

CERTIFICATE

This is to certify that the thesis entitled “**A STUDY ON THE IMPACT OF PSYCHOLOGICAL EMPOWERMENT ON JOB SATISFACTION AMONG THE EMPLOYEES OF COCHIN SHIPYARD LIMITED, KOCHI, KERALA**” submitted to the Bharathiar University, in partial fulfillment of the requirements for the award of the Degree of Doctor of Philosophy in **Management**, is a record of original research work done by **Ms.Shobita.P.S** during the period of January 2013 to March 2019 of her research in the Department of Business Management at P.S.G.R. Krishnammal College for Women, Coimbatore under my Supervision and guidance and the thesis has not formed the basis for the award of any Degree/Diploma/Associateship/Fellowship or other similar title to any candidate of any University.

Countersigned

Signature of the Guide

Head of the Department

Principal

Date:

DECLARATION

I, **SHOBITA.P.S** hereby declare that the thesis, entitled “**A STUDY ON THE IMPACT OF PSYCHOLOGICAL EMPOWERMENT ON JOB SATISFACTION AMONG THE EMPLOYEES OF COCHIN SHIPYARD LIMITED, KOCHI, KERALA**” submitted to the Bharathiar University, in partial fulfillment of the requirement for the award of the Degree of Doctor of Philosophy in Management, is a record of original and independent research work done by me during January 2013 to March 2019 under the supervision and guidance of **Dr. (Mr.) P.Paramanandam, M.Sc., M.A., MBA., M.Phil., Ph.D.**, Professor, Department of Management at P.S.G.R. Krishnammal College for Women, Coimbatore, and it has not formed the basis for the award of any Degree/ Diploma/ Associateship/ Fellowship or other similar title to any candidate of any University.

Date:

Signature of the Candidate

CERTIFICATE OF GENUINNESS OF THE PUBLICATION

This is to certify that the Ph.D. candidate Ms. **SHOBITA.P.S** working under my supervision has published the following research article in the refereed journals named

1. **“Impact of psychological empowerment on job satisfaction among the employees a shipyard”, International Journal of Creative Research Thoughts** with Vol. No.6, Issue 2. Page No 490-498 and year of publication **April 2018** published by **IJCRT, ISSN: 2320-2882.**

2. **“Locus of control and job satisfaction among the employees of a shipyard”, Management Today an International journal of management studies** with Vol. No.6 Page No: 19-24 and year of publication **January-March 2016** published by **Gokaraju Rangeraju Institute of Engineering and Technology ISSN: 2230-9764.**

The content of the publication incorporates part of the results presented in his/her thesis.

**Principal / Head of the Dept /
Director (College/University/ Institute)**

Research Supervisor

(With seal)

(With seal)

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Shobita.P.S