

The effects of psychological empowerment on intention to quit job: the mediating role of job satisfaction among Airforce personnel

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Abstract

This study is based on variables of job satisfaction, psychological empowerment and intention to quit job. It establishes relationship among psychological empowerment, intention to quit and job satisfaction over first four ranks of the Indian Air Force (IAF) i.e. Aircraftsman, Leading Aircraftsman, Corporal and Sergeant. These four ranks make majority of the human resource of IAF. Purposive sampling method is used to take responses from 315 respondents. Measures of Job descriptive index and job in general scale (Smith et al., 1983, Brodke et al., 2009), psychological empowerment (Spreitzer, 1995) and Intention to quit job (Wayne et al., 1997) are used for the study. Pearson correlation and Structural Equation Modelling (SEM) were used for data analysis. Findings of the study suggest that psychological empowerment is negatively correlated to intention to quit and positively correlated to job satisfaction. In the presence of job satisfaction, direct effect of psychological empowerment on intention to quit diminishes and overall impact of psychological empowerment on intention to quit job is negative ($r = -.24$) in the presence of job satisfaction. In the five dimensions of Job Descriptive Index 'supervision satisfaction' was found to be the biggest negative predictor of intention to quit job, followed by, 'work satisfaction', pay, promotion, 'work satisfaction' and co-worker. It is the first study of its kind in the context of the Indian Air Force.

Keywords: Information and communication technologies, Indian Air Force, job satisfaction, intention to quit, turnover intentions, intent to leave, psychological empowerment, airmen, military, meaning, competence, self-determination, impact, non-commissioned officers

1. Introduction

Information and Communications technologies (ICT) have made communication very fast. Telephone, radio, television gave option to the people to listen and learn about information and communicate it to the limited number of people but advent of social media has empowered people to communicate very fast to the whole world. One video or post becomes viral in a few hours. Recently one Indian soldier expressed his grievance on social media, within few days it became talk of the town, print media and electronic media (Sharma, 2017; Staff, 2017; Iqbal and Ghosh). ICT can not only affect any organization in positive manner but it can also affect

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negatively. So it is very important to take care of satisfaction of employees. It becomes more important in case of military where motivation and morale are very important for operational readiness and effectiveness (Egan and Yang, 2004; Tientjen and Myers, 1998; Motowidlo and Borman, 1978; Taubman and Findler, 2006) and lack of job satisfaction increases chances of job turnover intentions (Griffeth, Hom and Gaertner, 2000; Tett and Mayer, 1993)

Work of soldiers is different from other civil organizations in many aspects. Armed forces personnel works in difficult situations and faces frequent life risks, periodic transfers, strenuous work schedule, unpredictable situations, psychological and physical pressure. Soldiers not only secure the country from external threats but also assist in natural calamities and internal disturbances. They put their lives at stake for fulfillment of their duty while keeping duty as their top priority. For this study we have chosen IAF's personnel due to accessibility of respondents to the authors.

IAF is the fourth largest air force on the planet earth with highly skilled human resources and advanced technical equipments of global standards (Singh, 2009). It boasts of the best men and machines, be it fighter planes, choppers, missiles, radars or other technical equipments. IAF requires skilled and highly motivated personnel to maintain, operate and fly the various sophisticated equipments at high level of efficiency and operational readiness. Regardless of technological advancement of IAF its conduct is in the hands of human resources.

Human resources of IAF consist of civilians, non-combatants and combatants. Civilians work in IAF mostly as clerk, orderly, cook, sweeper etc. Non-combatants are IAF employees who are not trained on arms and ammunitions; they mainly do work such cooking, cleaning, gardening, mail duties etc. Combatants are trained to fight the war. They are classified into commissioned officers and airmen. Commissioned officers are given commission by the president of India and they hold greater responsibilities. According to their respective branches commissioned officers fly planes, do logistics management and other administrative works whereas airmen do supervisory and other works related to routine IAF operations. Airmen are the working hands of all operations of IAF. Rank structure of IAF is reflected in Figure 2.

Airmen are enrolled in the service after 10+2 or graduation for initial bond of 20 years. IAF provides excellent facilities to its employees; such as air warriors' club, good mess infrastructure, sports, adventure, CSD canteen, military service pay, pension, etc. But despite of that there are numerous media and court cases reports which suggest that the airmen show intention to quit the service before completion of their tenure to join other jobs. (Dubey, 2017; Singh, 2016; "Court fines IAF", 2013; "Delhi high court pulls", 2017; Badhwar, 2015; "Consider soldiers' emotional needs" 2017). These reports generate curiosity about job satisfaction of airmen and how it is related to intention to quit job.

Moreover, IAF has formulated policies to put restrictions on actual turnover of airmen. In one perspective it seems reasonable because IAF invests a lot of financial and human resources to prepare trained airmen. Quitting of trained personnel can be detrimental to the operational competence of the organization.

However, there is need to identify the interventions which can reduce the intention to quit job. Job Satisfaction and Psychological empowerment are two such variables which suggest negative relationship with intention to quit job (e.g. Tett and Meyer, 1993; Mosadeghrad, Ferlie, and Rosenberg, 2011; Mellor and Moore, 2002; Seibert, Wang and Courtright, 2011; Prati and Zani, 2015). These studies are mainly done in the health, education and industrial sector. However, this study tests job satisfaction as a mediator on the effects of psychological empowerment on intention to quit job in a sample size of 315. Different studies have indicated negative effect of psychological empowerment on intention to quit (e.g. Hom and Gaertner, 2000; Seibert, Wang and Courtright, 2011; Prati and Zani, 2015).

These studies suggest utility of it in IAF as well but it is also important to understand how job satisfaction

affects relationship between psychological empowerment and intention to quit job. So this study assesses mediating role of job satisfaction on the relationship of psychological empowerment and intention to quit job.

2. Conceptualization of the variables

2.1 Job satisfaction

Different researchers have developed concept of the job satisfaction in different ways. Ellickson and Logsdon (2002) define, “job satisfaction as the extent to which employees like their work.” Hoppock (1935) defined job satisfaction as “any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job.” According to Armstrong-Strassen and Ursel (2009) a committed worker who plans to continue employment with the company based on the perceived company support and job satisfaction is a satisfied worker. Smith, Kendall and Hulin (1969) define job satisfaction “as the feelings a worker has about his job.”

We have conceptualized job satisfaction as Smith, et al. (1969) with following six dimensions-Satisfaction with people on present job (coworkers), satisfaction with opportunities for promotion, satisfaction with pay, satisfaction with work on present job and satisfaction with supervision. Their description is as follows:

Satisfaction with present job’s work. Smith et al. defined it as the perceived satisfaction a worker has about his or her work on present job. (as cited in Pratiwi and Welly, 2014).

Satisfaction with coworker. Smith et al. defined it as the feeling or perception an employee has about his/her fellow coworker(s) as it relates to their satisfaction toward their coworker (as cited in Pratiwi and Welly, 2014).

Satisfaction with pay. Smith et al. defined this dimension as the perception or feeling an employee has about the pay received that may be different from their expected pay (as cited in Pratiwi and Welly, 2014).

Satisfaction with promotion. Smith et al. defined it as the perception of a worker about his or her promotion opportunity as it related with promotion policies in the organization and actual opportunities for promotion (as cited in Pratiwi and Welly, 2014).

Satisfaction with supervision. The perception or feeling a worker has about his or her manager or supervisor and the way he or she is being supervised (as cited in Pratiwi and Welly, 2014).

Satisfaction with job in general. The job in general (JIG) scale measures a worker’s feeling or perception regarding the level of satisfaction in general about his or her job (Ironson, Smith, Brannick and Paul, 1989).

2.2 Psychological empowerment

Hall and Smith (2009) defined it as “the extent that employees deem their organization permits them to think, behave, take action, manage work and make decisions independently.” Spreitzer (1995) explained empowerment in the terms four cogitations reflecting orientation of an individual about his/her work role. Their description is as follows:

Meaning. It is the value associated with a work goal in relation to individuals own ideals (Thomas and Velthouse, 1990). According to Brief and Nord (1990) meaning is a fit between beliefs, values and behaviors of an employee with his/her work role.

Competence. According to Gist it is the belief of an individual regarding one’s own skill and capabilities.

Self-determination. Deci, Connel and Ryan defined it as the sense of choice of an individual to start and regulate his/her s actions.

Impact. As forth defined it is the extent to which an employee can influence administrative, strategic or

operating procedures at work (as cited in Spreitzer, 1995).

2.3 Intention to quit job

As the term suggests job quitting means voluntary or involuntary resignation of any employee from the organization. Mor Barak et al. (2001) define the intent to quit job as an employees' serious thought to quit his/her current job. The intention to leave job is caused due various factors such as internal, external or organizational factors (Cotton and Tuttle, 1986). The literature has used terms 'intent to leave', 'turnover intentions' and 'intention to quit' interchangeably.

2.4 Relationship between job satisfaction and intention to quit job

The literature suggests significant relationship between these two variables. Griffeth, Hom and Gaertner (2000) has found that job satisfaction reflects more correlation in employee turnover as compared to other work related variables such as met expectations, pay, distributive justice, supervisory relations, workgroup cohesion, role overload and stress. Intention to quit job is found to be significantly correlated to actual voluntary turnover (Tett and Meyer, 1993). Ryan, Healy and Sullivan (2012) found several reasons for intention to quit job which included perceived lack of fit, perceived lack of support, stress of raising a family and dissatisfaction with certain elements of the job. In relation to intention to leave, there is evidence of a negative association between job satisfaction and intention to quit job among health care workers (Mosadeghrad, Ferlie and Rosenberg, 2011). Job satisfaction minimizes employees's intent to leave work rate (Aghaei, Moshiri, and Shahrbanian, 2012). Brown and Peterson (1993) found organizational commitment putting mediating effect on the relationship between job satisfaction and intention to quit job. Firth, Mellor and Moore (2002) analyzed job satisfaction is among the factors that negatively correlate to people's intention to quit their jobs. Job dissatisfaction is found to be a primary predictor of hospital nurses' intention to quit job (Shields and Ward, 2001; Tzeng, 2002) and El-Jardali et al. (2007) also found a negative relationship between job satisfaction and intention to quit job in the nurses working in Lebanon.

Rosser (2004) studied post-secondary faculty members' intent to leave academia and found that higher levels of satisfaction predicted lesser intention to leave jobs. Purani and Shadev (2008) found that experience of industry put mediating effects on the relationship between job satisfaction and disinclination to quit job. So we have proposed negative relationship between job satisfaction and intention to quit job in hypothesis 1.

Hypothesis 1: Job satisfaction is negatively related to intention to quit job when the effects of psychological empowerment are controlled.

2.5 Relationship between psychological empowerment and intention to quit job

The literature suggests that psychological empowerment can have negative impact on intent to quit job. Griffeth, Hom and Gaertner (2000) highly perceived psychological empowerment can minimize the probability of seeking job alternative, thus lowering intention to quit job. Meta-analysis by Seibert, Wang and Courtright (2011) concludes that perception of psychological empowerment reduces the turnover intentions. Prati and Zani, (2015) concluded in their study that psychological empowerment had negatively predicted turnover intentions. Islam, Khan Norulkamar, Ahmad, Ali and Ahmed (2014) also analyzed similar findings. By referring existing literature related to the relationship between psychological empowerment and intention to quit job it seems reasonable to make hypothesis as follows:

Hypothesis 2: Psychological empowerment is negatively related to intention to quit job.

2.6 Relationship between psychological empowerment and job satisfaction

Kirkman and Rosen (1999) found that empowerment has positive relation with job satisfaction. Spreitzer et al. (1997) manifested that ‘meaning’ is the strongest predictor of job satisfaction whereas ‘impact’ is found to be unrelated to job satisfaction. Ambiguous findings were reported on self-determination and competence. The former was a significant predictor of manager’s job satisfaction, but not lower-level employees’ job satisfaction, the reverse pattern of findings was reported for competence. Liden, Wayne and Sparrowe (2000) found that ‘competence’ and ‘meaning’ were significant mediating variables whereas ‘impact’ and ‘self-determination’ were not.

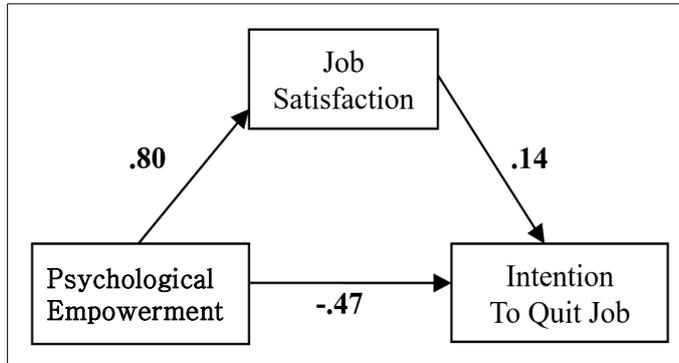
Bitmis and Ergeneli (2011) revealed that leader member exchange mediates the relationship between job satisfaction and ‘competence’ dimension of psychological empowerment whereas DeCicco and Laschinger (2006) found that nurses highly satisfied and committed with their jobs reportedly perform better when they perceived more empowerment. Indradevi (2012) found significant relationship between perceived job satisfaction and psychological empowerment in a study of Indian software companies. Carless (2004) analyzed that ‘competence’ and ‘meaning’ have been largely responsible for the mediating effects of psychological empowerment on the relationship between psychological climate and job satisfaction. Aydogmus, Camgoz, Ergeneli and Ekmekci (2016) in the study of 348 academicians found mediating role of psychological empowerment on the relationship between transformational leadership and job satisfaction. Montazeri, Ghezelayagh, Bahonar and Pour (2017) conclude significant relation between organizational health, staff empowering and job satisfaction. Hence, we have proposed hypothesis 3 as follows:

Hypothesis 3: Job satisfaction is positively related to psychological empowerment.

Based on the studies which conclude negative relationship between job satisfaction and intention to quit job (e.g. Griffeth et al.,2000; Tett and Meyer, 1993; Mosadeghrad et al., 2011), negative relationship between psychological empowerment and intention to quit job (e.g. Griffeth et al.,2000; Seibert et al.,2011; Prati and Zani, 2015) and positive relationship between job satisfaction and psychological empowerment (e.g. Kirkman and Rosen,1999; DeCicco et al., 2006), we can assume that when perceived psychological empowerment is increased then job satisfaction is increased and intention to quit job is decreased. Hence, we have proposed that job satisfaction would mediate the relationship between psychological empowerment and intention to quit job.

Hypothesis 4: Job Satisfaction mediates the relationship of psychological empowerment and intention to quit job.

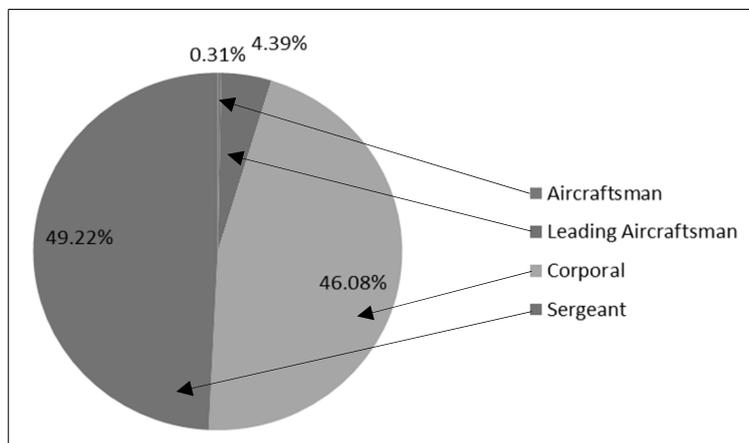
Figure 1. Hypothesized model



3. Sample

Sample was drawn from the first four ranks of Indian Air Force. They are Aircraftman, Leading Aircraftman, Corporal and Sergeant. Electronic messages were sent to the respondents. The message sent described the study and provided a link for the survey. Total 315 airmen consisting of 157 sergeants, 147 corporals, 14 leading aircraftsman and 1 aircraftsman responded the survey.

Figure 2. Sample details according to ranks



4. Measures

Latent variables of job satisfaction, psychological empowerment and intention to quit job were modeled with the all dimensions of job satisfaction and psychological empowerment measures and all items of intention to quit. Each item of psychological empowerment and intent to quit scales was rated on a 7 point Likert scale with 1 = "Very strongly disagree". One reverse scored item of intention to quit job scale was recoded so that lower scores represented lower levels of the variable and vice versa whereas each item of job descriptive index and job in general scale was rated 3 for 'yes', 0 for 'no' and 1 for 'cannot decide' as per the manual of the *Job Descriptive Index* (JDI) cum *Job in General* (JIG) scale.

4.1 Job satisfaction

We used job 2009 revision of seventy two items job descriptive index and eighteen items job in general scale ($\alpha=97.3$) developed by Smith et al. (1983). JDI scale has five dimensions of satisfaction with pay, promotion, work on present job, people at work place and supervision. JIG scale has only one dimension i.e. overall job satisfaction. Both scales were used together as a single scale and excellent coefficient of reliability (Cronbach's $\alpha =97.4$) was found. Pay and promotion dimensions have 9 items each whereas others 4 dimensions have 18 items each. The response scale included score 3 for 'yes', 0 for 'no' and 1 for 'cannot decide'. 41 items are reverse scored (Smith et al., 1969; Bedejan, Ferris and Kacmar,1992). These two scales includes words and phrases related to each dimension and respondents were asked to give their opinion to them by 'yes', 'no' or 'cannot decide'. JDI scale has been found to be valid in numerous studies (e.g. Kinicki, McKee-Ryan and Schriesheim, 2002; Gillet and Schwab, 1975; Schneider and Dachler, 1978, Brodke, Sliter, Balzer, Gillespie, Gillespie, Gopalkrishnan and Yankelevich, 2009). Bedeian, Ferris and Kacmar (1992) had found simultaneous use of JDI and JIG as 6 dimension scale of job satisfaction valid and reliable. Coefficient of reliability (Cronbach's alpha) was also found reliable in all 6 dimensions; Coworkers ($\alpha=.93$), work ($\alpha=.89$), pay ($\alpha=.88$), promotion ($\alpha=.90$), supervision ($\alpha=.90$), job in general ($\alpha=.94$).

4.2 Psychological empowerment

We used *Psychological Empowerment Questionnaire* (PEQ) developed by Spreitzer (1995) containing twelve items for measuring psychological empowerment. Scale is composed of four dimensions: meaning, competence, self-determination and impact (Spreitzer,1995; Faulkner and Laschinger, 2008). The response scale was a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). The lesser scores indicate the perception of being less psychologically empowered. This scale has been found internal consistent in various studies (e.g. Spreitzer 1995; Faulkner and Laschinger, 2008; Seibert, Silver and Randolph, 2004). The coefficient of reliability of psychological empowerment scale was .90. Each dimension also reflected excellent reliability; meaning ($\alpha=.90$), competence ($\alpha=.87$), self-determination ($\alpha=.83$) and impact ($\alpha=.99$).

4.3 Intention to quit job

We used scale ($\alpha=0.72$) developed by Wayne et al. (1997) to measure intention to quit job. This scale has five items and its fourth item was reverse scored. It is found to be valid and reliable.

5. Analysis

The data of this study was analyzed using SEM and Pearson Correlation. Correlation was analyzed by using SPSS 17 and SEM analysis was performed by using AMOS 21.

6. Results

All results were consistent with the proposed hypotheses. Cronbach Alpha values of used scales in study reflected values as shown in Table 1.

Table 1. Cronbach α values of used scales in the study

Used scale	Cronbach α value
Job descriptive index and job in general scale (Smith et al., 1983, Brodke et al., 2009)	97.3
Psychological Empowerment Questionnaire (Spreitzer, 1995). After removing 3 items from the dimension of competence. With all items Cronbach α is .90.	.91
Intention to quit job (Wayne et al., 1997) After removing item no. 4. With all items Cronbach α is .72	.86

Inter-correlation statistics is shown in Table 2. Overall, the correlations were as per the hypotheses. The relationship between Job satisfaction and intention to quit job ($r=-0.30$) is in conformity with the findings of various studies (e.g. Lee and Mowday, 1987; Carsten and Spector, 1987; Tett and Meyer, 1993; Hellman, 1997; Harrington, Bean, Pintello and Mathews; Randhawa, 2007; Purani and Shadev, 2008; Mosadeghrad et al., 2011). The correlation between psychological empowerment and intention to quit job ($r=-0.11$) is also in conformity with the findings of some studies related to the relationship between these two constructs (e.g. Griffeth et al., 2000; Seibert, 2011; Islam et al., 2014). The correlation between job satisfaction and psychological empowerment ($r=0.68$) is also found to be significant like above mentioned two relationships. Similar finding is observed by some other scholars as well (Kirkman and Rosen, 1999; Bitmis and Ergeneli, 2011; DeCicco et al., 2006; Indradevi, 2012).

Pearson correlation further confirmed the finding of the Spreitzer et al. (1997) that 'meaning' was the strongest predictor ($r=.60$) of job satisfaction however 'impact' was also found significantly correlated ($r=.59$) with job satisfaction whereas Spreitzer et al. (1997) found 'impact' unrelated to job satisfaction. 'Self-determination' ($r=.56$) and 'competence' ($r=.27$) were also found to be positively significant.

In the five dimensions of JDI 'supervision satisfaction' ($r=-.27$) was found to be biggest negative predictor of intention to quit job, followed by 'pay' ($r=-.225$), 'promotion' ($r=-.221$), 'work satisfaction' ($r=-.21$) and 'co-worker' ($r=-.19$). Above mentioned findings were analyzed thorough SPSS 17.0 by applying bivariate correlation. A confirmatory factor analysis was done by using Amos 21. Discrepancy, covariances supplied as input, covariances to be analyzed were chosen maximum likelihood and factor loadings were assessed. However, the item number 4 of intention to quit scale and competence latent variable was removed because it had less than 0.50 factor loading (Fornell and Larcker, 1981). Then overall structural model revealed a good fit to the data. Without this item resulted in excellent indicators resulting in model fit as depicted in Table 2.

Table 2. Values of indicators of model fit

Model fit indicator	Value
χ^2	129.188
AGFI	0.91
CFI	0.97
CMIN/DF	2.009
SRMR	0.058
RMSEA	0.059
PClose	0.15

Table 3. Inter-correlations and covariances (below correlation value) among variables and their dimensions
N=315, *p<0.05, **p<0.01

	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
Co-Worker	16.747	1 280.4												
Work	15.207	.564** 143.5	1 231.2											
Pay	9.077	.303** 45.9	.342** 47.9	1 82.3										
Promotion	8.170	.361** 49.4	.582** 42.3	.392** 21.1	1 66.7									
Supervision	15.262	.611** 156.2	.713** 165.5	.465** 64.4	.659** 82.1	1 232.1								
Job in General	18.040	.558** 168.7	.767** 290.5	.469** 73.7	.601** 88.5	.744** 204.9	1 325.4							
Meaning	5.806	.378** 36.7	.578** 51.0	.271** 14.2	.447** 21.1	.512** 45.3	.621** 65.0	1 33.7						
Competence	3.612	.189** 99.4	.277** 15.2	.117* 3.8	.195** 5.7	.212** 11.7	.266** 17.3	.392** 8.2	1 13.0					
Self-deter	5.736	.384** 36.9	.567** 41.4	.240** 12.4	.438** 20.5	.489** 42.7	.513** 43.1	.495** 16.4	.299** 6.2	1 22.9				
Impact	5.883	.369** 36.3	.581** 51.9	.287** 15.3	.465** 22.3	.555** 49.8	.533** 56.5	.561** 99.1	.272** 5.7	.681** 34.6	1 -4.5			
Int to Quit	6.751	-.195** -22.3	-.214** -22.3	-.225** -14.0	-.221** -12.3	-.272** -28.4	-.318** -39.3	-.165** -6.5	.177** 4.3	-.169** -4.5	-.114* 46.9	1 -138.8		
Job Sat	66.559	.758** 844.4	.860** 170.3	.573** 345.9	.714** 355.2	.892** 906.1	.895** 1075.0	.605** 233.6	.272** 65.3	.564** 232.3	.593** 65.3	-.304** 232.3	1 -138.8	
Psy Emp	16.490	.440** 121.4	.669** 167.6	.307** 45.9	.518** 69.8	.595** 149.6	.646** 192.0	.810** 77.5	.558** 33.2	.831** 72.5	.851** -13.4	-.119* 746.6	.680** 271.9	1 78.5

Subsequently, all items in the AMOS 21 displayed factor loadings more than 0.50. To test the relationships proposed in hypothesis, we created a structural model as mention in Figure 2; containing psychological empowerment as exogenous variable, intention to quit job as endogenous variable and job satisfaction as a mediator. Data analysis supported all the hypothesized paths. SEM also reflected significant relationship among job satisfaction, psychological empowerment and intention to quit job. Analysis reflected direct effects of the psychological empowerment on intention to quit diminishing in the presence of job satisfaction and overall impact of psychological empowerment on intention to quit job is negative ($r=-.24$) in the presence of job satisfaction.

7. Discussion

Accordingly, we have probably provided the first study of psychological empowerment and intention to quit job that findings related to dimensions of job satisfaction indicate the mediating role of job satisfaction on the relationship of IAF should focus on supervisory practices and try to make provision for better supervisory procedures while keeping balance of operational requirements and satisfaction of airmen. Pay and promotion are also a concern. There should be further research to improve their satisfaction related to pay and promotion. Relationship among job satisfaction, intention to quit job and psychological empowerment provided support for all of our hypotheses. We found that job satisfaction is negatively correlated with intention to quit job, psychological empowerment is negatively correlated with intention to quit job, job satisfaction is positively correlated with psychological empowerment and job satisfaction negatively mediates the relationship between job satisfaction and intention to quit job. Overall effect of psychological empowerment in the presence job satisfaction on intention to quit job is negative.

7.1 Theoretical and practical implications

Our findings are important in theoretical perspective because they show that job satisfaction is strong mediator of the relationship between psychological empowerment and intention to quit job. Based on this study we suggest that organizations should consider making employees more psychological empowered, which can reduce the probability of intentions to quit job. At the same time job satisfaction will further diminish intention to quit job

8. Limitations and future research

Generalization of these results may not be done because the sample was drawn from IAF personnel. Even this study may not be generalized in the context of whole Indian Air Force as the data is collected from selected four ranks of airmen. These four ranks are the junior most ranks of the airmen. Results of warranted ranks and commissioned officer ranks can differ because they have more salaries, more responsibilities and comparatively better facilities.

Future research can further study the effects of social media on the psychological empowerment, job satisfaction and intention to quit job among airmen. On other work related outcomes such as work efficiency, employee engagement, life satisfaction, work-life conflicts, workplace ostracism, workplace deviance, incivility, etc. We also recommend analyzing the mediating role of job satisfaction on the relationship of psychological empowerment and intention to quit job in army, navy and other samples as well.

9. Conclusions

Overall, our results indicate that designing work culture to provide more psychological empowerment and job satisfaction to airmen will reduce the intention to quit job. Airforce authorities should try to identify the reasons behind their intention to quit job. In this study it has been analyzed that providing psychological empowerment could substantially reduce their intention to quit job.

Policy can be formulated to provide psychological empowerment to airmen while keeping the dimensions of meaning, competence, self-determination and impact into consideration. To give more psychological empowerment to airmen IAF authorities should allot work to them according to their competence; they should also consider making work aligned with their own ideals and standards. Moreover, IAF should give a sense of choice to the employees for their work and actions. They should be given larger targets and should be given independence to achieve them according to their own planning as much as possible. It will give them sense of psychological empowerment which will positively influence the perception of job satisfaction and reduce the probability of intention to quit job. In the era of social media where any video or post can become viral to upgrade or degrade reputation of the organization, psychological empowerment and job satisfaction can help air force show better job performance and better organizational image. Air Headquarters authorities should also consider interacting with airmen on regular basis by using information and communication technologies to find out their unaddressed issues negatively affecting their job satisfaction.

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