CHAPTER - 6
SUMMARY AND CONCLUSION

In the contemporary times, when great emphasis is being paid to superficiality, individuals are craving for authenticity. They are longing for leaders who are authentic, committed to building enduring organizations and who have a deep sense of purpose in life. The package they are looking for is “what you see is what you get”. Where millions of dollars are being spent by companies on developing leaders who truly lead, it becomes extremely important to focus on traits like authenticity, trustworthiness, vision, power to lead etc. This has led to a paradigm shift in leader-follower relationships and the focus is now on values, ethics, empowerment, engagement and various other positive psychological variables.

This study aimed to investigate the positive organizational correlates of employee work ethics and spirituality. The variables of the study included authentic leadership, psychological empowerment and organizational trust besides employee work ethics and spirituality.

AIMS

1) To investigate the relationship between authentic leadership and psychological empowerment.

2) To study the relationship between organizational trust and psychological empowerment.

3) To investigate the nature of relationship between psychological empowerment and employee work ethics and spirituality.
4) To study the relationship of all the predictor variables viz. authentic leadership, organizational trust and psychological empowerment with the criterion variables namely employee work ethics and spirituality.

HYPOTHESES

To fulfil the above aims, the following hypotheses were formulated:

**H1:**
(a) There will be a positive relationship between authentic leadership and psychological empowerment.
(b) There will be a positive relationship between authentic leadership and employee work ethics.
(c) There will be a positive relationship between authentic leadership and spirituality.

**H2:**
(a) Organizational trust will be positively related to psychological empowerment.
(b) Organizational trust will be positively related to employee work ethics.
(c) Organizational trust will be positively related to spirituality.

**H3:** Psychological empowerment will be positively related to employee work ethics and spirituality.

**H4:** Psychological empowerment will mediate the relationship between authentic leadership and employee work ethics and spirituality.

**H5:** Psychological empowerment will mediate the relationship between organizational trust and employee work ethics and spirituality.
SAMPLE

The study sample consisted of 300 mid-level managers (both males and females) in I.T. companies in India. These managers were selected with the following criteria of inclusion and exclusion:

CRITERIA FOR INCLUSION:
1. Mid-level managers working in the private sector
2. Managers in the age group of 30-40 years
3. Managers with work experience of 3 years in the current position

CRITERIA FOR EXCLUSION:
1. Managers below 30 years of age and above 40 years of age
2. Managers with physical disability and psychological ailments
3. Managers in government and public sectors
4. Managers with work less than 3 years with the organization

In the present study purposive sampling technique was used.

DESIGN OF THE STUDY

The study used a causal research design
MEASURES

The psychological tests employed for the study were:

1. Authentic Leadership Questionnaire (ALQ) (Avolio et al., 2007).
2. Organizational Trust Inventory- short form (OTI-SF) (Cummings and Bromiley, 1996).
3. Psychological Empowerment Inventory (Spreitzer, 1995).
4. Employee work ethics (Duty Orientation or Karma Yoga) (Krishnan, V.R., 2007).
5. Spirituality (Oneness with all beings) (Krishnan, V.R., 2007).

PROCEDURE

The research study was conducted in 2 phases. In the first phase, based on the criteria of inclusion and omission, the study population from IT sector was contacted. In the second phase, the managers selected were administered the tests of the study. Procedure of the test administration was random in order to control order-effect. Thereafter, the results were compiled and trend was studied.

FINDINGS OF THE STUDY

The following major findings emerged from this study:

1. Significant positive correlations were found between:
   a. Authentic leadership and psychological empowerment
   b. Authentic leadership and organizational trust
   c. Authentic leadership and employee work ethics
   d. Authentic leadership and spirituality
   e. Organizational trust and psychological empowerment
Summary and Conclusion

f. Organizational trust and employee work ethics
g. Organizational trust and spirituality
h. Psychological empowerment and employee work ethics
i. Psychological empowerment and spirituality

2. Psychological empowerment was found to fully mediate the effect of:
   a. Authentic leadership on employee work ethics
   b. Authentic leadership on spirituality

3. Psychological empowerment was found to partially mediate the effect of:
   a. Organizational trust on employee work ethics
   b. Organizational trust on spirituality

LIMITATIONS

1. The study is not free from error of sampling.
2. Domain of the sample is limited (only IT sector).
3. Only private sector was included.

SUGGESTIONS

1. A study on sectors like service industries, telecommunication companies, hospitality sector etc. could help generalize the findings beyond the IT sector wherein the study was conducted.
2. A longitudinal study wherein the criterion variables are measured subsequent to measuring authentic leadership, organizational trust and psychological empowerment could throw more light on their effectiveness.
3. Future studies could also study other mediating variables like job satisfaction, organizational commitment etc. and quantify how much variance in the effects of authentic leadership or organizational trust is caused by each of them.