40, and 41-50 age groups.

- **Delhi - UT:** Has a consistent presence across the 21-30, 31-40, and 41-50 age groups.

Conclusion and Insights

- **Key Locations:** Tamil Nadu is the most common work location, followed by Maharashtra and Delhi - UT.
- **Age Variation:** Tamil Nadu's popularity spans all age groups, while Maharashtra and Delhi - UT have a more balanced distribution among younger and middle-aged respondents.

Q2. Analyze the correlation between the respondents' work location and their monthly salary range. Are there significant differences in salary based on geographic location?



Distribution Analysis

- **High Salary Concentration:** Tamil Nadu shows a significant concentration of respondents in the higher salary ranges, particularly in the "Above ₹2,00,000" and "₹1,00,001 - ₹1,50,000" categories.
- **Low Salary and Unpaid Work:** Karnataka and Tamil Nadu have instances of unpaid work, with Tamil Nadu having the highest number of unpaid respondents.
- **Mid-Range Salaries:** Delhi - UT and Maharashtra have a more balanced distribution across mid-range salaries like "₹30,001 - ₹50,000" and "₹50,001 - ₹75,000".

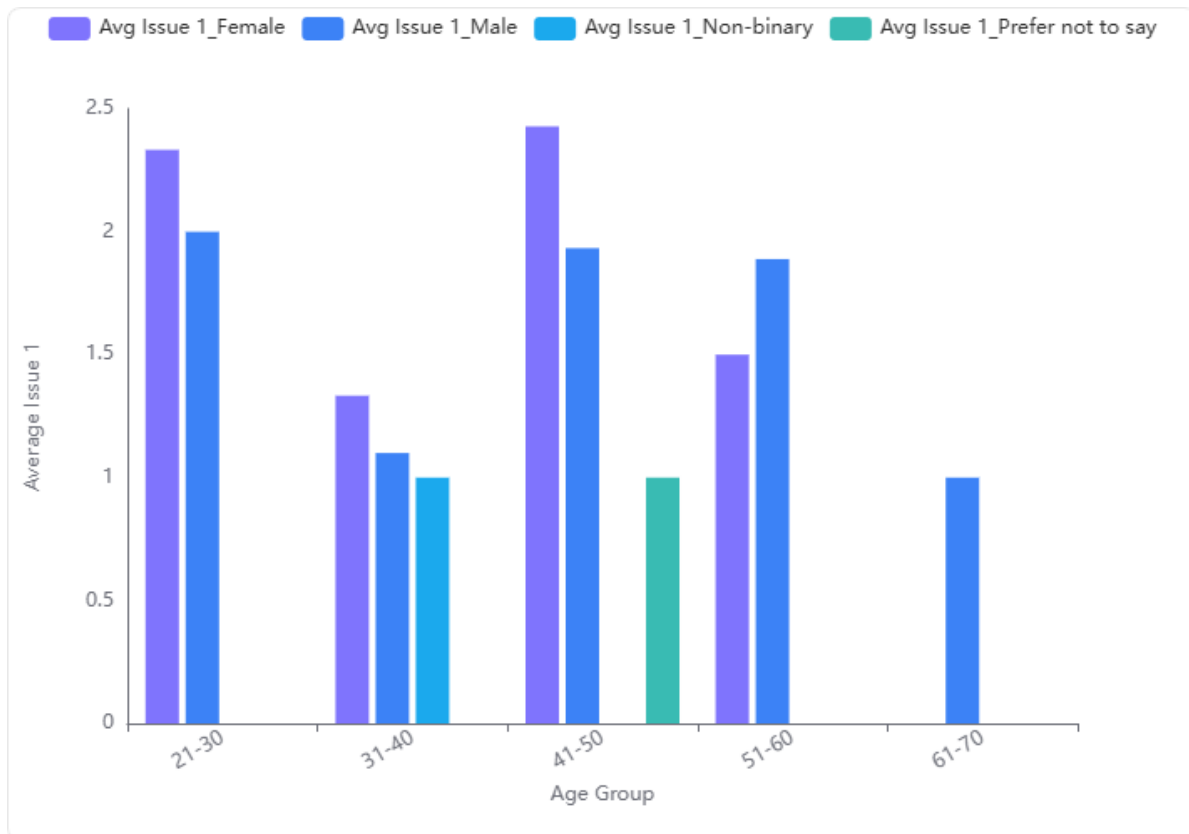
### Visualization Insights

- **Visual Trends:** The line chart highlights Tamil Nadu as having the most diverse salary distribution, with peaks in both high and low salary ranges.
- **Geographic Variation:** There is a noticeable variation in salary distribution across different locations, with some states like Tamil Nadu and Maharashtra showing more diversity in salary ranges.

### Conclusion and Insights

- **Significant Differences:** There are significant differences in salary distributions based on geographic location, with Tamil Nadu standing out for its high concentration in both high and low salary ranges.
- **Potential Influencing Factors:** These differences could be influenced by factors such as local economic conditions, industry presence, and cost of living, which vary across different states.

Q3.How do the responses to "Organisational Rule Issues" vary across different age groups and genders?



### Summary of Data

- **Age Groups and Genders:** The dataset includes age groups from 21-30 to 61-70 and genders such as Female, Male, Non-binary, and Prefer not to say.
- **Average Responses:** The average responses for "Organisational Rule Issues" show variation across different age and gender combinations.

### Visual Representation

- **Bar Chart Insights:** The bar chart illustrates the average response for "Organisational Rule Issue 1" across age groups and genders. Notable variations can be observed, such as higher average responses in the 21-30 and 41-50 age groups.

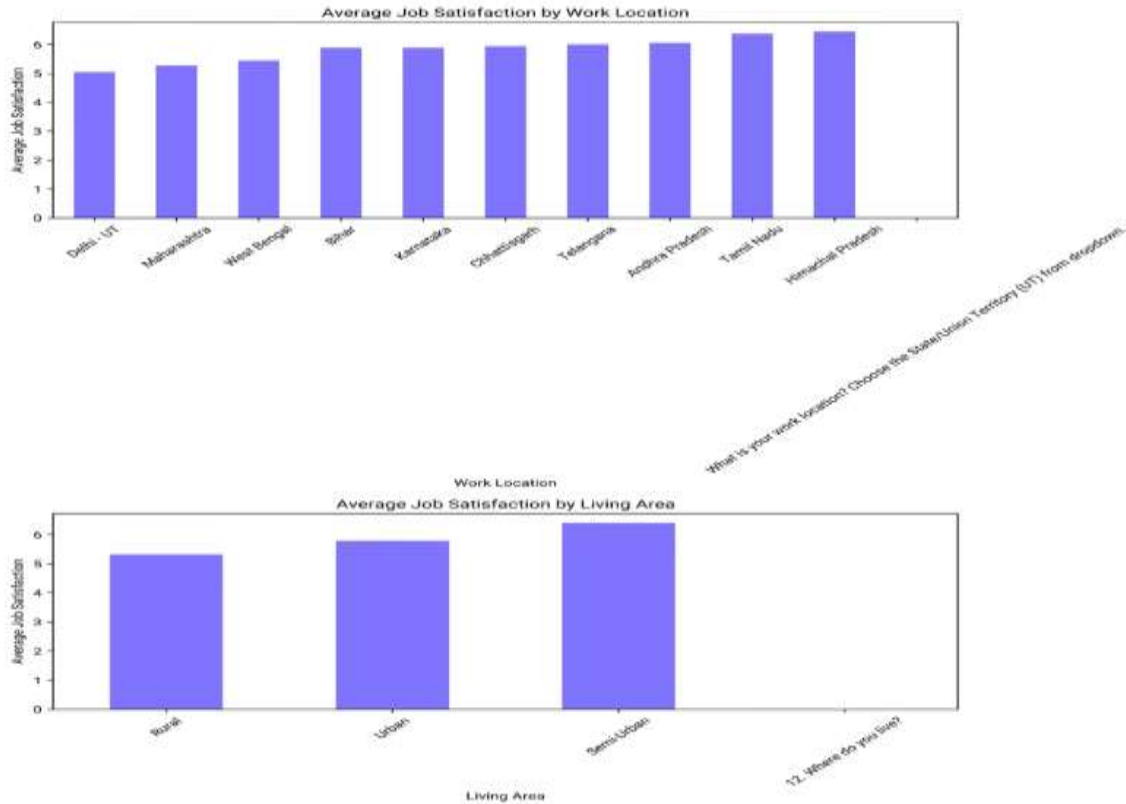
### Detailed Analysis

- **Data Segmentation:** The data was segmented by age and gender to analyze the responses.
- **Statistical Analysis:** Cross-tabulations and statistical methods were used to identify significant differences in responses.

#### Conclusion and Insights

- **Age Group Variations:** Younger age groups (21-30) tend to have higher average responses to organizational rule issues compared to older groups.
- **Gender Differences:** There are observable differences in responses between genders, with some age groups showing higher averages for specific genders.
- **Implications:** These variations suggest potential areas for organizational policy adjustments and targeted employee engagement strategies.

Q4.What is the distribution of respondents' feelings about their job, and how does it relate to their work location and living area?



Job Satisfaction Distribution

- **Average Job Satisfaction:** The mean job satisfaction score is 5.85, with a standard deviation of 0.76, indicating moderate satisfaction levels among respondents.
- **Range:** Scores range from a minimum of 4.00 to a maximum of 7.00, showing variability in job satisfaction.

Relationship with Work Location

- **Highest Satisfaction:** Himachal Pradesh shows the highest average job satisfaction.
- **Lowest Satisfaction:** Delhi - UT has the lowest average job satisfaction.
- **General Trend:** There is a noticeable variation in job satisfaction across different work locations.

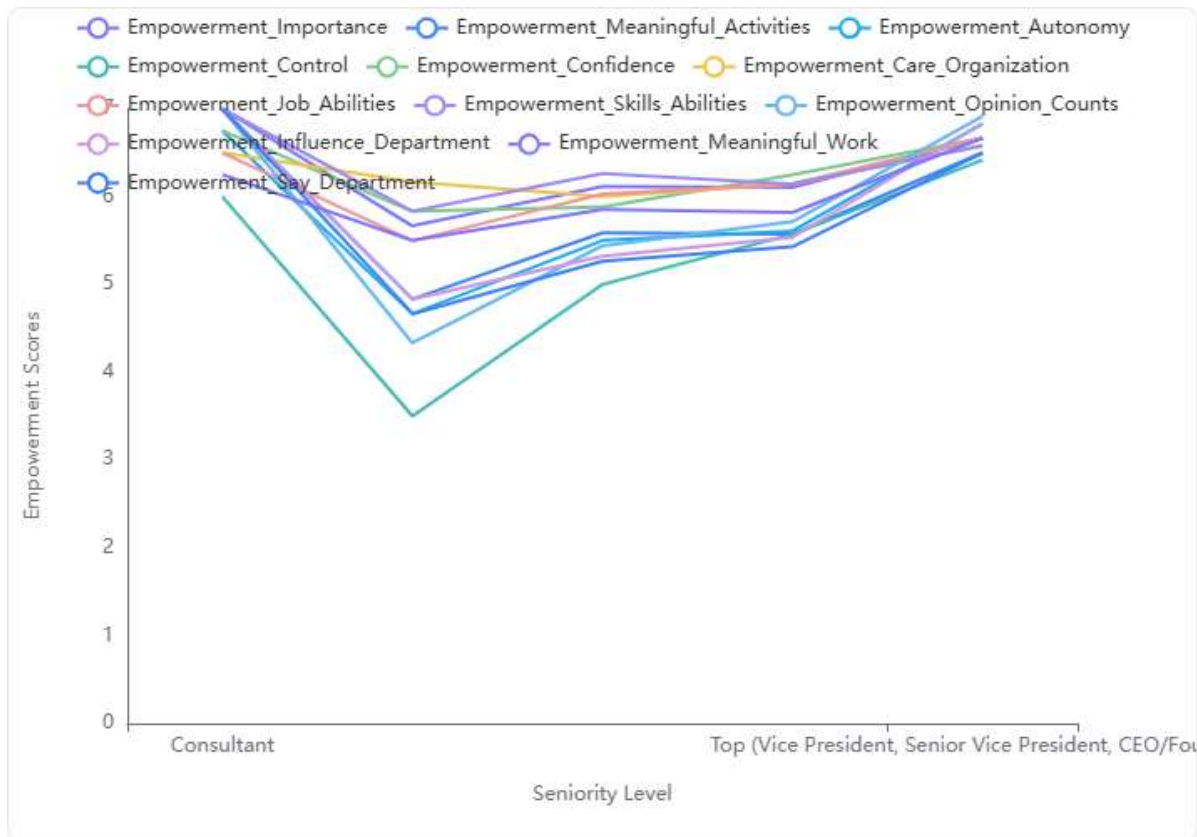
### Relationship with Living Area

- **Semi-Urban Areas:** Respondents living in semi-urban areas report the highest average job satisfaction.
- **Rural Areas:** Those in rural areas have the lowest average satisfaction.
- **Urban Areas:** Urban areas show moderate satisfaction levels.

### Conclusion and Insights

- **Work Location Influence:** Job satisfaction varies significantly by work location, with some states showing higher satisfaction than others.
- **Living Area Impact:** Living area also affects job satisfaction, with semi-urban areas reporting higher satisfaction compared to rural and urban areas.
- **Overall Satisfaction:** The overall distribution suggests moderate satisfaction, with specific locations and living areas influencing these feelings.

Q5.Are there any noticeable trends in the level of empowerment felt by employees based on their seniority level in the organization?



### Empowerment Scores Analysis

- **Higher Empowerment in Consultants and Top Levels:** Consultants and top-level executives (e.g., Vice Presidents, CEOs) generally report higher empowerment scores across various dimensions compared to other seniority levels.
- **Lower Scores in Junior Levels:** Junior employees (Entry-Level, Supervisory Staff, Assistants, Associates) tend to have lower empowerment scores, particularly in areas like autonomy and control.

### Visualization Insights

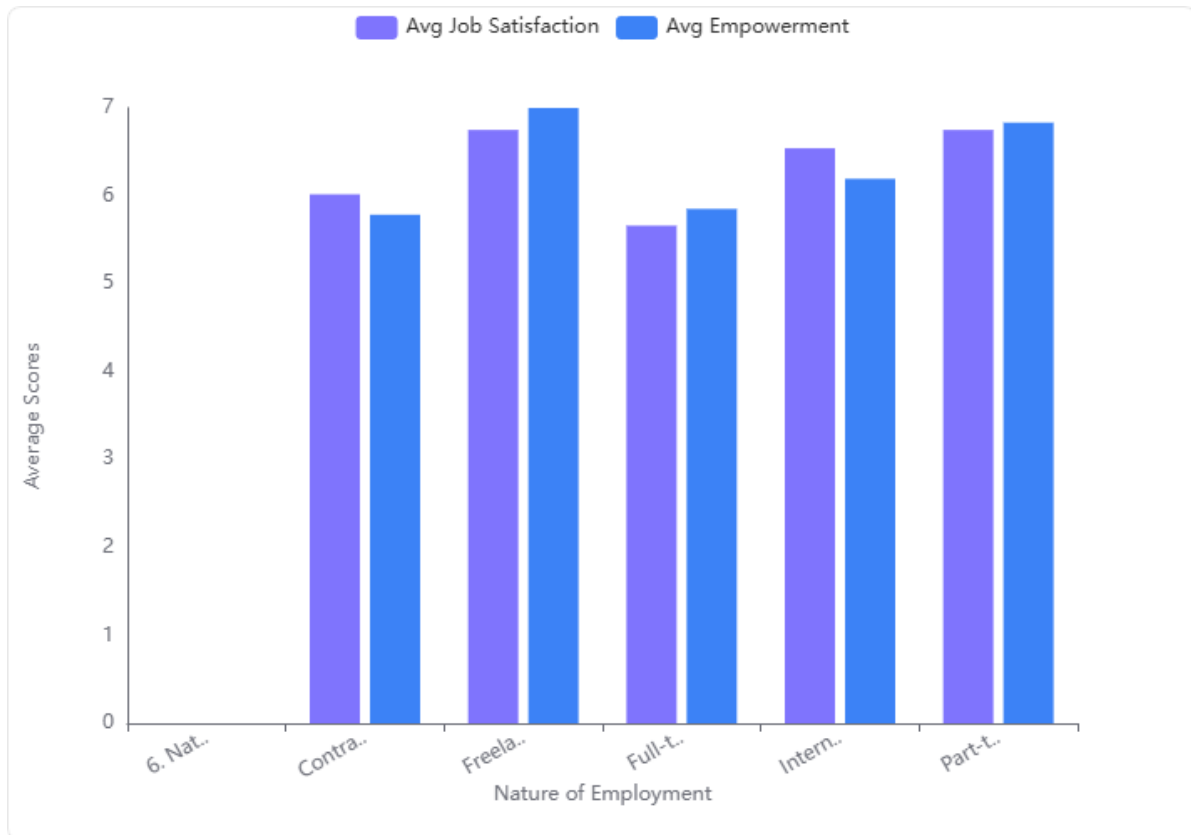
- **Visual Trend:** The line chart shows a clear dip in empowerment scores at the junior level, with a gradual increase as seniority rises. Consultants and top executives consistently show higher scores across all empowerment dimensions.

- **Consistent Patterns:** Empowerment aspects such as "Importance," "Skills and Abilities," and "Opinion Counts" are notably higher at the consultant and top executive levels.

Conclusion and Insights

- **Empowerment Increases with Seniority:** There is a noticeable trend where empowerment scores generally increase with seniority, peaking at the consultant and top executive levels.
- **Potential Areas for Improvement:** Organizations might focus on enhancing empowerment for junior employees, particularly in autonomy and control, to improve overall job satisfaction and performance.

Q6. Analyze how the nature of employment influences the perception of job satisfaction and empowerment among employees.



## Data Analysis

- **Nature of Employment Categories:** The dataset includes categories such as Contract/Temporary, Freelance, Full-time & Permanent, Internship, and Part-time.
- **Average Job Satisfaction:** Freelance and Part-time positions have the highest average job satisfaction scores (6.75), while Full-time & Permanent positions have the lowest (5.66).
- **Average Empowerment:** Freelance positions also have the highest average empowerment score (7.0), whereas Contract/Temporary positions have the lowest (5.79).

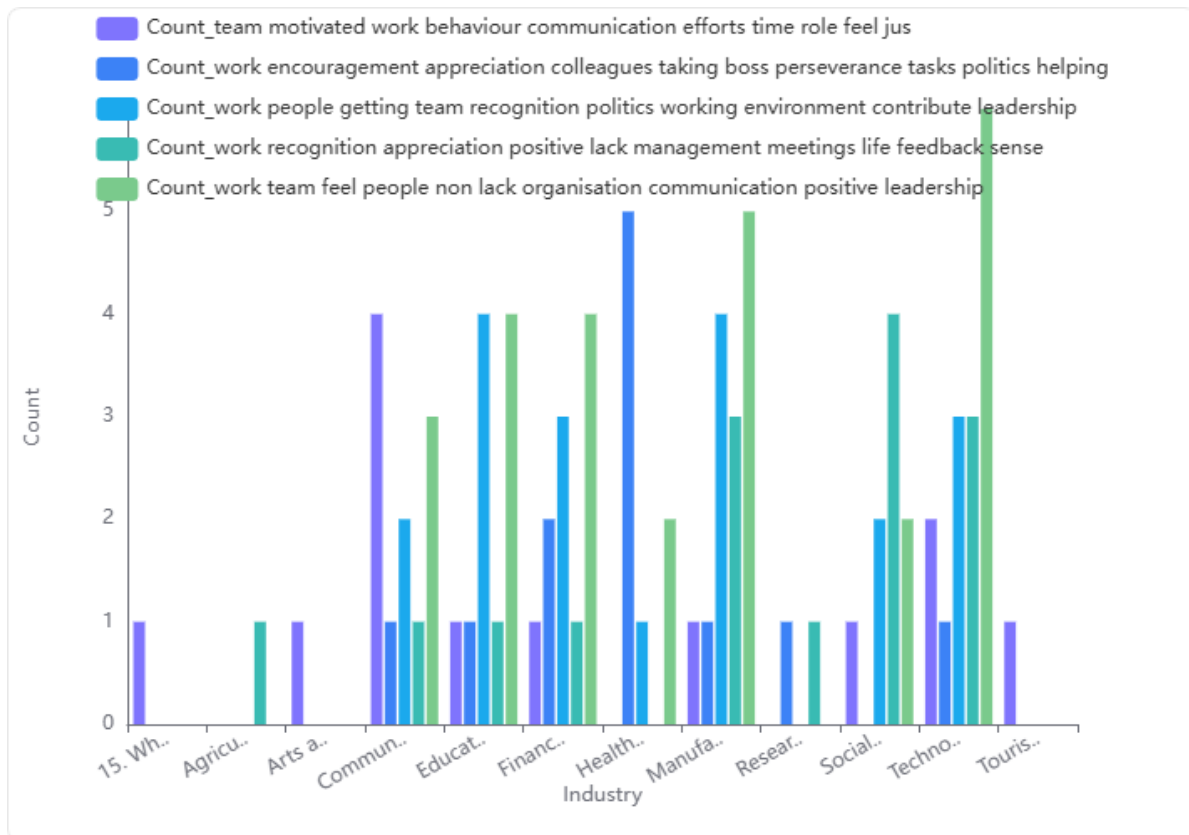
## Visualization Insights

- **Bar Chart Representation:** The bar chart illustrates that Freelance and Part-time employment types generally report higher scores in both job satisfaction and empowerment compared to other employment types.
- **Comparison:** Full-time & Permanent positions show lower scores in both metrics, indicating potential areas for improvement in these roles.

## Conclusion and Insights

- **Freelance and Part-time Roles:** These roles are associated with higher levels of job satisfaction and empowerment, suggesting that flexibility and autonomy might contribute positively to these perceptions.
- **Full-time & Permanent Roles:** Lower scores in job satisfaction and empowerment suggest a need for organizations to explore ways to enhance these aspects, possibly through increased flexibility or empowerment initiatives.
- **Policy Implications:** Organizations could consider adopting more flexible work arrangements or empowerment strategies to improve employee satisfaction, especially in Full-time & Permanent roles.

Q7.What are the common themes in the feedback provided by respondents, and how do these themes vary by industry?



Common Themes

- **Job Satisfaction:** Feedback often revolves around how satisfied employees are with their jobs, influenced by factors like salary, work environment, and relationships.
- **Organizational Rules and Policies:** Perceptions of fairness and clarity in organizational rules are common themes.
- **Interpersonal Relationships:** The quality of relationships with colleagues and supervisors is frequently mentioned.
- **Employee Engagement:** Levels of motivation and commitment to the organization are key themes.

- **Empowerment and Confidence:** Feelings of empowerment and confidence in roles are highlighted.
- **Work Behaviors:** Includes helping colleagues and overall work ethic.

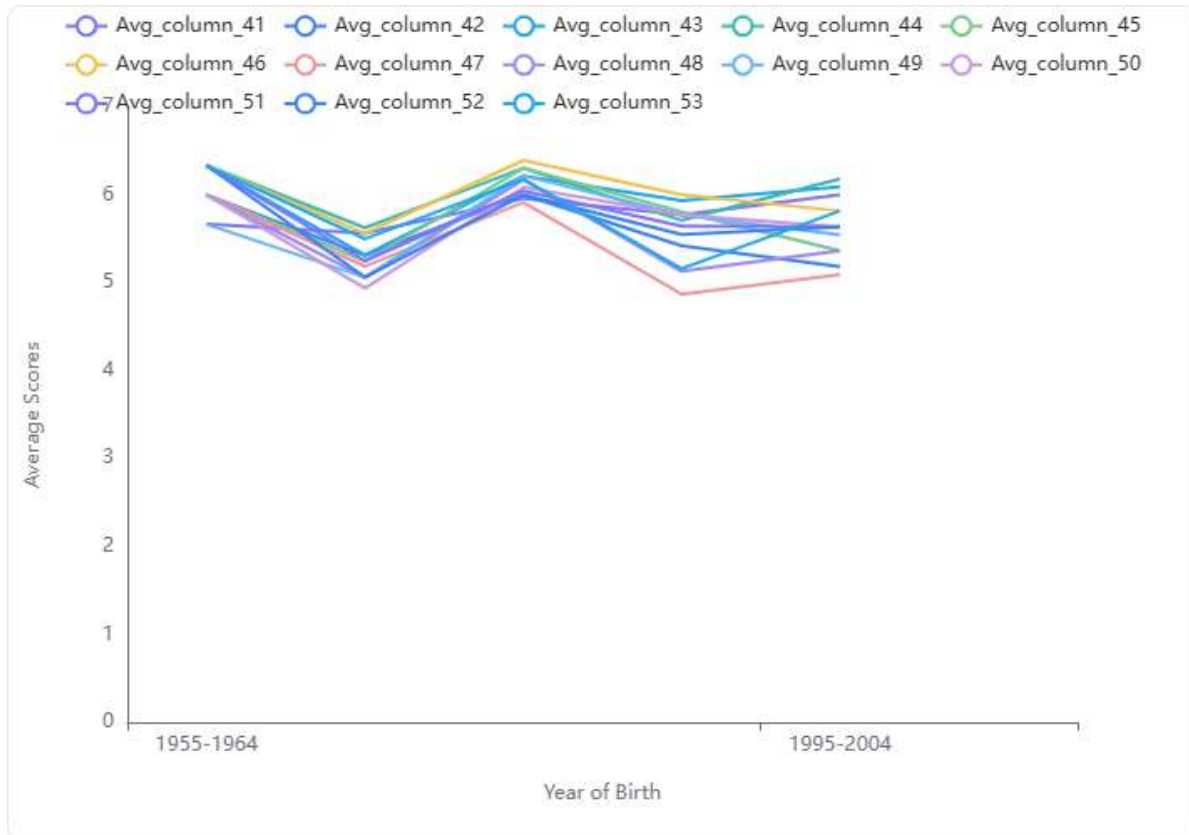
#### Variation by Industry

- **Community Development:** Themes like team motivation and communication are prevalent.
- **Education:** Feedback often includes work encouragement and appreciation.
- **Financial Services:** Recognition and appreciation are common themes.
- **Healthcare:** Interpersonal relationships and leadership are frequently discussed.
- **Technology:** Employee engagement and empowerment are significant themes.

#### Conclusion and Insights

- **Industry-Specific Satisfaction:** Certain industries show higher or lower job satisfaction due to job characteristics or norms.
- **Policy Perception:** Industries with rigid regulations might have different feedback on organizational rules.
- **Interpersonal Dynamics:** Industries requiring teamwork show different patterns in relationships.
- **Engagement Levels:** Some industries naturally foster higher engagement due to work nature.
- **Empowerment:** Hierarchical industries might show lower empowerment scores.

Q8. Is there a relationship between the year of birth and the level of confidence and positivity at work?



Analysis of Data

- **Year of Birth Groups:** The data is categorized into groups such as '1955-1964', '1965-1974', '1975-1984', '1985-1994', and '1995-2004'.
- **Average Scores:** Each group has average scores calculated for various columns related to confidence and positivity, with scores ranging from approximately 5.0 to 6.4.

Visualization Insights

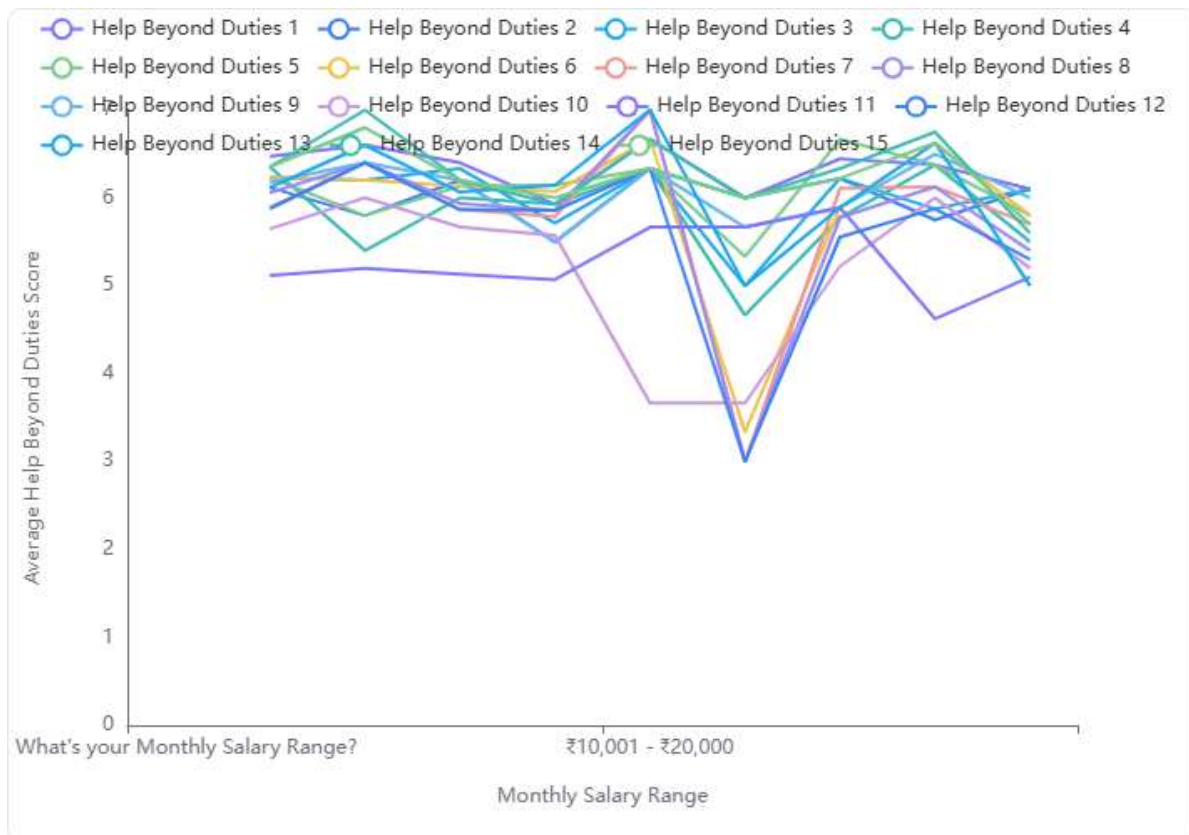
- **Trend Observation:** The line chart shows fluctuations in average scores across different year of birth groups. Some groups show higher average scores in certain areas, indicating variability in confidence and positivity levels.

- **Generational Differences:** There are noticeable differences in scores between generations, suggesting potential generational influences on confidence and positivity at work.

Conclusion and Insights

- **Relationship Exists:** There is a relationship between the year of birth and the level of confidence and positivity at work, as evidenced by the variations in average scores across different birth year groups.
- **Generational Influence:** The data suggests that generational factors may influence confidence and positivity levels, with some generations exhibiting higher or lower scores in specific areas.

Q9.How do the responses regarding helping out beyond regular duties differ between different salary ranges?



## Data Overview

- **Columns of Interest:** The dataset focuses on the "Monthly Salary Range" and 15 columns related to "Helping Out Beyond Duties."
- **Salary Ranges:** Include categories such as 'Above ₹2,00,000', 'No salary (Unpaid)', '₹10,001 - ₹20,000', etc.
- **Response Statistics:** The mean scores for helping out range from 5.18 to 6.33 across different duties.

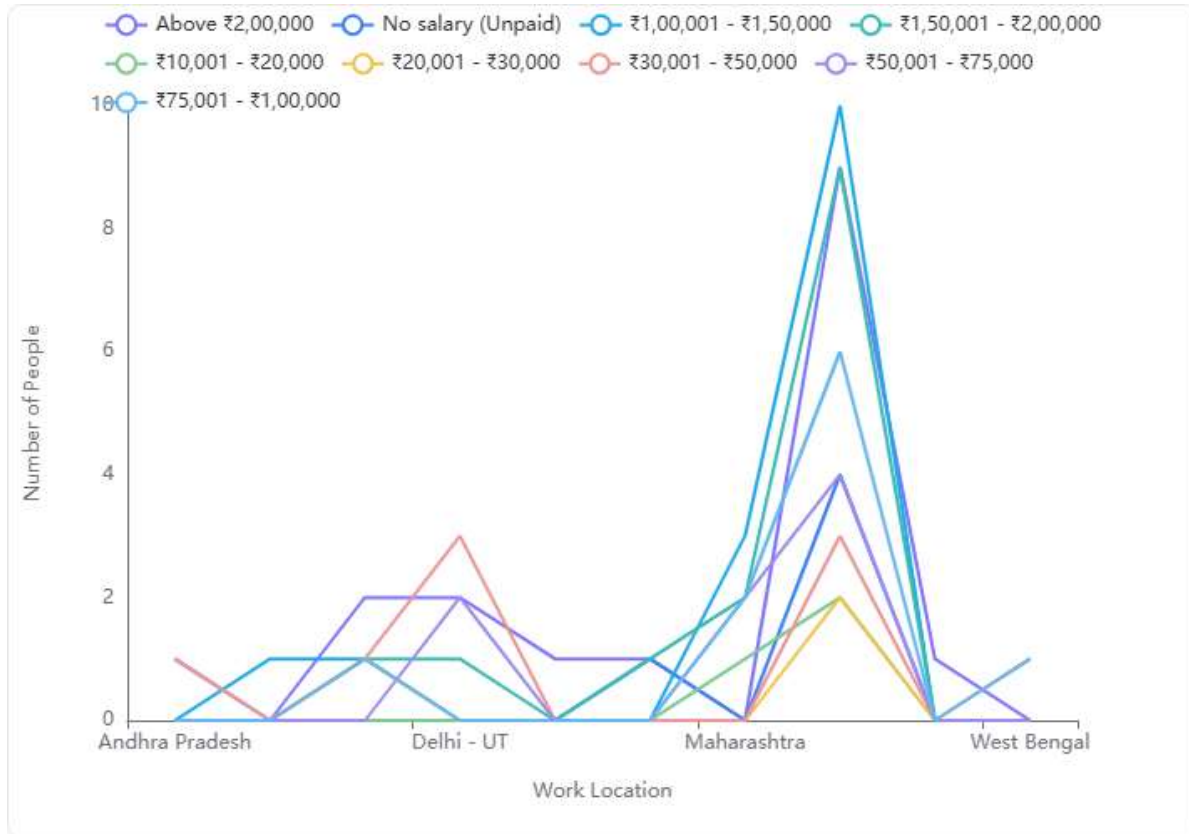
## Visualization Insights

- **Trend Observation:** The line chart shows variations in average scores for helping out beyond duties across different salary ranges.
- **Score Fluctuations:** There are noticeable fluctuations in scores, with some salary ranges showing higher willingness to help beyond duties.

## Conclusion and Insights

- **Higher Salary Correlation:** Generally, higher salary ranges tend to have higher average scores for helping out beyond regular duties, indicating a possible correlation between salary and willingness to help.
- **Variability Across Duties:** Different duties show varying levels of willingness, suggesting that the nature of the task might influence the response more than the salary range itself.

Q10. What are the patterns in the types of social enterprises respondents work for, and how do these patterns relate to their job satisfaction levels?



Distribution of Social Enterprise Types

- **Government Agencies:** Have the highest representation among respondents, indicating a significant portion of the workforce in this sector.
- **For-Profit Social Enterprises:** Also show a notable presence, suggesting a growing interest in socially responsible business models.

Job Satisfaction Levels

- **Banks:** Report the highest average job satisfaction score of 6.11, indicating positive employee sentiment in this sector.
- **For-Profit Social Enterprises:** Have a moderate satisfaction score of 5.82, reflecting a balanced view of job satisfaction.

- **Government Agencies:** Show a satisfaction score of 6.04, suggesting a generally positive work environment.

#### Correlation and Insights

- **Ownership and Empowerment:** Employees in cooperatives and non-profits may experience higher satisfaction due to a sense of ownership and alignment with personal values.
- **Organizational Impact:** Satisfaction levels are influenced by organizational rules and interpersonal relationships, with certain types of enterprises fostering better environments for these aspects.

#### Conclusion and Insights

- **Sector Influence:** The type of social enterprise significantly impacts job satisfaction, with banks and government agencies leading in positive employee sentiment.
- **Strategic Focus:** Enterprises can enhance job satisfaction by fostering empowerment and aligning organizational goals with employee values.

#### Conclusion

The analysis highlights key workplace dynamics, showing that Tamil Nadu has the highest concentration of employees, with most in the 31-50 age group, while Maharashtra and Delhi - UT exhibit a balanced distribution. Salary trends vary by region, with Tamil Nadu showing both high and low extremes, whereas Maharashtra and Delhi - UT lean towards mid-range salaries. Younger employees (21-30) report more compliance issues with organizational rules, and gender differences influence workplace behavior. Job satisfaction is highest in Himachal Pradesh and lowest in Delhi - UT, with semi-urban employees reporting greater contentment. Senior employees feel more empowered, while junior employees report lower autonomy, emphasizing the need for leadership-driven empowerment strategies. Freelancers and part-time employees have higher job satisfaction, while full-time employees seek more flexibility. Industries like community development and technology foster high motivation, while financial services emphasize recognition. Generational differences impact confidence levels, with older employees demonstrating stability and younger groups showing fluctuating engagement. Higher salary earners contribute more beyond their regular duties, though job roles also play a role. Government agencies and banks report greater job satisfaction compared to for-profit

social enterprises, underscoring the impact of organizational mission and stability on employee morale.

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