# CONTENTS

<table>
<thead>
<tr>
<th>PAGE No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABSTRACT</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
</tr>
<tr>
<td>LIST OF GRAPHS AND FIGURES</td>
</tr>
</tbody>
</table>

## CHAPTER I INTRODUCTION

1.1 Work Stress Research  
1.2 Moderators of Stress  
1.3 Organisational Context and Perceived Stress  
1.4 Purpose of the present study  
1.5 Overview of the remaining chapters

## CHAPTER II REVIEW OF THE LITERATURE

2.1 Developments in Work Stress research  
2.2 Consequences of Work Stress  
2.3 Moderators of Work Stress  
2.4 The Empowerment concept  
2.5 The influence of production set-up differences on employee perception  
2.6 Research questions for the present study

## CHAPTER III RESEARCH METHODOLOGY

3.1 Research hypotheses
5.2 Meaning 
5.3 Competence 
5.4 Self-determination 
5.5 Impact 
5.6 Empowerment 
5.7 Empowerment from Supervisor 
5.8 Production set-up differences 

CHAPTER VI CONCLUSIONS 
6.1 Summary and Findings 
6.2 Theoretical implications 
6.3 Pragmatic implications 
6.4 Methodological implications 
6.5 Limitations of the study 
6.6 Scope for further research 

APPENDICES
A. Research Instrument
B. Sample profile
C. Factor analysis tables for 
Empowerment from Supervisor scale
D. Illustration of functional analysis
E. Graphical analysis of interactions

REFERENCES
EMPOWERMENT AS A MODERATOR OF THE RELATIONSHIP BETWEEN WORK STRESS AND INDIVIDUALLY AND ORGANISATIONALLY VALUED STATES

ABSTRACT

This research aims to investigate in organisations with differing production set-ups, the effect of executives' empowerment on the relationship between work stress and individually and organisationally valued states.

In the effort to meet this broad objective, a study was conducted in two large public sector organisations - one engaged in manufacturing activities and the other in processing activities. The research instruments used in the survey questionnaire are:

1. Stress Diagnostic Survey (Ivancevich and Matteson, 1980)
2. Empowerment from Supervisor Scale (Das, 1992)
3. Psychological Empowerment Scale (Spreitzer, 1995)
4. Michigan Organisational Assessment Questionnaire: Overall Job Satisfaction (Seashore, Lawler, Mirvis and Camman, 1982)
5. Measures of Individually Valued States (Quinn and Shepard, 1974) - for fatigue and tension.
6. Performance Appraisal - self rating (Hackman and Lawler, 1971)
Three hundred and six usable responses were obtained with 155 from the manufacturing industry and 151 from the process industry.


Moderator Multiple Regression analysis was adopted to test for main and interaction effects of (a) Empowerment as a composite, as well as, its dimensions and (b) Empowerment from Supervisor - on the relationship of work stress with individually and organisationally valued states. Results indicate significant interaction terms and the nature of interactions to have a totally positive buffering effect.

Main effects are found to be prominent. Significant differences in main and interaction effects, and experienced work stress, are noticed between the two samples.

The theoretical, pragmatic and methodological implications, the limitations of the study and scope for further research are discussed.