

CHAPTER I

INTRODUCTION

People are psychologically empowered when they have a sense of meaning in their work, and when they develop a sense of confidence, self-efficacy, and determination and realize their impact on their work environment. This research investigates the relationship between psychological empowerment and job satisfaction of employees of Cochin Shipyard Ltd. The focus of the present study is on psychological empowerment as a multifaceted concept that represents the relationship between an employee and his/her employer. Rather than approaching empowerment as “something managers do to their people” (Quinn & Spreitzer, 1997), the psychological perspective focuses on perceptual or psychological dimensions of empowerment (Liden et al., 2000). Extensive efforts in the organizational theory domain have been devoted to the clarification of these psychological empowerment dimensions. Thomas and Velthouse (1990) defined psychological empowerment as increased intrinsic task motivation, i.e. generic conditions by an individual, pertaining directly to the task, that produces motivation and satisfaction. Building on the work of Conger and Kanungo (1988), these authors distinguished between four empowerment dimensions, which reflect four distinct cognitions relating to an employee’s orientation to his or her work. These cognitions include meaningfulness, competence, self-determination, and impact.

Job satisfaction is “a pleasurable or positive emotional state” that is “a function of the perceived relationship between what one wants from a job and what one perceives it is offering” (Locke, 1976). The job characteristics model (Hackman & Oldham, 1980) proposes that critical psychological states such as experienced meaningfulness, feelings of

responsibility, and knowledge of results of work influence job satisfaction. Although Thomas and Velthouse (1990) and Conger and Kanungo (1988) did not explicitly include job satisfaction in their models of empowerment, Thomas and Tymon (1994) argued that empowerment is more likely to manifest at higher levels of job satisfaction. They further argued that assessments of empowerment generate intrinsic rewards and thus should be positively related to job satisfaction. The present study aims at assessing the impact of psychological empowerment on job satisfaction of employees of Cochin Shipyard Ltd, Kochi, Kerala. This chapter introduces the concepts, relationship and, factors related to psychological empowerment as they affect the employees works performance and their job satisfaction. This chapter further states and explains the statement of the problem, research objectives, research questions, conceptual framework of the study, the significance of the study and introduction of the methodology. The final part of the chapter explains the structure of the investigation as well as the definition of key terms including psychological empowerment and job satisfaction.

BACKGROUND

Before embarking on any study regarding the relationship between psychological empowerment and job satisfaction in public sector organizations, it is important to understand the organizational structure, issues and problems confronting this sector so that any research or study done may address them appropriately as psychological empowerment and job satisfaction which are influenced by the ways in which the organizational structure is established.

The Public sector plays an important role in India today and has transformed India's image from a slow-moving economy to a developing economy. The work environment in this

sector is multidimensional because of the diverse functions these organizations perform. Globalization had a profound impact in shaping the Indian public sector with India capturing a sizeable area of the global market for business deals. Over the years, the growth drivers for this sector have been the verticals of manufacturing, telecommunication, insurance, banking, and the innovative retail revolution. As the new scenario unfolds, it is getting clear that the future growth of the public sector will be fueled in all verticals.

In the past few decades, the Indian public sector organizations have contributed significantly to the Indian economic growth in terms of GDP, foreign exchange earnings and employment generation. The industry has been the trigger for many "firsts" and has contributed not only to unleashing the previously untapped potential of the middle-class Indians but has taken Indian excellence to the global market.

According to the Ministry of Shipping, Government of India, approximately 95% of India's trade by volume, and 70% by value are carried through marine transport. India is among the top 20 leading countries having a large number of merchant fleets in the world. The Gross Tonnage (GT) under the Indian flag was 10.5 million, with as much as 1210 ships in operation. Shipbuilding acts as a catalyst for overall industrial growth due to spin off to other industries, including steel, engineering equipment, ports, infrastructure, trade and, shipping scenario. The direct potential of the shipbuilding industry in contribution to GDP is therefore tremendous. The dynamics of India's economic growth will contribute to creating demand for new ships and shipbuilding capacity with in-country needs to be augmented to cater to this demand by studying the all above in this rapidly growing sector, which is also facing numerous challenges both internally and externally. There are a number of challenges which, if not encountered and eliminated, could spell trouble for the industry.

1. Statutory Burden: When it comes to doing trade in India, one must be willing to entertain a complex set of levies and duties. The Shipbuilding industry is not an exception to date; it also attracts a complex set of levies and duties. The differential rate of duties and taxes between India and other nations leads to additional cost burden for Indian shipyards.

2. Levies: Octroi, CST, GST, excise, and corporate tax are some of the levies applicable to shipyards. Several shipbuilding nations have relaxed these levies to encourage shipyards. For example, China refunds VAT completely on domestic sale of ships whereas in India VAT is refunded only on inputs.

3. Bank Guarantees: Shipyards are required to provide bank guarantees to protect the ship buyer. These guarantees include performance guarantee (for timely delivery), refund guarantee (forestage payments) and post-construction guarantee (towards defects). In China, the government provides sovereign refund guarantees for a certain class of vessels, thus removing any related burden on the shipyard. In Korea, shipyard financing has matured and the evolved mechanisms drive the cost lower. However, in India, financial institutions do not have a focus on the shipbuilding sector and there is no support from the Government to reduce the charges as in the case of Korea. As a result, the cost of bank guarantees in India is higher than in competing countries.

4. Working Capital: A typical shipyard requires a working capital of around 25-35 percent of the cost of the ship during the entire production period. The interest rates on working capital in India average 10.5 percent. On the other hand, the interest rates presently offered to shipbuilding yards overseas are considerably lower at around 5-6 percent in Korea and around 4-8 percent lower in China.

5. Lack of Educational Institutions: As concerned to education, there are four institutions providing naval architecture degree to about 120 graduates per year, whereas, the country needs about ten times more naval architecture and shipbuilding engineers per year. If the country is unable to provide JIT training to convert other engineers of mechanical sciences to shipbuilding engineers, the immediate need of the industry cannot be fulfilled and it may suffer. Further, unless there is a plan to increase the strength of graduates in this specialized field in the next four to five years there may be a shortage of manpower which will have a very adverse effect on the industry.

6. Lack of Government Recognition: It prevents shipbuilding and repair industry from achieving infrastructure status and helping subsequently from tax concessions and tax holidays. If this industry is not recognized by the government as an important strategic industry, it will be difficult for it to grow and compete with shipbuilding giants like China, South Korea and the new entrant Vietnam. Another major challenge to the growth of shipbuilding industry is lack of proper professional education and research & development facilities in the country. The growth of the Indian Register of Shipping has not been as it should have been and it is yet to receive the status of a full member of IACS. NSDRC, as the sole design and Research and Development organization of Ministry of Shipping, Government of India is not functioning properly. The other Research and Development laboratories, such as, NIO, NIOT, NSTL, NPOL, which are not under Ministry of Shipping are doing all right. Thus, all these challenges and expectations create a high-stress environment not only for the organization as a whole but for the individual shipyard workers as well, who are expected to show loyalty and empowerment in face of all challenges. However, it is important to understand that promoting psychological empowerment and job satisfaction is vital for an improved level of service. This can be achieved by developing a

comprehensive organizational strategy that should address stress reduction elements by investigating the overall function of the organization including its climate and values, its provision of social support and rewards and the relationship of its workers with the organization.

Psychological empowerment and job satisfaction are widely illustrated in human resources management and organizational behavior literature as a key factor in the relationship between individual and organization. The level of empowerment strongly influences the retention level of the workforce and affects employees work performance.

A search of the extensive literature reveals a long list of factors that are related to the development of psychological empowerment and job satisfaction. Keeping in view the phenomenon of psychological empowerment and job satisfaction, the public sector employees find that they are expected to show a high level of commitment to the mission, objectives of organizations and its activities.

The public sector employees are expected to have high-level psychological empowerment and job satisfaction. However, the salaries and facilities provided to public sector employees are more attractive when compared to the other service organizations. The psychological empowerment and job satisfaction are influenced by the ways in which the organizational structure is established through social support, organizational policies and relationships at work.

It appears that a clear gap exists in the availability of empirical data to understand the relationship between psychological empowerment, and job satisfaction among public sector employees in Cochin Shipyard, The absence of such knowledge may seriously affect the manager's ability to develop, appropriate strategies for promotion of psychological

empowerment and job satisfaction in the organization, which is a major contributor to employment in India. The focus of this study is to examine the relationship of employees' psychological empowerment and job satisfaction in Cochin Shipyard.

Job satisfaction is one of the most researched and critical issues in the field of organizational behavior. A satisfied employee brings positive affect and desirable work values leading to enhanced efficiency and productivity. Job satisfaction leads to lower absenteeism and employee turnover and also reduces hiring costs. There is evidence that increased satisfaction is related to enhanced productivity (Gruneberg, 1979; Herzberg et al., 1959; Judge et al., 2001; Schultz, 1973; Spector, 1997). A progressive organization, therefore, regularly uses satisfaction index to take corrective measures. Job satisfaction is also related to organizational commitment. Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. In the same vein, Spector (1997) stated job satisfaction is 'the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs'. According to Luthans (1998), job satisfaction is an emotional response to a job situation, which can only be inferred, often determined by how well outcomes meet or exceed expectations. It represents several related attitudes which are the most important characteristics of a job about which people have an effective response. Such characteristics include the work itself, pay, promotion opportunities, supervision and, co-workers.

THEORETICAL FRAMEWORK OF PSYCHOLOGICAL EMPOWERMENT AND JOB SATISFACTION

1.1 PSYCHOLOGICAL EMPOWERMENT

Psychological empowerment is a set of motivational cognitions in four dimensions – meaning, competence, self-determination and, impact, shaped by a work environment and reflecting the work role as measured by Spreitzer Psychological Empowerment Scale. The psychological Empowerment Instrument developed by Dr. Gretchen M. Spreitzer is a tool used by many company owners that wish to be successful in today’s global business environments. Spreitzer claims that the elite organizations gain top-level managers and enhance creativity in their employees by empowering their employees to take initiative without prodding and to serve the collective interests of the company without any micro-managing.

Psychological empowerment has been distinguished between two major perspectives on empowerment: the structural and the psychological approach. Originally, the structural view focused on empowering management practices, including the delegation of decision making from higher to lower organizational levels (cf. Heller, 1998; Heller et al, 1998) and increasing access to information and resources for individuals at the lower levels (Bowen & Lawler, 1995, Rothstein, 1995). As such, central to the notion of structural empowerment is that it entails the delegation of decision-making prerogatives to employees, along with the discretion to act on one’s own (Mills & Ungson, 2003). In this structural view, the rationale is that employees will behave in an empowered way by making the necessary changes at the structural level. More specifically, employees would develop managerial skills to personal control over how to perform their job and would be more aware of the business and the strategic context in which the job is performed; and would be more accountable for

performance outcomes (Bowen & Lawler, 1995). These cognitive-affective responses have later been relabeled as psychological empowerment (Conger & Kanungo, 1988). In this review, the researcher focuses on this psychological perspective on empowerment for several reasons. First, thanks to the work of Conger and Kanungo (1988) and Thomas and Velthouse (1990), important steps have been taken towards clarification of this psychological approach to empowerment, resulting in a growing consensus on its conceptualization. Second, because of the development of a sound and validated measurement instrument (Spreitzer, 1995; 1996), the psychological perspective is for our purposes the most useful perspective because it enables us to systematically review both the theoretical and empirical evidence on the effects of empowerment in the workplace.

Rather than approaching empowerment as “something managers do to their people” (Quinn & Spreitzer, 1997, p. 41), the psychological perspective focuses on perceptual or psychological dimensions of empowerment (Liden et al., 2000). Extensive efforts in the organizational theory domain have been devoted to the clarification of these psychological empowerment dimensions. Thomas and Velthouse (1990) defined psychological empowerment as increased intrinsic task motivation, i.e. generic conditions by an individual, pertaining directly to the task, that produces motivation and satisfaction. Building on the work of Conger and Kanungo (1988), these authors distinguished between four empowerment dimensions, which reflect four distinct cognitions relating to an employee’s orientation to his or her work.

The first empowerment cognition is meaningfulness. It concerns the value of a work goal or purpose, judged in relation to an employee's own ideas and standards (Thomas & Velthouse, 1990; Spreitzer, 1995, 1996). It refers to congruence between requirements of a

work role and employee's beliefs, values, and behaviors (Brief & Nord, 1980; Spreitzer, 1995). The second empowerment cognition is competence. It is an employee's belief in his or her capability to perform task activities skillfully when he or she tries (Thomas & Velthouse, 1990). Bandura's (1997) self-efficacy concept reflects this competence dimension. Self-determination, the third empowerment cognition, involves causal responsibility for a person's actions. It is the employee's perception of autonomy in the initiation and continuation of work behaviors and processes (Bell & Staw, 1980; Deci, Connel & Ryan, 1989). Finally, the impact is the fourth empowerment cognition. It shows the level to which an employee can affect strategic, management or functional results of their work performance (Ashforth, 1989). As pointed out by Lee and Koh (2001), the general notion of impact has been studied under various labels, including learned helplessness (Overmeier & Seligman, 1967) and locus of control (Rotter, 1966). The Impact is the converse of learned helplessness (Martinko & Gardner, 1982), however, it differs from the locus of control. Internal locus of control is a general personality characteristic, while the impact cognition endures with the work context (Spreitzer, 1995).

Lee and Koh (2001) suggest that the common feature in the conceptions of empowerment is that it is treated as a set of management practices and manager behaviors. However, breaking away from this approach, some researchers have focused on the psychological state of subordinates resulting from these practices and behaviors (Huang et al., 2006). According to Kraimer et al. (1999), psychological empowerment differs from the structural concept of empowerment in that it focuses on intrinsic motivation rather than on the managerial practices used to increase individuals' levels of power. Contemporary research on psychological empowerment has increased focus on articulating the empowerment process and the psychological underpinnings of the construct in terms of self-efficacy and autonomy.

This view suggests that empowerment techniques that provide emotional support for subordinates and create a supportive atmosphere can be more effective in strengthening the self-efficacy beliefs (Bordin et al., 2007). This study takes an explicitly psychological view of employee empowerment, focusing on individuals' perceptions of their work roles. The stream that conceptualizes employee empowerment in motivational terms and therefore advances the notion of self-efficacy define 'psychological empowerment' as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information (Conger & Kanungo, 1988; Thomas & Velthouse, 1990).

According to Kanter (1979), psychological empowerment is the product of employee interaction with organizational structures of information, support, resources, and opportunity that enable the employee to develop further and to be more effective in the organization. Information about the organization's mission, performance, and reward system is an important antecedent to psychological empowerment. Employee access to information in the organization helps to create a sense of meaning and purpose for the individual, which may provide an employee with an understanding of how their work can contribute to the goals of the organization and subsequently enable them to see the bigger picture (Spreitzer, 1996).

Potterfield (1999) views psychological empowerment as a subjective state of mind where an employee perceives that he/she is exercising efficacious control over meaningful work. Similarly, Menon (1999) define psychological empowerment as a cognitive state that is characterized by a sense of perceived control, perceptions of competence, and internalization of goals and objectives of the organization.

Some studies report that employees are less likely to leave the organization if it means giving up empowerment and development benefits. Cappeli (2004), cited in Benson, (2006) states that the organizations that offer development and empowerment programs report lower turnover compared to the similar organizations without such programs. This suggests that participation in development and empowerment activities should also lead to reduced turnover intention.

Ding and Lin (2006) also suggests that employees are likely to have strong turnover intentions when they are dissatisfied with their personal development in their career or job, and therefore designing suitable human resource development programs that satisfy employees' growth needs towards their job/career which helps to improve their perception of the organization and consequently strengthen their will to stay.

Effective Empowerment in Organizations

Psychological empowerment in organizations is the perception by members who have the opportunity to help determine work roles, accomplish meaningful work, and influence important decisions. Over the past several decade's interests in empowerment can be seen in many subject areas within psychology and management, including motivation, leadership, group processes, decision making, and organizational design. Many studies have examined aspects of leadership behavior or management programs that can increase empowerment and a much smaller number of studies have examined the effects of such determinants on the perceptions of employees and on outcomes such as unit performance. Since a program or leadership style designed to increase empowerment may not actually do so, it is useful to measure the psychological empowerment of employees. Empowerment is considered important because of the potential benefits that can result from it, including increased

commitment, better decisions, improved quality, more innovation, and increased job satisfaction.

Components of Psychological Empowerment

Spreitzer renamed the meaningfulness cognitions as meaning cognition and choice cognitions as self-determination cognitions. Hence, Spreitzer defined the psychological empowerment as reflecting a personal sense of control in the workplace, as manifested in four beliefs about the person-work environment relationship in four cognitions: meaning, competence, self-determination and, impact. If there is missing any one dimension, then the experience of empowerment will be limited. However, it must come together at the same moment in order to maximize the feeling of being empowered.

Spreitzer has defined meaning cognitions as a "sense of purpose or personal connection to their work goal". The meaning cognition is the value of a work goal or purpose, judged relation to an individual's own ideas (Thomas & Velthouse, 1990). The individual employees must have a belief in their sense of judgment, values, work role and behaviors with a connection to the work or the employee's must has the opportunity to guide by their own ideas and standards to evaluate the achievement of the organizational goal or purpose. The meaning cognition must involve a fit between the requirements of a work role and a person's beliefs, values and, behaviors (Brief & Nord, 1990; Dickson & Lorenz, 2009). The working goal should not have any conflict with own values and beliefs in order to have the feeling of being empowered. According to Pratt and Ashforth (2003), meaning can find in almost any task, job or organization.

Competence cognitions can be defined as the individual employee believes that they have the skills and capability to perform their work effectively (Spreitzer, 1995). If an individual

employee's lack a sense of confidence in their skills and capability, this actually will make them lack a sense of empowerment as a result of individual inadequacy. According to Thomas and Velthouse (1990) indicated that "competency assessment can be referred to the degree to which a person can perform task activities skillfully when he or she tries". The person not only must have a sense of belief in them but he or she should try to perform the assigned tasks in order to have a feeling of competency. However, those workers who have low self-efficacy will lead them to avoid situations that require the relevant skills which will make someone to prevent from confronting fears, building competencies and improving perceived competence (Bandura, 1977). In contrast, if he or she has high self-efficacy, then their high self-efficacy should result in initiating behaviors, willing to exert more effort and persistence in the face of obstacles.

Self-determination is a sense of freedom for an individual employee to do their own work (Spreitzer, 1995). The superior must provide their employees the chance and freedom to make a certain decision about their work instead of just require their employees to follow the rules and regulations within the organization. If employee's belief that they are just following the order from their superior rather than own action, then they will feel lack a sense of empowerment due to the little autonomy and freedom. Moreover, perceived self-determination will produce greater flexibility, creativity, initiative, resiliency and, self-regulation (Deci & Ryan, 1985). Eventually, by having this excellence and a positive outcome will enhance the overall organization performance as well as employees satisfaction.

Lastly, impact defined as "an individual employee believes they can influence the strategic, administrative, or operating outcomes at work" (Spreitzer, 1995). They believe themselves that able to make a difference and have a significant effect on their organization by accomplishing the work task (Thomas & Velthouse, 1990). The competence and impact

cognitions are very similar to each other. However, Thomas and Velthouse study has tried to distinguish between competence and impact cognitions with the light of conceptual refinements that help to further clarify the variables more clearly. Moreover, Spreitzer, Kizilos and, Nason (1997) stated that the impact is different from self-determination, which self-determination refer to individuals' sense of control over their own work, however, impact is refers to individuals' sense of control over organizational outcomes and believe in having the ability to make a contribution and significant positive effect in their organization performance..

1.2 JOB SATISFACTION

The concept of job satisfaction traditionally has been of great interest to social scientists concerned with the problems of work in an industrial society. (Spector, 1997) A number of consequences have been shown to result from job satisfaction/dissatisfaction, both with respect to the workers' psychological well-being and with respect to the effective functioning of organizations.

Despite a large number of studies that have dealt with these issues, however, there has been a little commutation of knowledge. Much of this difficulty stems from problems in comparing studies and estimating trends due to the difference in the measurement of job satisfaction, sampled populations and time periods. Of these, differences in measurement techniques are especially problematic since a multitude of indicators have been developed (Spector, 1997) and it is questionable whether they all measure the same thing. An illustration of this is the various controversial research results regarding the relationship between job satisfaction and several demographic variables, such as age and gender. (Snyder and Dietrich, 1992; Ang, Goh and Koh, 1993) So research is necessary to examine the different ways of measuring job satisfaction. Such knowledge would help researchers in assessing the

dependence of their inferences regarding the causes and consequences of job satisfaction on the indicators they have used to measure the concept, and would thus facilitate the comparison of research findings.

Job satisfaction is closely related to the gratification of needs. It is composed of effective, cognitive and behavioral elements. These elements vary in their intensity and consistency from one individual to another. Thus, job satisfaction is the satisfaction derived from any pursuit directed by the process of fulfillment of the needs. It is the favorableness or un-favorableness with which employees view their work. It results from specific attitudes of employees in three areas viz., specific job factor, and individual adjustment on the job and group relationship. Job satisfaction may refer either to a person or a group. It results from the best fit among job requirements, wants and expectations of an employee. It is used to express the extent of match between the employees' expectation of the job and the rewards that the job provides.

Considering job satisfaction as the overall attitude of well-being with regard to job and its environment, it is not difficult to know how an employee feels about his job. The feeling about the job is directly affected by the job factors like salary, kind of work performed, supervision, working conditions, the opportunity for advancement etc. However, the factors affecting job satisfaction are not restricted to the on-the-job-environment alone. Some factors pertaining to 'life away from work' are housing conditions, health, temperament, desires, expectations, neurotic tendencies, unconscious conflicts etc., Therefore, it is possible to predict the effect of an individual's personal and social adjustment on job satisfaction. Job satisfaction has important implications for the quality of work, experience, employees' mental health and physical adjustment. Ultimately, it may have a direct or indirect effect on

organizational effectiveness influencing productivity, absenteeism, turnover and other aspects of employee's behavior.

However, its measurement poses a complex problem. An interesting approach is to find out the difference between what an employee expects about a particular factor and his actual experience with that factor. The differential gap identified by employee along with the importance attached to the factor by him gives a clear understanding of the extent and nature of his job satisfaction.

Another approach is the appraisal of one's perceived job values which are congruent with the basic needs. The study of job satisfaction is replete with valuable concepts. But these concepts have been updated in the passage of time. To have an understanding of the nature of job satisfaction some important approaches have been presented here. The early approaches to study job satisfaction have focused on determining the proportion of satisfied and dissatisfied workers. They have attempted to identify the determinants of job satisfaction, confining themselves to the examination of socio-economic and demographic characteristics like age, education, length of service, marital status etc. this inadequacy has led to the development of job context oriented approaches.

Job contextual factors are the factors surrounding the job like pay, working condition; job security etc. with the increased interest in various aspects of the job there has been a change in the focus from the job contextual factors to the factors relating to job content. Job content factors are extrinsic to the job and are environment centered. They are recognition, responsibility, growth, advancement and, achievement. Both contextual and content approaches failed to provide complete meaning to job satisfaction. Hence, 'individual

differences' approaches have been developed. These approaches focused on the needs of the individual, his expectations and personality. Job satisfaction was considered as a function of the extent to which worker needs were fulfilled by his job. The job characteristics models propounded by Hackman and Lawler and Hackman and Oldham have postulated that the employee with high growth need strength would experience more job satisfaction than the employee with low growth need strength. Though these models have considered the job characteristics which are related to technology, they have ignored the social climate of a workplace. To fill up gap, social-technical systems approach has been made popular. According to this approach technical as well as social aspect of a workplace was considered as factors that determine job satisfaction. These approaches suggest the dynamic nature of the concept of job satisfaction.

Job satisfaction is defined as the feelings a person has about her or his job (Balzer, et al., 1997; Spector, P.E 1997). Job satisfaction is the degree to which an individual feels positively or negatively about various aspects of the job (Schermerhorn, J.R 1996). It describes the comfortable zone of an individual with his or her job. The happier people are within their job, the more satisfied they are said to be with their job. According to Loscocco, K.A and Roschelle, A.R (1991), the assumption of the definition are that people can balance their specific satisfactions and dissatisfactions to arrive at a general degree of satisfaction with their job.

Job satisfaction is “a pleasurable or positive emotional state” that is “a function of the perceived relationship between what one wants from a job and what one perceives it is offering” (Locke, 1976, p. 1300). The job characteristics model (Hackman & Oldham, 1980) proposes that critical psychological states such as experienced meaningfulness, feelings of

responsibility, and knowledge of work results influence job satisfaction. Although Thomas and Velthouse (1990) and Conger and Kanungo (1988) did not explicitly include job satisfaction in their models of empowerment, Thomas and Tymon (1994) argued that empowerment is more likely to manifest at higher levels of job satisfaction. They further argued that assessments of empowerment generate intrinsic rewards and thus should be positively related to job satisfaction.

1.3 PSYCHOLOGICAL EMPOWERMENT AND JOB SATISFACTION

Job satisfaction is the earliest anticipated or predictors outcomes of empowerment (Spreitzer, Kizilos & Nason, 2007). The psychological empowerment models developed by Thomas and Velthouse (1990) and Conger and Kanungo (1988) did not include and examine the outcome variables. However, Thomas and Tymon (1994) has further extended the empowerment models and found that the employees' level of job satisfaction was the most significant relationship. The empirical research has found that psychological empowerment is significantly positively associated with job satisfaction. However, the result of the relationships between the four cognitions of psychological empowerment and job satisfaction was found to be varied from study to study (Dickson & Lorenz, 2009; Carless, 2004; Liden, Wayne & Sparrowe, 2000).

The empirical research has found that psychological empowerment is significantly positively related to job satisfaction. However, the result of the relationship between four cognitions of psychological empowerment and job satisfaction was found to be varied from study to study (Dickson & Lorenz, 2009; Carless, 2004; Liden, Wayne & Sparrowe, 2000; Spreitzer, Kizilos and Nason, 1997). The only result generated by all of the studies has the same outcome which is the meaning cognition has significantly related to job satisfaction for

part-time and temporary workers. Spreitzer, Kizilos and, Nason (1997) has carried a study to examines the relationship between the four cognitions that developed by Thomas and Velthouse's (1990) multidimensional conceptualization of psychological empowerment and the three expected outcomes of empowerment: effectiveness, job satisfaction and, job-related strain. There are two separate samples were collected with a different set of research questions due to the difference in organizational level, demographics and, types of organization. The primary sample has consisted of mid-level employees from a Fortune 500 industrial organization. The secondary sample has consisted of lower-level employees from an insurance company. The result generated by Spreitzer, Kizilos and, Nason was shown that the meaning cognition was found to be positively related to job satisfaction for both primary and secondary sample. Dickson and Lorenz (2009), Carless (2004) and Liden, Wayne and Sparrowe (2000) were also found that there is a significant positive relationship between meaning cognition and job satisfaction for temporary and part-time workers. When individual employees who perceive their job assigned by their superior is to be significant, then they will feel a higher level of job satisfaction as compared to those who perceive their jobs as having little value (Liden, Wayne & Sparrowe, 2000).

The other three cognitions have shown an inconsistent result among the studies. The self-determination cognition has been found that no significant positive relationship with job satisfaction and this result was found to be consistent with another study (Carless, 2004; Liden, Wayne & Sparrowe, 2000). However, Dickson & Lorenz, (2009) generated that there are a negative relationship and Spreitzer, Kizilos and, Nason (1997) indicated that there is no significant relationship between self-determination cognitions and job satisfaction. Furthermore, the competence and impact cognitions have also been found to be inconsistent result. According to Liden, Wayne and Sparrowe (2000) indicated that the competence cognitions is found to have a significant negative relationship with job satisfaction, while

Spreitzer, Kizilos and, Nason (1997) and Carless (2004) found that there is a significant positive relationship with job satisfaction. As compared to Dickson and Lorenz (2009) shown that competence cognition does not have any relationship with job satisfaction. For impact cognitions, it has found to have a significant positive relationship with job satisfaction for Dickson and Lorenz (2009) and Carless (2004) but there is no positive relationship with job satisfaction for Liden, Wayne and, Sparrowe (2000) and no relationship between them for Spreitzer, Kizilos and Nason (1997).

From the above, there is inconsistent result has been generated by different study for self-determination, competence and impact cognition. Although the measurement of the four cognition of psychological empowerment used by various studies was the same, the measurement of job satisfaction was different from each other. Lorenz and Dickson (2009) have adopted the measurement of job satisfaction that developed by Cellucci and DeVries (1978) which known as managerial job satisfaction questionnaire. Carless (2004) has adopted two scales from the Job Descriptive Index (JDI) developed by Balzer (1977) while, the 18-item satisfaction with the work itself scale of the JDI developed by Smith et al. (1987) has adopted by Liden, Wayne and, Sparrow study. Lastly, Spreitzer, Kizilos and Nason study has adopted the measurement of job satisfaction developed by Smith, Kendall and, Hulin (1969). The difference in the measurement of job satisfaction might be affecting the result generated by various studies to be inconsistent.

The key presumption on empowerment is that empowered people are more active and productive than individuals who are not empowered (Thomas, K.W and Velthouse, W 1990). Empowered employees have complete knowledge about their work so that they plan and schedule their work and are capable of identifying and resolving any obstacles for their performance (Cook, S 1994). A lot of research has supported the contention that

psychological empowerment is related to job performance and job satisfaction (Liden et al., 2000; Spreitzer, G.M 1995; Spreitzer et al., 1997; Thomas, K.W and Tymon, W, 1994). Spreitzer and her co-authors (1997) established a strong relationship between competence and effectiveness; Meaning and satisfaction Thomas, K.W and Tymon, W (1994) related self-determination to work effectiveness and impact, meaningfulness and choice of job satisfaction. Balzer, et al., (1997) and Locke, E.A (1976), related empowerment to job satisfaction which comprises the intrinsic nature of work, task activities, job autonomy and level of responsibility.

Feeling of empowerment can have consequences for both the individuals and organizations. Perceptions of empowerment can enhance the value of work for individuals, increase job satisfaction, and contribute to work productivity and success (Koberg et al., 1999; Spreitzer, 1995). Job satisfaction is one of the important outcomes of psychological empowerment (Bordin et al., 2007; Seibert, Silver, & Randolph, 2004).

Research evidence has accumulated to show that empowerment results in more satisfied employees (Bowen & Lawler, 1995). Critical psychological states such as experience, meaningfulness, feelings of responsibility and knowledge of result which influence job satisfaction (Carless, 2004). A positive relationship has been found to exist between psychological empowerment and job satisfaction (Avey et al., 2007; Holdsworth, & Cartwright, 2003).

Research findings show that psychological empowerment is the primary predictor of job satisfaction (Seibert et al., 2004), and an individual's perception of empowerment is an important mediator between the organizational context and behavior (Larrabee et al., 2003;

Spreitzer, 1995; Thomas & Velthouse, 1990). When an employee is psychologically empowered in workplace it would reflect an increased job satisfaction as a result of the same. Whereas if an employee is not psychologically empowered it would result in a turn over and poor job satisfaction. (Appelbaum & Honeggar, 1998; Fox, 1998; Holdsworth & Cartwright, 2003; Ripley & Ripley, 1993; Thomas & Tymon, 1994).

According to Bordin et al. (2007), Holdsworth and Cartwright (2003), and Spreitzer et al. (1997), all four dimensions of psychological empowerment play a major role in influencing job satisfaction. They suggest that the self-determination dimension of empowerment relates to satisfaction in that it is a psychological need and a key component of intrinsic motivation.

The meaning dimension is important for job satisfaction because an individual can only derive satisfaction from their work when engaged in a meaningful job. In terms of the impact dimension, Liden, Wayne, and Sparrowe (2000) suggest that if the employees feel they are also part of the organization and their behavior would affect the outcomes of the organization, then employees feel attached to their organization and result in higher satisfaction with the work and organization. Conversely, lack of opportunity to have an impact on the organization is negatively related to job satisfaction (Ashforth, 1990).

Concerning the competence dimension of empowerment, Bordin et al. (2007) and Spreitzer et al. (1997) assert that an individual who feels more competent in their jobs are also likely to feel more satisfied with their jobs. Bordin et al. (2007) further suggest that the relationship between empowerment and job satisfaction is moderated by perceived supervisory social support.

1.4 STATEMENT OF THE PROBLEM

The public sector is one of the major contributors to the growth of Indian economy. Psychological empowerment can lead to valuable consequences such as organizational success which results from job satisfaction, reduced employee turnover, etc. This quest to harness the possible organizational payback has resulted in a number of researches that focus on the scenery and relationship between psychological empowerment and job satisfaction.

An extensive review of the literature revealed that a great deal has been written about the causes and adverse effects as well as the importance of psychological empowerment and job satisfaction for the realization of organizational and professional goals. However, very few studies were found which addressed this relationship in the public sector in India. The previous research has been conducted mostly in the domain of job satisfaction (Khan, 2005; Haider et al., 1986; Cochinwala & Imam, 1987), personality characteristics (Khurshid, 2008) psychological empowerment (Gretchen M. Spreitzer et al., 1997; Chung C.E, Kowalski S., 2012).

In addition, each public sector employee has their own area of interest and they function in a unique work environment with their stakeholders. Therefore, such general descriptions about the employees' issues and problems might not be enough. Empirical evidence is still needed to unravel the relationship between psychological empowerment and job satisfaction in public sector (Cochin Shipyard).

The problem to be investigated is to, “examine the relationship between Psychological empowerment, and Job satisfaction among the employees of Cochin Shipyard Ltd, Kochi

Kerala. Further, this study aims to explore the effect of demographic variables on psychological empowerment and job satisfaction of the Cochin Shipyard Ltd employees Kochi, Kerala”.

1.5 RESEARCH OBJECTIVES

The objective of this empirical study was to examine the relationship between psychological empowerment, and job satisfaction among the employees of Cochin Shipyard Ltd, Kochi Kerala. The literature review failed to provide any viable data about the nature of psychological empowerment and its relationship with job satisfaction of Cochin Shipyard Ltd employees in Kochi, Kerala.

Therefore, this study attempts to help to fill this vacuum by providing additional information that might be of interest to the researchers, psychologists, and career counselors. The specific objectives of this study are:

1. To study the relationship between psychological empowerment and job satisfaction among the employees of Cochin Shipyard Ltd Kochi, Kerala.
2. To find out the level of psychological empowerment among the employees of Cochin Shipyard Ltd.
3. To find out the level of job satisfaction among the employees of Cochin Shipyard Ltd.
4. To analyze the effect of various demographic variables such as age, gender, education, experience, and monthly income on psychological empowerment and job satisfaction among the employees of Cochin Shipyard Ltd.

1.6 CONCEPTUAL FRAMEWORK OF THE STUDY

A conceptual framework is proposed to logically explain the interconnection among variables of the study. The proposed conceptual model shows variables including psychological empowerment and job satisfaction.

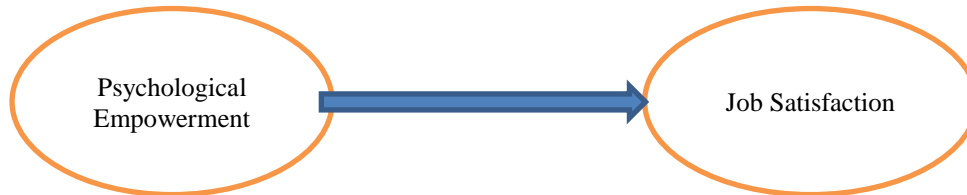
Psychological empowerment refers to an individual's experience of intrinsic motivation that is based on cognitions about himself or herself in relation to his or her work role.

Job satisfaction is the level of contentment employees feel about their work, which can affect performance. It can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees.

To explore the psychological empowerment of Cochin Shipyard employees, this study treats them as independent variables that influence the dependent variables, i.e. job satisfaction. A decreased psychological empowerment will eventually result in poor employee work performance and reduced job satisfaction.

Figure 1.1 A CONCEPTUAL MODEL OF THE STUDY

A Conceptual Model of the study: Psychological Empowerment and job satisfaction.



Furthermore, this study aims at investigating how do employees belonging to different age groups, different experience level, different genders, qualifications, and different monthly income level in an organization perceive and experience the factors affecting employees' psychological empowerment and job satisfaction.

DESCRIPTION OF CONCEPTS USED IN THE STUDY

The following key terms have been defined with the support of the literature to serve the purpose of the study:

Psychological Empowerment

The focus of the present study is on psychological empowerment as a multifaceted concept that represents the relationship between an employee and his/her employer. The definition of psychological empowerment adopted is that of Spreitzer, (1995) the fundamental personal beliefs that employees have about their role in relation to the employing

organization. The beliefs are organized into four dimensions: meaning, self-determination, competence, and impact.

This approach is relevant to the current research as like in Spreitzer and Quinn, (2001) psychological empowerment at work is developed within an individual; it is not granted by superior or institution. In order to further explore the scenery and forms of psychological empowerment of IT employees, the present study treated it as a dependent variable that could be inclined by occupational stress.

Spreitzer defined psychological empowerment as a motivational construct manifested in four dimensions: meaning, competence, self-determination and, impact. Spreitzer employed his validated psychological empowerment measurement models to test the relationship between the four dimensions of psychological empowerment and employee satisfaction. Although job satisfaction was associated with most powerfully with the meaning dimension, the self-determination and competence dimensions exhibited a marginal influence on job satisfaction, and the impact dimension had no effect on job satisfaction.

Job Satisfaction

Job satisfaction is “a pleasurable or positive emotional state” that is “a function of the perceived relationship between what one wants from a job and what one perceives it is offering” (Locke, 1976, p. 1300). The job characteristics model (Hackman & Oldham, 1980) proposes that critical psychological states such as experienced meaningfulness, feelings of responsibility, and knowledge of work results in influencing job satisfaction. Although Thomas and Velthouse (1990) and Conger and Kanungo (1988) did not explicitly include job

satisfaction in their models of empowerment, Thomas and Tymon (1994) argued that empowerment is more likely to manifest at higher levels of job satisfaction. They further argued that assessments of empowerment generate intrinsic rewards and thus should be positively related to job satisfaction.

1.7 OVERVIEW OF INDIAN PUBLIC SECTOR INDUSTRY

Introduction on Public Sector Enterprises

Public Sector Enterprises (PSEs) have been established, managed, and controlled by the Government of India as government companies (under the Companies Act or statutory corporations under the specific statutes of Parliament). In these enterprises, the Central Government holding in paid-up share capital is more than 50 %. Indian government uses these public enterprises as an instrument for attaining self-reliant economic growth, and over the years Public Sector Enterprises have played an important role in the study and improved growth of Indian economy.

The importance of the public sector in the Indian economy has been noticed since 1948. The public sector in India, since then, has experienced phenomenal growth both in terms of number and volume of investment. The government has made necessary efforts to break the vicious circle of poverty and underdevelopment by putting up public sector enterprises or by nationalizing few major industries.

The contribution of Public Sector to Indian Economy

Public Sector Enterprises undoubtedly, since inception, have extended their eminent contribution in bringing up the industrial base for the holistic development of the Indian economy. For ensuring that the Indian economy continues to scale new heights and emerges as an economic superpower, it is imperative for the PSEs to continue to demonstrate global competitiveness and achieve market leadership. As highlighted earlier, the empowerment of these enterprises by the Government has been a key enabler which has helped them in overcoming some of the operational constraints, critical for the successful functioning of these organizations. PSEs, in turn, have also given their contribution to the government under the various heads besides complying with social responsibilities assigned to them; the select list includes the following:

1. Serve the broad macroeconomic objectives of higher economic growth.
2. Achieve self-sufficiency in the production of goods/services.
3. Facilitate long-term equilibrium in the balance of payments.
4. Ensure stability in prices and create benchmarks for prices of essential items.
5. Promote redistribution of income/wealth and balanced regional development.
6. Research and Development
7. Contributes to foreign exchange earnings.
8. Create employment opportunities.
9. Development of Agriculture

Contribution of Shipbuilding and Ship Repair Industry (Public Sector) towards India's Economic Growth

Shipping industry which plays a vital role in the development of the country comprises ports, shipping, shipbuilding and, ship repair and inland water transport systems. According to the Ministry of Shipping, Government of India, approximately 95% of India's trade by volume, and 70% by value are carried through maritime transport. India is among the top 20 leading countries having a large number of merchant fleets in the world. The Gross Tonnage (GT) under the Indian flag was 10.5 million GT, with as much as 1210 ships in operation. Shipbuilding acts as a catalyst for overall industrial growth due to spin off to other industries, including steel, engineering equipment, ports, infrastructure, trade and, shipping scenario. The direct potential of the shipbuilding industry in contribution to GDP is therefore tremendous. The dynamics of India's economic growth will contribute to creating a demand for new ships and shipbuilding capacity with in-country needs to be augmented to cater to this demand.

Shipbuilding Industry is driven by technology, skill and, material intensive assembly operation. The end product is a high value floating asset. Shipbuilding not only spawns industrial entrepreneurship but engenders industrial cluster development as the experience of Japan and Korea demonstrates. For nearly three decades in the post-World War II era, shipbuilding industry was dominated by Europe and the US. India has a total coastline of 7517 KM with 12 major ports and 205 notified non-major ports facilitating seaborne trade. The country also has an extensive network of Inland waterways in the form of the river, canals, backwaters and, creeks which create demand small ships/craft. Indian owned ships/vessels carried 7.45% of India's overseas trade. India's emergence as a major economic

power would mean greater integration in terms of trade with the rest of the world requiring huge shipping tonnage.

With the opening of the Indian economy to globalization, there has been a sound increase in handling of cargo traffic at Indian Ports. India's share in global exports has increased from 0.7% in 2000 to 1.7% in 2014 (Source: WTO). At the time of independence, there were about a dozen shipyards around Kolkata and Mumbai, which rose to around 45 shipyards in the late seventies. At present, there are 31 shipyards, out of which 8 shipyards are in the public sector and the rest are in the private sector. The demand for ships, semi-submersibles and port auxiliary vessels viz new shipbuilding activities as well as ship-repair activities, is projected to grow in view of rising cargo traffic from/to India in the coming years. The "Manufacturing Plan – Strategies for Accelerating Growth of Manufacturing in India in the 12th Five Year Plan and Beyond" released by the erstwhile Planning Commission lists "Shipbuilding and Ship Repair" as one of the key sectors of strategic importance. There are 34 dry-docks for repairing ships in India both in public and private sector as per data reported. These dry docks include the 12 dry docks operated by 8 major ports.

1.8 OVERVIEW OF COCHIN SHIPYARD LTD

Introduction

Cochin Shipyard was incorporated in the year 1972 as a fully owned Government of India company. Cochin Shipyard Limited (CSL) is the largest shipbuilding and maintenance facility in India. It is part of a line of maritime-related facilities in the port city of Kochi, in the state of Kerala. In the last three decades, the company has emerged as a forerunner in the Indian Shipbuilding & Ship repair industry. This yard can build and repair the largest vessels

in India. It can build ships up to 1,10,000 DWT and repair ships up to 1,25,000 DWT. The yard has delivered two of India's largest double hull Aframax tankers each of 95,000 DWT. CSL has secured shipbuilding orders from internationally renowned companies from Europe & Middle East and is nominated to build the country's first indigenous Air Defense Ship. Cochin Shipyard commenced ship repair operations in the year 1982 and has undertaken repairs of all types of ships including the upgrading of ships of oil exploration industry as well as periodical lay-up repairs and life extension of ships of Navy, UTL, Coast Guard, Fisheries and Port Trust besides merchant ships of SCI & ONGC. The yard has, over the years, developed adequate capabilities to handle complex and sophisticated repair jobs. The Shipyard also trains graduate engineers to marine engineers who later join ships both Indian and foreign as 5th Engineers. 100 are trained every year.

Of the services provided by the shipyard are building platform supply vessels and double-hulled oil tankers. Presently it is building the first range of indigenous aircraft carriers for the Indian Navy, the Vikrant-class aircraft carriers. The yard has facilities to build vessels up to 1.1 million tons and repair vessels up to 1.25 million tons, the largest such facilities in India. CSL has an infrastructure that combines economy, scale, and flexibility, and has ISO 9001 accreditation. CSL also has an exclusive area set for offshore construction and future expansion.

As one of India's top 10 public sector undertakings, CSL has been rated excellent by the Government of India, four times in a row for achieving the targets set for the yard under the MOU system with specialized industry knowledge and superior resources, CSL has constantly unfolded new levels of excellence in shipbuilding and ship repair. As a technology leader in India, CSL has adopted the Japanese Integrated Hull Outfitting and Painting system

(IHOP) for its new construction, which gives a clear edge to CSL in the field of fabrication of commissioning of accommodation modules & topside modification.

1. Cochin Shipyard was conceived of in the year 1969 when a team surveyed various locations in India before selecting Cochin for the launch of the first Greenfield Shipbuilding Yard in the country.
2. The yard facilities in the first phase were completed by 1982. The yard was designed and constructed under technical collaboration with M/s Mitsubishi Heavy Industries (M.H.I), Japan. The company was legally incorporated in the year 1972.
3. The yard commenced the shipbuilding operations in 1978, ship repair in 1981, Marine Engineering Training in 1993 and Offshore Upgradation in 1999.
4. Cochin Shipyard's recent success in securing export orders have been achieved through consistent improvement in productivity and also aggressive marketing is undertaken in the last few years.
5. The yard could reduce the average time of construction of large ships in the last decade through augmentation of facilities, upgrading of ship design department with the installation of Tribon and CAD/CAM software and adoption of Integrated Hull Outfitting and Painting system (IHOP) system of construction.
6. The shipyard commenced ship repair operations in the year 1982 and has undertaken repairs of all types of vessels including the upgrading of ships of oil exploration industry as well as periodical layup repairs and life extension of ships of Navy, UTL, Coast Guard, Fisheries and Port Trust besides merchant fleet. The yard has, over the years, developed adequate capabilities to handle complex and sophisticated repair jobs.

7. CSL has established tie-ups with select specialist firms from near-east, far-east, South-east, Europe and USA for technology transfer & material packages for shipbuilding, ship repair, platforms, rigs & upgrading of yard facilities

HR Vision

Emanating from the goals and objectives enshrined in the corporate mission statement, the strategic Human Resources Vision of the Shipyard is to strive and create a unique institution that integrates creativity, innovation, technology, business and good corporate governance practices for all-round improvement in the quality of work life of the yard's workforce.

HR Mission

To provide a vibrant platform for all those working in the yard to give their best and ensure all-round growth both for the individual and organization.

HR Policy

Human Resources Policies are oriented towards providing the right mix of human resources, their empowerment and, enrichment so as to meet organizational targets and results.

HR Objectives of Cochin Shipyard Ltd

- Effectively play the role of a strategic team member.
- Planning for pragmatic manpower induction, reskilling, redeployment and retention of human resources.
- Develop and position the right mix of personnel at the right time.

- Create, maintain and nurture a healthy employer-employee relation.
- Evolve and implement best industry practices with transparency in approach, competitive reward and incentive systems for excellence in performance.
- Focus on continual improvement for skill and knowledge development so as to enhance effectiveness in the job.
- Provide effective and meaningful social support to the community/ society around.

HR Focus Strategies

To plan for, introduce/implement HR Policies based on performance that would ensure growth, recognition, rewards, motivation, competences building, commitment and, healthy employer-employee relations.

People Asset

CSL considers the "People Skill" as the topmost one among the resources and values the people as our most valuable asset. Cochin Shipyard recognizes that among all resources it is the Shipyard's abundant professional, skilled and trained Human Resources energy that has been propelling the Shipyard towards the achievement of targets and greater heights. Accordingly the HR Vision, Mission, Policy, Objectives and Focus as indicated above.

Corporate Social Responsibility of Cochin Shipyard Limited

Befitting its status as a leader in the shipbuilding industry, CSL has adopted a vision for its CSR initiatives. In the pursuit of fulfilling the sublime CSR vision of CSL towards becoming the best responsible corporate citizen of the country recognized for the quality of its products and services and respected for the ethical conduct of business, CSL has embarked upon several CSR & sustainability projects during the year. Following the guidelines on CSR & sustainability development 2013 issued by the department of public enterprises in letter and

spirit, CSL identified and sanctioned 33 minor and major CSR & sustainability projects out of these, 22 projects were completed and 11 are in progress.

These focused CSR projects spread across all threats areas of CSR interventions viz quality of life improvement especially of the less privileged citizen's health, education, community development capacity building, green technology etc.

Apart from the intangible impact on the environment approximately 13000 individual citizens' stands benefited from out of the above CSR sustainability projects of CSL during the year.

The following are a few of the major CSR & Sustainability projects undertaken by CSL during the year

1. Lighting 5 tribal houses by solar power at Kunjipara tribal village at kuttampyzha panchayat in Ernakulam District.
2. Construction of a new building for 50 women inmates of the home for destitute costing Rs 1.40 crores. CSL contribution to the cost of construction was Rs 40 Lakhs
3. Construction of training come cultural center for Om Shivananda Pulaya Seva samajam at ayyampalli a coastal village in Ernakulam district.
4. Livelihood enhancement of 260 visually challenged persons by providing them with USB supported announcement instrument which enables them to sell Lottery tickets and make a living out of it.
5. Distribution of 100 wheelchairs to 100 physically challenged persons.
6. Provided one time free meals to the by standards of poor in patients of general hospital Ernakulam which benefits 400 persons every day.

It is heartening to report that CSR interventions of CSL have proved to be an effective vehicle which carried the positive corporate image of CSL among its internal and external stakeholders. This has boosted the image and goodwill of the company and is indeed a driving force for its employees who take pride and ownership of being part of the responsible corporate citizen. The CSR agenda of CSL has also enthused the employee which is reflected in their own active involvement in the implementation of CSR projects and also in their own self-motivated efforts to render support to the less privileged fellow citizens in short as has been enshrined in the CSR & sustainability guidelines. CSR is forming part of DNA of CSL as its way of conducting business and ethical expression.

Shipbuilding

The first ship to roll out of the Cochin Shipyard was the MV Rani Padmini in 1981.

CSL has secured shipbuilding orders from internationally renowned companies from Europe and the Middle East. The shipyard is building six 30,000 DWT bulk carriers for Clipper Group of the Bahamas and the first three vessels have been launched.

Cochin Shipyard is currently building India's first indigenous aircraft carrier The Vikrant-class aircraft carriers (formerly, the Project 71 "Air Defense Ship" (ADS)) are the first aircraft carriers of the Indian Navy to be designed and built in India. The carriers will be the largest warships built by CSL. As of March 2016, it has nearly completed the construction of the first Vikrant-class carrier, the INS Vikrant.

1. Only Shipyard in India which can build upto 1, 10,000 DWT.
2. Has built various types of vessels including Tankers, Bulk Carriers, Port Crafts, Passenger Vessels etc.

3. Reputed international clientele.
4. Currently building Platform Supply Vessels for exports and Aircraft Carrier for the Indian Navy.

Ship Repair

The shipyard started offering ship repair services in 1982 and has undertaken upgrades and repairs for all types of ships including ships for the oil exploration industry as well as scheduled maintenance and life extension for ships of the Indian Navy, Indian Coast Guard, the Union territory of Lakshadweep, Fisheries and Cochin Port Trust, SCI and the Oil and Natural Gas Corporation (ONGC). It has performed major overhauls for the aircraft, INS Viraat.

Recently CSL was awarded major maintenance and upgrade orders from ONGC. This included a major overhaul of three rigs, Mobile Offshore Drilling Unit (MODU) Sagar Vijay, Mobile Offshore Drilling Unit Sagar Bhushan and Jackup rig Sagar Kiran.

1. Only Shipyard in India which can repair ships up to 1, 25,000 DWT.
2. The only yard that can repair an Air Defense Ship.
3. It can undertake complex and sophisticated repairs to Oil Rigs; & ships of Navy, Coast Guard & Merchant Navy.
4. Secured three major projects from ONGC for repairs of Mobile Offshore Drilling Unit (MODU) Sagar Vijay,
5. Mobile Offshore Drilling Unit (MODU) Sagar Bhushan and Jack Up Rig (JUR) Sagar Kiran in 2005-06.

Offshore

Cochin Shipyard has undertaken a variety of complex and sophisticated offshore Upgradation contracts.

Others

1. Conducts Marine Engineering Training, Basic & Advance Fire Fighting Courses
2. ISO 9001-2000 certified for.
 - Design and manufacture of small & medium crafts up to 900 GRT.
 - Construction of ships up to 1, 10,000 DWT.
 - Repair of ships up to 1, 25,000 DWT.
 - Training of Marine Engineers & Conducting of firefighting courses.
3. Has a laboratory for destructive and non-destructive testing of material, chemical analysis, oil-fuel testing, ultrasonic thickness gauging and, other activities.
4. Complies with ISPS certification.

Proven Expertise

Cochin Shipyard with its proven expertise is perfectly positioned to offer a flexible range of products such as

- Tankers
- Product Carriers
- Bulk Carriers
- Passenger Vessels
- High Bollard Pull Tugs
- Air Defense Ship

1.9 SIGNIFICANCE OF THE STUDY

Studies on psychological empowerment and job satisfaction have been at length carried out by the past researchers mainly in the western countries. Due to lack of studies addressing the issue of public sector employees' psychological empowerment and job satisfaction in Cochin Shipyard Ltd Kochi, Kerala, it is questionable whether western findings can be applied in the non-western context, like India. For instance, people in the western countries have an individualistic direction toward job whereas people in the South Asian countries in general, have a collective direction. Therefore, more studies are needed to erase the doubt on the applicability of western studies in the Indian context. The present study is unique as it is an attempt to describe the relationship between psychological empowerment and job satisfaction in the context of Public Sector (Cochin Shipyard) employees Kochi, Kerala.

1.10 LIMITATIONS

Data for the study was collected from the employees of Cochin Shipyard Ltd, Kochi Kerala and so the results cannot be generalized to other geographical areas. The respondents may have completed the questionnaires during a part of the year that was overwhelming. The time in which the respondent completed the questionnaires may have influenced their perceived level of job satisfaction. So here in general, we can say that Time and Geographical area are considered as vital limitations.

1.11 RESEARCH METHODOLOGY

This section describes the research methodology and the process of data collection needed to empirically test the conceptual framework developed in the previous chapter. This study explores the relationship between psychological empowerment and job satisfaction in public sector. To ensure the accuracy of results it is therefore important to choose an appropriate research methodology. Research method refers to the means of bringing together and examining empirical proof. To make sure validity and reliability research should make use of both quantitative and qualitative methods where it comes into the appropriate view (Allan, 1998).

BRIEF OVERVIEW OF THE RESEARCH OBJECTIVES

The objective of this empirical study was to examine the relationship between psychological empowerment, and job satisfaction among the employees of Cochin Shipyard Ltd, Kochi Kerala. The literature review failed to provide any viable data about the nature and level of psychological empowerment and its relationship with job satisfaction of Cochin Shipyard Ltd employees in Kochi, Kerala.

Therefore, this study attempts to help fill this vacuum by providing additional information that might be of interest to the researchers, psychologists, and career counselors. The specific objectives of this study are:

1. To study the relationship between psychological empowerment, and job satisfaction among the employees of Cochin Shipyard Ltd, Kochi Kerala.

2. To find out the level of psychological empowerment among the employees of Cochin Shipyard Ltd, Kochi Kerala.
3. To find out the level of job satisfaction among the employees of Cochin Shipyard Ltd, Kochi Kerala.
4. To analyze the effect of various demographic variables such as age, gender, education, experience, marital status, and monthly income on psychological empowerment and job satisfaction among the employees of Cochin Shipyard Ltd, Kochi Kerala.

RESEARCH QUESTIONS

To achieve the specific research objectives, the following are the related key research questions:

1. What is the relationship between psychological empowerment, and job satisfaction among the employees of Cochin Shipyard Ltd, Kochi Kerala?
2. What is the level of psychological empowerment among the employees of Cochin Shipyard Ltd, Kochi Kerala?
3. What is the level of job satisfaction among the employees of Cochin Shipyard Ltd, Kochi Kerala?
4. What is the influence of demographic factors (age, gender, education, experience, and monthly income) on psychological empowerment and job satisfaction of the employees of Cochin Shipyard Ltd, Kochi Kerala?

RESEARCH HYPOTHESES

Hypotheses are important and indispensable tools of scientific research. They are tentative answers to research problems. They are expressed in the form of a relation between independent and dependent variables. The following null hypotheses were formulated to achieve the research objectives.

H1- Psychological empowerment will not vary significantly with variation in demographic factors like age (H1a), gender (H1b), education (H1c), experience (H1d), and monthly income (H1e) among the employees of Cochin Shipyard Ltd, Kochi Kerala.

H2- Job satisfaction will not vary significantly with variation in demographic factors like age (H2a), gender (H2b), education (H2c), experience (H2d), and monthly income (H2e) among the employees of Cochin Shipyard Ltd, Kochi Kerala.

H3- There will not be any correlation between psychological empowerment and job satisfaction (H3a).

H4- Psychological empowerment will not affect job satisfaction among the employees of Cochin Shipyard Ltd, Kochi Kerala (H4a).

RESEARCH DESIGN

The aim of a research design is to provide an intended and prepared way of achieving the research objectives and to augment validity and reliability. The present study is a descriptive correlational study that seeks to explore the relationship between psychological

empowerment, and job satisfaction. This type of study requires research that does an in-depth investigation and description of phenomena, and systematically classifies the variables of a construct and describes the attributes as accurately and precisely as possible. In order to attain the aim of the research design, it should address the serious questions including the unit of analysis and the method of data collection. These components are therefore discussed in the following section.

Unit of Analysis

In this study, the unit of analysis was subgroups of Cochin Shipyard Ltd employees based on age, gender, education, year of experience, and monthly income. The participants' identity was kept confidential and their privacy was strictly maintained in the study.

RESEARCH METHODOLOGY AND JUSTIFICATION

Research method refers to the means of bringing together and examining empirical proof. To make sure validity and reliability research should make use of both quantitative and qualitative methods where it comes into an appropriate view (Allan, 1998). In the following sub-sections, both the qualitative and quantitative approaches are briefly evaluated:

The Qualitative Approach

Qualitative methods are more effective for seeking a thorough description within a limited area, but they are not appropriate for the detection of co-variance between variables, indifference to quantitative methods (Thompson, 2003). The qualitative research method may be helpful for understanding the relationship Occupational stress, psychological

empowerment and, job satisfaction if the purpose of the research was to study the impact of this relationship on few individuals over a period of time in any one particular organization.

Qualitative methods provide less clarification of variance statistical terms than quantitative methods, they can give way data from which process theories and rich explanations of how and why procedure and outcome crop up can be developed (Marcus and Robey 1988) taking all of the above into account it was decided to adopt an approach for this research which can be called the qualitative method.

The Quantitative Approach

According to Garber (1999), “Quantitative research methods put importance on the making of detailed and generalizable statistical conclusion. The data composed by using the quantitative techniques are likely to be numerical and are open to explanation by use of statistics: thus the data are said to be quantitative and there is certain impartiality about actuality, which is quantifiable”.

Quantitative methodologies, however, have been criticized for their lack of notice to procedure aspects, for frequently meeting data only from the top of an organization, and for their failure to find significant relationships (King, 1990).

OPERATIONAL DEFINITION OF VARIABLES

The main aim of this research was to examine the relationship between psychological empowerment and job satisfaction in the public sector. The operational definitions of the

study variables, description and, justification of the use of the measurement instruments are discussed below:

Psychological Empowerment

Psychological empowerment focuses on intrinsic motivation rather than on the managerial practices used to increase employees' levels of authority (Giacalone et al., 2005). Psychological empowerment refers to a set of psychological states like meaning, impact, self-determination, competence that are essential for individuals to feel a sense of control over their work as a result of being empowered by a supervisor.

Psychological Empowerment Scale

The psychological empowerment instrument developed by Spreitzer (1995; 1996) was used to assess empowerment among the respondents. The respondents were asked to rate each of the 16 items on the following 5-point Likert scale:

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Responses were scored as follows:

Strongly agree = 5, agree=4, neutral=3, disagree=2, strongly disagree=1

Job Satisfaction

Job satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (Landy, 1978).

Job satisfaction is significant because a person's attitude and beliefs may affect his or her behavior. Attitudes and beliefs may cause a person to work harder, or, the opposite may occur, and he or she may work less. Job satisfaction also affects a person's general well-being for the reason that people spend a good part of the day at work. Consequently, if a person is dissatisfied with their work, this could lead to dissatisfaction in other areas of their life.

Job Satisfaction Scale

The Minnesota Satisfaction Questionnaire (MSQ) of Weiss, D. J., Dawis, R. V., England, G.W., & Lofquist, L. H. (1967) Minneapolis: University of Minnesota, Industrial Relations Center was used. The respondents were asked to rate each of the 20 items on the following 5-point Likert scale:

1. Highly satisfied
2. Satisfied
3. Neutral
4. Dissatisfied
5. Highly dissatisfied

Responses were scored as follows:

Highly satisfied = 5, Satisfied = 4, Neutral = 3, Dissatisfied = 2, Highly dissatisfied = 1.

Demographic Variables

Public sector Cochin shipyard employees include individuals working at any level, performing any type of work assignment in Cochin shipyard. The demographic variables of age, gender, educational, experience, and monthly income were selected for the present study.

SAMPLING PROCESS

Sampling is a fundamental method of inferring information about an entire population instead of measuring every member of the population. Developing a proper sampling technique can greatly affect the authenticity of the results.

Sampling Population

The population of the study included employees from Cochin Shipyard Ltd, Kochi Kerala. Since it would be almost impossible to reach all the employees of Cochin Shipyard, it was, therefore, necessary to sample the population. The total populations of Cochin shipyard include 1100 permanent workers, 400 officers and, supervisors and 2500 contract labors that is a total of 4000 employees. The researcher had distributed questionnaires among 600 permanent employees of Cochin Shipyard Ltd. But for the final study, the researcher had considered only 553 questionnaires, and discarded 47 questionnaires since they were incomplete. Therefore the final sample size for this study is 553.

DATA COLLECTION

For data collection, the respondents were approached in their job settings and were briefed about the nature and purpose of the research. The respondents were assured of the confidentiality of the results. After their willingness, psychological empowerment and job satisfaction scale questionnaires were handed over to them to complete the scales in one session. A soft copy of the research questionnaire was also provided to some of the respondents on request.

Method of data collection

- ✓ **Primary data:** The primary source of the data for the study includes the opinion of the respondents which was collected by administering the structured questionnaires.
- ✓ **Secondary data:** The secondary sources were collected from journals, websites, and magazines.

PILOT STUDY

A Pilot study was conducted with a sample of thirty respondents and the reliability and validity for the same were tested. The responses were collected and analyzed and due modifications were done in the instruments as indicated by the study. The instruments were tested for reliability and found to be satisfactory.

Reliability Scores of Variables

Variables	Items	Alpha
Psychological Empowerment	16	0.7012
Job Satisfaction	19	0.8060

Source: Primary data

STATISTICAL TECHNIQUES

The statistical package for social sciences (SPSS-16th Edition) was used to conduct the analysis of the collected data. Various statistical techniques were employed to examine the data such as mean and standard deviation, correlation analysis, regression analysis, percentile analysis and analysis of variance. As these techniques are appropriate to test the internal consistency, construct validity, average, and dispersion, determination of cut off scores, variance and relationship among different variables.

Tools and techniques used for data analysis

The data collected through questionnaires were analyzed using Percentage analysis, Mean and Standard Deviation, One-way Analysis of Variance (ANOVA), Correlation and Regression was done through SPSS.

- ✓ **Percentage analysis:** Percentage analysis is the method to represent the raw structure of data as a percentage for a better understanding of collected data; this was done for the demographic factors of the respondents.

- ✓ **Descriptive statistics:** The descriptive statistics is relating to the features of the collection of information quantitatively, that is summarizing the data in a useful and meaningful method.
- ✓ **One way Analysis of Variance:** In statistics, analysis of variance (ANOVA) is a collection of statistical models. In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are all equal, and therefore generalizes t-test to more than two groups. Doing multiple two-sample t-tests would result in an increased chance of committing Type I error. For this reason, ANOVA is useful in comparing two, three or more samples using F distribution which could be used only for numerical data. One way ANOVA is used to find the variation of mean score according to the demographic factor and variable.
- ✓ **Correlation:** Correlation refers to any of a broad class of statistical relationships involving dependence. Correlation can refer to any departure of two or more random variables from independence, but technically it refers to any of several more specialized types of relationship between mean values. There are several correlation coefficients, often denoted ρ or r , measuring the degree of correlation. The most common of these is the Pearson correlation coefficient, which is sensitive only to a linear relationship between two variables (which may exist even if one is a nonlinear function of the other). Other correlation coefficients have been developed to be more robust than the Pearson correlation – that is, more sensitive to nonlinear relationships. The Pearson correlation between dependent variable and independent variables are calculated in this study.
- ✓ **Regression:** Regression analysis is a statistical process for estimating the relationship among variables. It includes many techniques for modeling and analyzing several variables when the focus is on the relationship between the dependent variables and one or more independent variables.

CONCLUSION

This chapter presented the research methodology used in this study and its justification. It illustrates research design of the study, the unit of analysis and operational definition of psychological empowerment, job satisfaction and demographic variables included in the study, details about research instruments including Likert scale used for data collection and the procedure of data collection and data analysis. The next chapter presents the results of the empirical research, results related to the research hypothesis and a summary of the results.

1.12 CHAPTER SCHEME

Overview of Chapters

Chapter one deals with the Introduction of the study. Introduction with a note on theoretical framework on the two components of the study namely, Psychological empowerment and Job satisfaction, need for the study, statement of the problem, significance of the study, objective of the study, research methodology, limitation is explained in part I of the chapter and part II of the chapter focuses on the public sector organizations contribution to Indian economy and also about Cochin Shipyard Ltd, Kochi Kerala.

Chapter Two presents the review of literature. This chapter gives review of selected studies on psychological empowerment and job satisfaction in detail. It deals with reviews of various authors who have dealt with similar studies associated with the current topic of the study.

Chapter Three elaborates on the analysis and interpretation. The data analysis and interpretation help in providing meaningful insight into understanding the objective of the research study.

Chapter Four enumerates the discussion of the study. The chapter explains the detailed discussions made in the study on psychological empowerment and job satisfaction of Cochin Shipyard Ltd employees of Kochi, Kerala.

Chapter Five recapitulates the findings, suggestions, research for future and conclusion.

SUMMARY

The purpose of this chapter was to provide an overview of this study. The detailed research objectives, statement of problem and research questions had been delineated in order to address the problem and the structure of the thesis was outlined. In the next chapter, the findings of the literature review have been discussed with the focus on the concept and relationship among psychological empowerment and job satisfaction.