CHAPTER III

ANALYSIS AND INTERPRETATION

This chapter deals with the analysis and interpretation of the data collected. The study focuses on psychological empowerment and job satisfaction among shipyard employees in Kochi Kerala. The goal of the research was achieved by using the appropriate statistical tools applicable to the research. Data analysis and interpretation help in providing meaningful insights in understanding the objectives of the research study. The following statistical tools namely Mean, Standard Deviation, ANOVA, Correlation and Regression were applied for analysis and interpretation of survey data.

Descriptive: Frequencies were calculated and shown in the distribution of the demographic profile of the respondents. The respondents' Age, Gender, Education, Year of Experience and Monthly Income were studied. Descriptive and inferential statistics such as mean, standard deviation, ANOVA, regression, and correlation were used to identify the relationship or possible association between socio-demographic variables, Psychological Empowerment and Job Satisfaction.

Table- 3.1

Demographic Statistics of the Respondents

S. No	Demographic Factors	Classifications	Number of Respondents	Percentage
1	Age (in Years)	30 & Below	275	49.7
		31 & Above	278	50.3
2	Gender	Male	313	56.6
		Female	240	43.4
3	Education	Under Graduate	242	43.8
		Post Graduate	311	56.2
4	Experience (in years)	Below 5	190	34.4
		6-10	310	56.1
		11 & Above	53	9.6
5	Monthly Incomes(in Rupees)	Below 20000	68	12.3
		21000-30000	298	53.9
		Above 31000	187	33.8
	Total		**553**	**100.0**

Source: Primary Data

The demographic profile of the respondents in the study showed that out of the total 553 respondents taken for the study, 50.3 percentage of the respondents belong to the age group of 31 and above; 56.6 percentage of the respondents are male; 56.2 percentage of the respondents are postgraduates; 56.1 percentage of the respondents belong to 6-10 years' experience group; 53.9 percentage of the respondents belong to the income group of 21000-30000 rupees.

PSYCHOLOGICAL EMPOWERMENT

Null hypothesis:

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.

Table – 3.2

Descriptive Statistics: Competence

Statements	N	Minimum	Maximum	Mean	Std. Deviation
I am confident about my ability to do my job	553	3	5	4.44	0.609
My job is well within the scope of my ability	553	2	5	3.89	0.865
I have mastered the skills necessary for my job	553	2	5	3.95	0.828
Valid N (Listwise)	553				

Source: Primary Data

The above table 3.2 shows that the overall mean value for 'competence' dimensions of Psychological Empowerment ranges from 3.89 to 4.44. The mean score (3.89) for the statement "My job is well within the scope of my ability" is the lowest and the mean score (4.44) for the statement "I am confident about my ability to do my job" is the highest. A higher value indicates a higher level of agreement with the statement.

Table-3.3
Descriptive Statistics: Meaning

Statement	N	Minimum	Maximum	Mean	Std. Deviation
The work I do is important to me	553	1	5	4.28	0.839
My job activities are personally meaningful to me.	553	2	5	3.88	0.780
I really care about what I do on my job.	553	2	5	4.28	0.717
Valid N (List wise)	553				

Source: Primary Data

The above table 3.3 shows that the overall mean value for 'meaning' dimensions of Psychological Empowerment ranges from 3.88 to 4.28. The mean score (3.88) for the statement "My job activities are personally meaningful to me" is the lowest and the mean score (4.28) for the statements "I really care about what I do on my job, the work I do is important to me." is the highest. A higher value indicates a higher level of agreement with the statement.

Table – 3.4
Descriptive Statistics: Self Determination

Statements	N	Minimum	Maximum	Mean	Std. Deviation
I am confident about my ability to do my job	553	2	5	3.61	1.093
My job is well within the scope of my ability	553	1	5	3.69	0.918
I have mastered the skills necessary for my job	553	2	5	3.72	0.843
Valid N (List wise)	553				

Source: Primary Data

The above table 3.4 shows that the overall mean value for 'Self Determination' dimensions of Psychological Empowerment ranges from 3.61 to 3.72.

The mean score (3.61) for the statement "I am confident about my ability to do my job" is the lowest and the mean score (3.72) for the statement "I have mastered the skills necessary for my job" is the highest. A higher value indicates a higher level of agreement with the statement.

Table – 3.5

Descriptive Statistics: Impact

Statements	N	Minimum	Maximum	Mean	Std. Deviation
My impact on what happens in my department is large.	553	2	5	3.77	1.003
My opinion counts in departmental decision-making	553	1	5	3.76	0.903
I have significant influence over what happens in my department	553	2	5	3.67	0.890
Valid N (List wise)	553				

Source: Primary Data

The above table 3.5 shows that the overall mean value for 'Impact' dimensions of Psychological Empowerment ranges from 3.67 to 3.77.

The mean score (3.67) for the statement "I have significant influence over what happens in my department" is the lowest and the mean score (3.77) for the statement "My impact on what happens in my department is large" is the highest. A higher value indicates a higher level of agreement with the statement.

Table -3.6

Psychological Empowerment among different age groups

Age		Competence	Meaning	Self Determination	Impact	Psychological Empowerment
30 & Below	Mean	11.46	12.35	9.75	10.89	44.45
	N	275	275	275	275	275
	Std. Deviation	2.017	1.283	2.072	1.934	5.096
31 & Above	Mean	13.10	12.53	12.27	11.49	49.38
	N	278	278	278	278	278
	Std. Deviation	1.399	1.734	1.646	2.327	5.641
Total	Mean	12.28	12.44	11.01	11.19	46.93
	N	553	553	553	553	553
	Std. Deviation	1.917	1.528	2.254	2.159	5.913

Source: Primary Data

Table 3.6 shows that the overall mean score for psychological empowerment ranges from 44.45 to 49.38. The 31 & above age group had a higher mean score (49.38) for psychological empowerment than the 30 & below age group (44.45). It also shows that the overall mean score for competence dimension ranges from 11.46 to 13.10, meaning dimension range from 12.35 to 12.53, self-determination dimension ranges from 9.75 to 12.27, and impact dimension range from 10.89 to 11.49. The 31 & above age group had a higher mean score competence (13.10), meaning (12.53), self-determination (12.27) and impact (11.49) than the 30 & below age group.

Graph -3.1

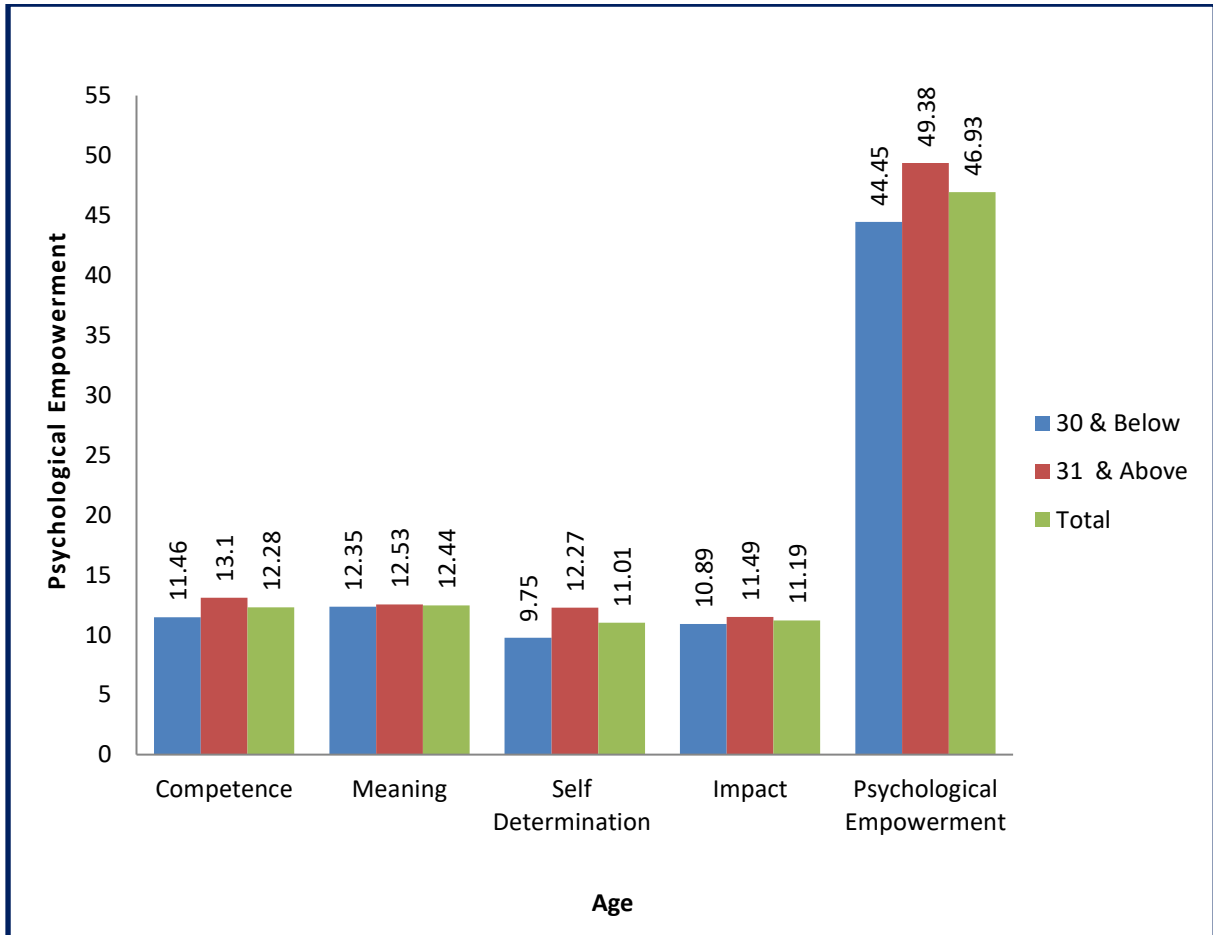Psychological Empowerment among different age groups

Graph showing Psychological Empowerment (y-axis) by Age dimensions (x-axis): Competence, Meaning, Self Determination, Impact, Psychological Empowerment. Legend: 30 & Below (blue), 31 & Above (red), Total (green).

Dimension	30 & Below	31 & Above	Total
Competence	11.46	13.1	12.28
Meaning	12.35	12.53	12.44
Self Determination	9.75	12.27	11.01
Impact	10.89	11.49	11.19
Psychological Empowerment	44.45	49.38	46.93

Table-3.7

ANOVA: Psychological Empowerment among different age groups

Variable		Sum of Squares	Df	Mean Square	F	Sig
Competence	Between Groups	371.346	1	371.346	123.510	0.000
	Within Groups	1654.647	551	3.007		
	Total	2027.993	552			
Meaning	Between Groups	4.462	1	4.462	1.915	0.167
	Within Groups	1283.994	551	2.330		
	Total	1288.456	552			
Self Determination	Between Groups	878.427	1	878.427	251.242	0.000
	Within Groups	1926.484	551	3.496		
	Total	2804.911	552			
Impact	Between Groups	48.894	1	48.894	10.673	0.001
	Within Groups	2524.170	551	4.581		
	Total	2573.063	552			
Psychological Empowerment	Between Groups	3365.539	1	3365.539	116.399	0.000
	Within Groups	15931.568	551	28.914		
	Total	19297.107	552			

Source: Primary Data

In table 3.7 ANOVA was applied to ascertain if there was a significant difference in dimensions of psychological empowerment among different age groups. The obtained F-values for competence (123.510), self-determination (251.242) and impact (10.673) are significant at 1% level. Hence, it was concluded that there is a statistically significant difference in competence, self-determination and impact among different age groups. Above 31 years age group has a statistically significant higher mean score on competence, self-determination, and impact dimensions of psychological empowerment than 30 and below age group.

It was also ascertained that there was a significant difference in psychological empowerment among different age groups. The obtained F-value is 116.399 and it is significant at 1% level. Hence, hypothesis H1a was rejected and it was concluded that there is a statistically significant difference in psychological empowerment among different age groups

Table- 3.8

Psychological Empowerment among different gender groups

Gender		Competence	Meaning	Self Determination	Impact	Psychological Empowerment
Male	Mean	12.70	12.65	10.73	11.36	47.44
	N	313	313	313	313	313
	Std. Deviation	1.866	1.604	2.018	2.129	5.987
Female	Mean	11.74	12.17	11.39	10.96	46.26
	N	240	240	240	240	240
	Std. Deviation	1.850	1.377	2.484	2.181	5.758
Total	Mean	12.28	12.44	11.01	11.19	46.93
	N	553	553	553	553	553
	Std. Deviation	1.917	1.528	2.254	2.159	5.913

Source: Primary Data

Table 3.8 shows that the overall mean score for psychological empowerment ranges from 46.26 to 47.44. The male respondents had a higher mean score (47.44) for psychological empowerment than the female respondents (46.26).

It also shows that the overall mean score for competence dimension ranges from 11.74 to 12.70, meaning dimension ranges from 12.17 to 12.65, self-determination dimension ranges from 10.73 to 11.39, and impact dimension ranges from 10.96 to 11.36. The male respondents had a higher mean score for competence (12.70), meaning (12.65), and impact (11.36) than the female respondents. Female respondents had higher self-determination (11.39) mean score than male respondents.

Graph- 3.2

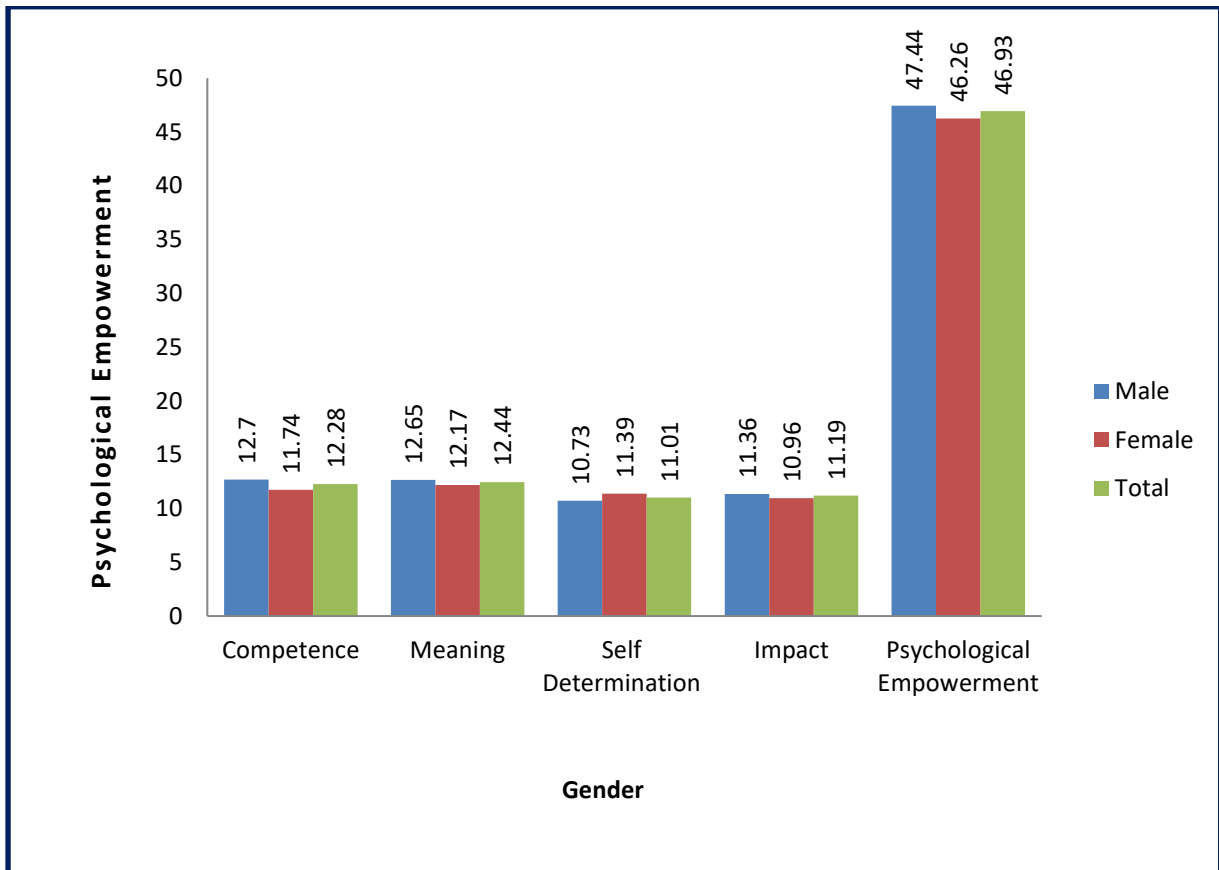Psychological Empowerment among different gender groups

Table-3.9

ANOVA: Psychological Empowerment among different gender groups

		Sum of Squares	Df	Mean Square	F	Sig
Competence	Between Groups	123.843	1	123.843	35.836	0.000
	Within Groups	1904.149	551	3.456		
	Total	2027.993	552			
Meaning	Between Groups	32.388	1	32.388	14.207	0.000
	Within Groups	1256.068	551	2.280		
	Total	1288.456	552			
Self Determination	Between Groups	59.578	1	59.578	11.958	0.001
	Within Groups	2745.333	551	4.982		
	Total	2804.911	552			
Impact	Between Groups	21.922	1	21.992	4.735	0.030
	Within Groups	2551.142	551	4.630		
	Total	2573.063	552			
Psychological Empowerment	Between Groups	189.967	1	189.967	5.478	0.020
	Within Groups	19107.140	551	34.677		
	Total	19297.107	552			

Source: Primary Data

In table 3.9 ANOVA was applied to ascertain if there was a significant difference in dimensions of psychological empowerment among different gender groups. The obtained F-

values for competence (35.836), meaning (14.207), self-determination (11.958) and impact (4.735) are significant at 1% level. Hence, it was concluded that there is a statistically significant difference in competence, meaning, self-determination and impact among different gender groups. Male respondents have a statistically significant higher mean score on competence, meaning, and impact dimensions of psychological empowerment.

It was also ascertained that if there was a significant difference in psychological empowerment among different gender groups. The obtained F-value is 5.478 and it is significant at 1% level. Hence, hypothesis H1b was rejected and it was concluded that there is a statistically significant difference in psychological empowerment among different gender groups.

Table -3.10

Psychological Empowerment among different Educational Qualification groups

Education		Competence	Meaning	Self Determination	Impact	Psychological Empowerment
Under Graduates	Mean	12.26	12.41	10.45	11.25	46.37
	N	242	242	242	242	242
	Std. Deviation	2.160	1.358	1.844	2.216	5.508
Post Graduates	Mean	12.30	12.47	11.45	11.14	47.36
	N	311	311	311	311	311
	Std. Deviation	1.707	1.649	2.441	2.116	6.184
Total	Mean	12.28	12.44	11.01	11.19	46.93
	N	553	553	553	553	553
	Std. Deviation	1.917	1.528	2.254	2.159	5.913

Source: Primary Data

Table 3.10 shows that the overall mean score for psychological empowerment ranges from 46.37 to 47.36. The post graduate respondents had a higher mean score (47.36) for psychological empowerment than the graduate respondents (46.37).

It also shows that the overall mean score for competence dimension ranges from 12.26 to 12.30, meaning dimension ranges from 12.41 to 12.47, self-determination dimension ranges from 10.45 to 11.45 and impact dimension ranges from 11.14 to 11.25. The postgraduate respondents had a higher mean score for competence (12.30), meaning (12.47), and self-determination (11.45) than the graduate respondents. Graduate respondents had the higher mean score for impact dimension (11.25) than the postgraduate respondents (11.14).

Graph -3.3

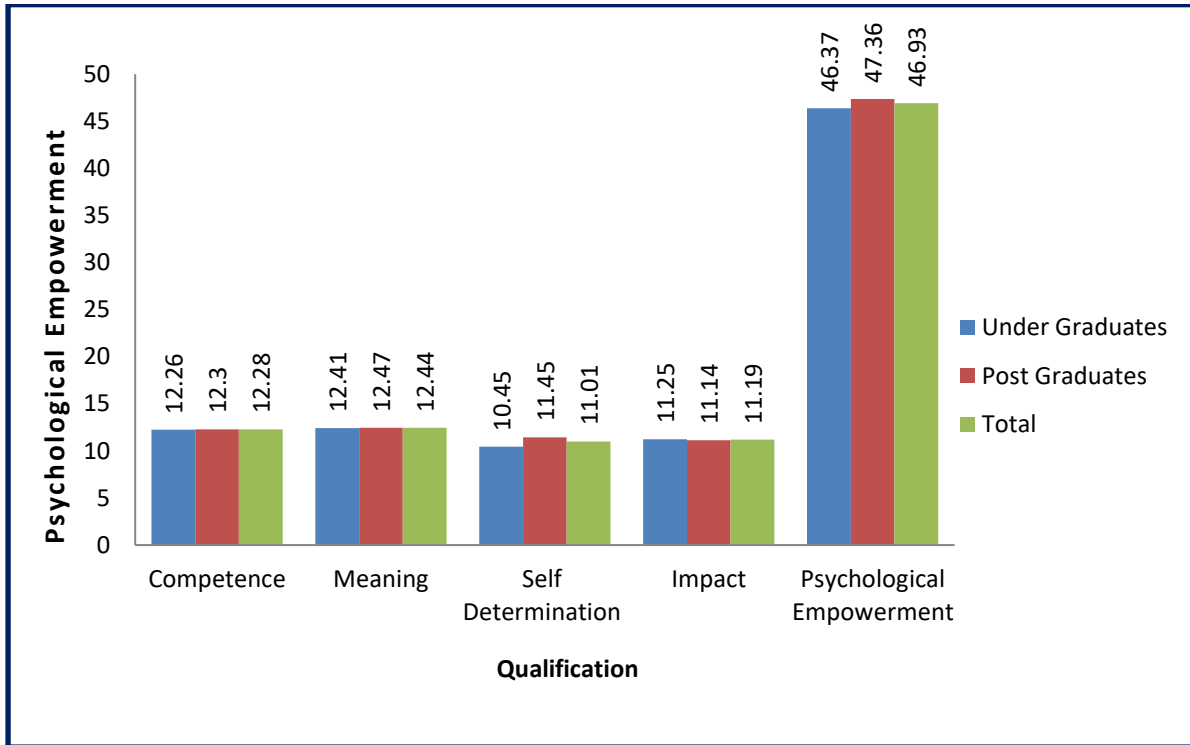Psychological Empowerment among different Educational Qualification groups

Table-3.11

ANOVA: Psychological Empowerment among different Educational Qualification groups

		Sum of Squares	Df	Mean Square	F	Sig
Competence	Between Groups	0.204	1	0.204	0.055	0.814
	Within Groups	2027.789	551	3.680		
	Total	2027.993	552			
Meaning	Between Groups	0.383	1	0.383	0.164	0.686
	Within Groups	1288.073	551	2.338		
	Total	1288.456	552			
Self Determination	Between Groups	138.036	1	138.036	28.519	0.000
	Within Groups	2666.876	551	4.840		
	Total	2804.911	552			
Impact	Between Groups	1.664	1	1.664	0.357	0.551
	Within Groups	2571.399	551	4.667		
	Total	2573.063	552			
Psychological Empowerment	Between Groups	139.912	1	132.912	3.821	0.051
	Within Groups	19164.195	551	34.781		
	Total	19297.107	552			

Source: Primary Data

In table 3.11 ANOVA was applied to ascertain if there was a significant difference in dimensions of psychological empowerment among different education groups. The obtained

F-value for self-determination (28.219) is significant at 1% level. Hence, it was concluded that there is a statistically significant difference in self-determination among different education groups. Postgraduate respondents have a statistically significant higher mean score on self-determination dimension of psychological empowerment.

It is also ascertained that there was a significant difference in psychological empowerment among different education groups. The obtained F-value is 3.821 and it is not significant. Hence, hypothesis H1c was accepted and it was concluded that there is no statistically significant difference in psychological empowerment among different education groups.

Table -3.12

Psychological Empowerment among different Experience groups

Experience		Competence	Meaning	Self Determination	Impact	Psychological Empowerment
Below 5 Years	Mean	11.84	12.42	9.99	11.11	45.36
	N	190	190	190	190	190
	Std. Deviation	2.265	1.455	1.995	2.271	5.561
6-10 Years	Mean	12.14	12.07	11.12	10.81	46.15
	N	310	310	310	310	310
	Std. Deviation	1.505	1.357	2.020	1.824	4.469
Above 11 Years	Mean	14.68	14.68	14.04	13.72	57.11
	N	53	53	53	53	53
	Std. Deviation	0.471	0.471	1.414	1.885	4.424
Total	Mean	12.28	12.44	11.01	11.19	46.93
	N	553	553	553	553	553
	Std. Deviation	1.917	1.528	2.254	2.159	5.913

Source: Primary Data

Table 3.12 shows that the overall mean score for psychological empowerment ranges from 45.36 to 57.11. The above 11 years' experience group had a higher mean score (57.11) for psychological empowerment than other experience groups.

The table 3.12 shows that the overall mean score for competence dimension ranges from 11.84 to 14.68, meaning dimension ranges from 12.07 to 14.68, self-determination dimension range from 9.99 to 14.04 and impact dimension range from 10.81 to 13.72. The Above 11

years' experience respondents had a higher mean score for competence (14.68), meaning (14.68), self-determination (14.04) and impact (13.72) than other experience groups.

Graph -3.4

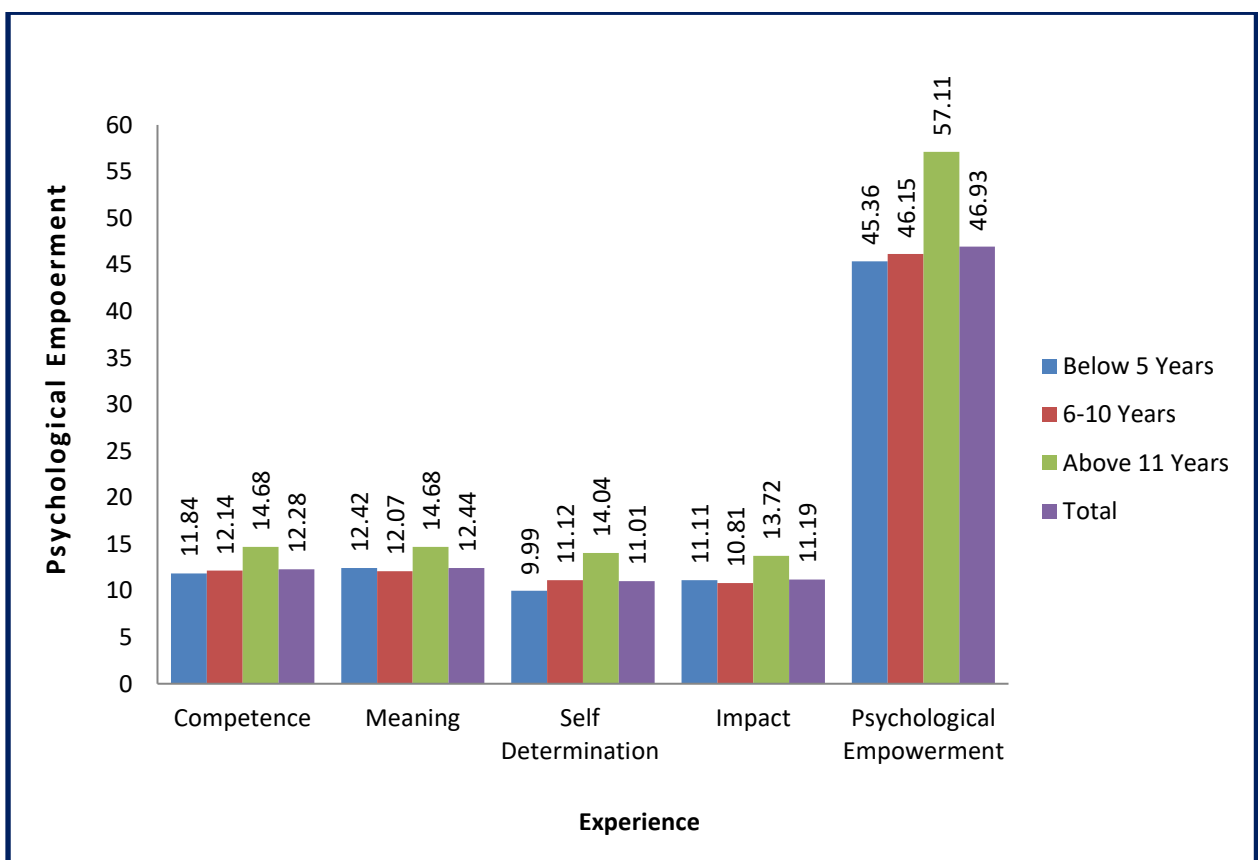Psychological Empowerment among different Experience groups

Table-3.13

ANOVA: Psychological Empowerment among different Experience groups

		Sum of Squares	Df	Mean Square	F	Sig
Competence	Between Groups	347.428	2	173.714	56.851	0.000
	Within Groups	1680.565	550	3.056		
	Total	2027.993	552			
Meaning	Between Groups	307.299	2	153.650	86.130	0.000
	Within Groups	981.157	550	1.784		
	Total	1288.456	552			
Self Determination	Between Groups	687.666	2	343.833	89.318	0.000
	Within Groups	2117.245	550	3.850		
	Total	2804.911	552			
Impact	Between Groups	385.243	2	192.621	48.423	0.000
	Within Groups	2187.821	550	3.978		
	Total	2573.063	552			
Psychological Empowerment	Between Groups	6153.376	2	3076.688	128.744	0.000
	Within Groups	13143.731	550	23.898		
	Total	19297.107	552			

Source: Primary Data

In table 3.13 ANOVA was applied to ascertain if there was a significant difference in dimensions of psychological empowerment among different experience groups. The obtained

F-values for competence (56.851), meaning (86.130), self-determination (89.318) and impact (48.4283) are significant at 1% level. Hence, it was concluded that there is a statistically significant difference in competence, meaning, self-determination and impact among different experience groups. Above 11 years' experience group have a statistically significant higher mean score on dimensions psychological empowerment than other experience groups.

It was also ascertained that there was a significant difference in psychological empowerment among different experience groups. The obtained F-value 128.744 and it is significant at 1% level. Hence, hypothesis H1d was rejected and it was concluded that there is a statistically significant difference in psychological empowerment among different experience groups.

Table -3.14

Psychological Empowerment among different Income groups

Income		Competence	Meaning	Self Determination	Impact	Psychological Empowerment
Below 20000	Mean	14.50	13.00	12.00	12.50	52.00
	N	68	68	68	68	68
	Std. Deviation	0.504	2.015	1.007	0.504	2.015
21000-30000	Mean	12.12	12.37	10.80	11.35	46.64
	N	298	298	298	298	298
	Std. Deviation	2.148	1.392	2.443	2.603	6.913
Above 31000	Mean	11.73	12.36	11.00	10.45	45.55
	N	187	187	187	187	187
	Std. Deviation	1.139	1.498	2.180	1.308	3.809
Total	Mean	12.28	12.44	11.01	11.19	46.93
	N	553	553	553	553	553
	Std. Deviation	1.971	1.528	2.254	2.159	5.913

Source: Primary Data

Table 3.14 shows that the overall mean score for psychological empowerment ranges from 45.55 to 52.00. The below 20000 income group had a higher mean score (52.00) for psychological empowerment than other income groups.

It also shows that the overall mean score for competence dimension ranges from 11.73 to 14.50, meaning dimension ranges from 12.36 to 13.00, self-determination dimension ranges

from 10.80 to 12.00 and impact dimension ranges from 10.45 to 12.50. The income below 20000 groups had a higher mean score for competence (14.50), meaning (13.00), self-determination (12.00) and impact (12.50) mean score than other income groups.

Graph -3.5

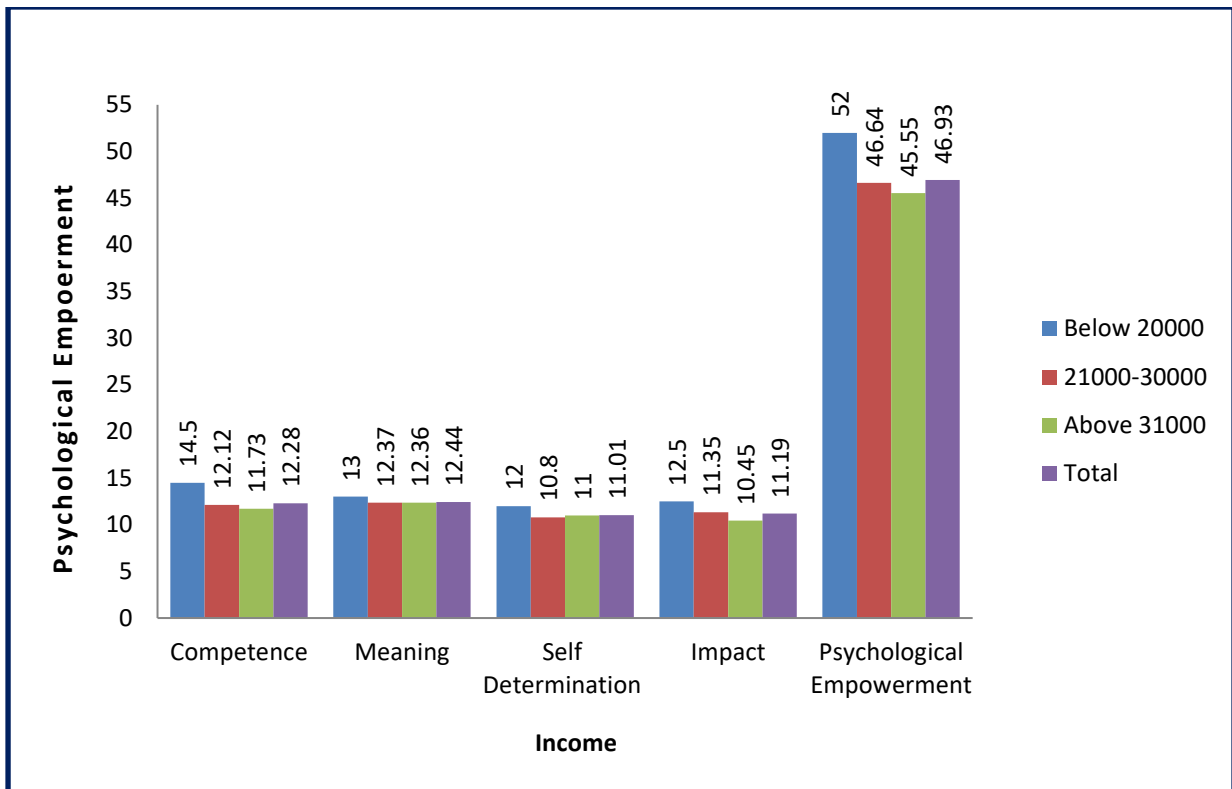Psychological Empowerment among different Income groups

Table-3.15

ANOVA: Psychological Empowerment among different Income groups

		Sum of Squares	Df	Mean Square	F	Sig
Competence	Between Groups	399.496	2	199.748	67.462	0.000
	Within Groups	1628.497	550	2.961		
	Total	2027.993	552			
Meaning	Between Groups	24.052	2	12.026	5.231	0.006
	Within Groups	1264.404	550	2.299		
	Total	1288.456	552			
Self Determination	Between Groups	80.398	2	40.199	8.115	0.000
	Within Groups	2724.513	550	4.954		
	Total	2804.911	552			
Impact	Between Groups	225.696	2	112.848	26.441	0.000
	Within Groups	2347.367	550	4.268		
	Total	2573.063	552			
Psychological Empowerment	Between Groups	2131.884	2	1065.942	34.154	0.000
	Within Groups	17165.223	550	31.209		
	Total	19297.107	552			

Source: Primary Data

In table 3.15 ANOVA was applied to ascertain if there was a significant difference in psychological empowerment among different income groups. The obtained F-values for competence (67.462), meaning (5.231), self-determination (8.115) and impact (26.441) are significant at 1% level. Hence, it was concluded that there is a statistically significant difference in competence, meaning, self-determination and impact among different income groups. Below 20000 income group, respondents have a statistically significant higher mean score on the dimension of psychological empowerment than other income groups.

It was also ascertained that there was a significant difference in psychological empowerment among different income groups. The obtained F-value is 34.154 and it is significant at 1% level. Hence, hypothesis H1e was rejected and it was concluded that there is a statistically significant difference in psychological empowerment among different income groups.

JOB SATISFACTION

Null Hypothesis:

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.

Table- 3.16

Descriptive Statistics: Job Satisfaction

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Being able to keep busy all time	553	1	5	3.56	0.901
The chance to work alone on the job	553	2	5	3.66	0.730
The chance do different things from time to time	553	2	5	3.63	0.906
The chance to be somebody in community	553	2	5	3.5	0.834
The way my boss handles his/her workers	553	2	5	3.45	0.795
The competence of superior making decision	553	2	5	3.61	0.868
Being able to do things that don't go against my conscience	553	1	5	3.26	0.902
The way my job go for steady employment	553	2	5	3.5	0.799
The chance doing things for other people	553	2	5	3.73	0.761
The chance to tell people what to do	553	1	5	3.66	0.905
The chance to do something that make use of my ability	553	2	5	3.44	0.903

The company policies are put in practice	553	1	5	3	1.041
My pay and amount of work I do	553	2	5	3.29	0.763
The chance for advancement on this job	553	1	5	3.26	0.868
The freedom to use my own judgment	553	2	5	3.73	0.766
The chance to try my own methods of doing the jobs	553	2	5	3.25	0.903
The working condition	553	3	5	3.91	0.679
The way my co-workers get along with each other's	553	2	5	3.67	0.818
The praise I get for doing good jobs	553	2	5	3.55	0.795
The feel of accomplishment I get from the job	553	1	5	3.26	0.902
Valid N (List wise) 553					

Source: Primary Data

The above table 3.16 reveals that the overall mean score for Job Satisfaction ranges from 3.00 to 3.91. The mean score (3.00) for the statement "The company policies are put in practice" is the lowest and the mean score (3.91) for the statement "The working condition" is the highest. A higher score indicates a higher level of Job Satisfaction.

Table- 3.17

Job Satisfaction among different Age groups

Age	Mean	N	Std. Deviation	F-Value
30 & Below	64.28	275	6.563	
Above 31	68.96	278	8.102	55.656(p=0.000)
Total	66.63	553	7.733	

Source: Primary Data

Table 3.17 shows that the overall mean score for job satisfaction ranges from 64.28 to 68.96. The above 31 age group had a higher mean score (68.96) for job satisfaction than the 30 & below age group (64.28).

Graph- 3.6

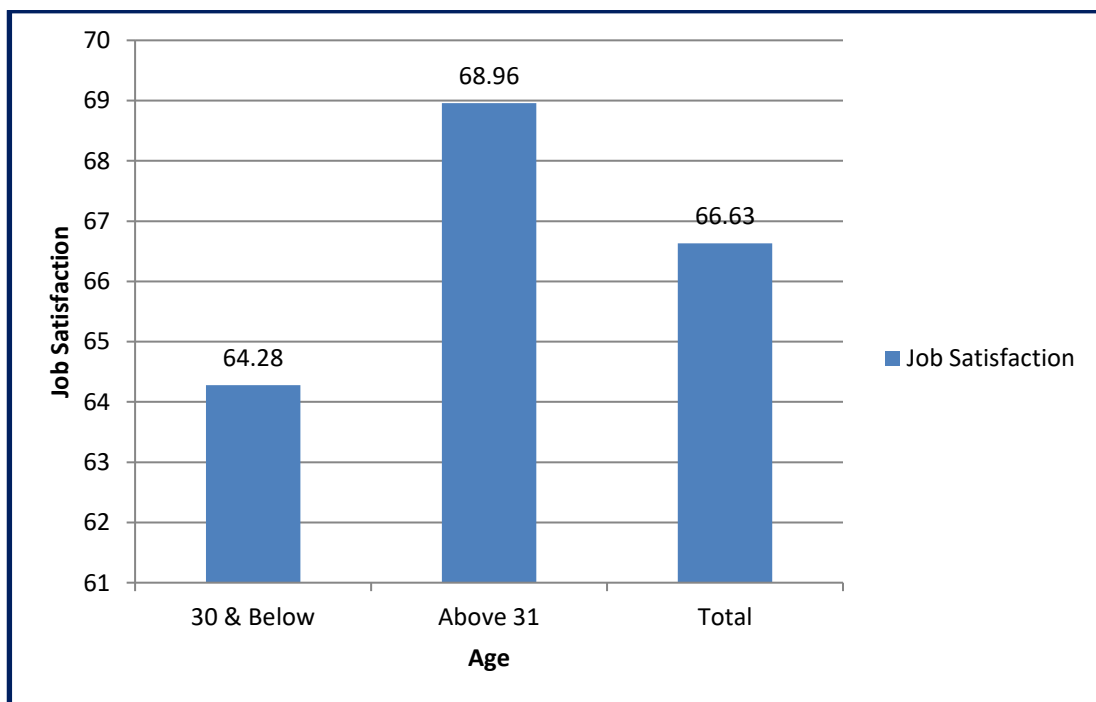Job Satisfaction among different Age groups

Table- 3.18

ANOVA: Job Satisfaction among different Age groups

Job Satisfaction	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3028.527	1	3028.53	55.656	0.000
Within Groups	29982.478	551	54.415		
Total	33011.005	552			

Source: Primary Data

In table 3.18 ANOVA was applied to ascertain if there was a significant difference in job satisfaction among different age groups. The obtained F-value is 55.656 and it is significant at 1% level. Hence, hypothesis H2a was rejected and it was concluded that there is a statistically significant difference in job satisfaction among different age groups.

Table- 3.19

Job Satisfaction among different Gender groups

Gender	Mean	N	Std. Deviation	F-Value
Male	66.19	313	6.403	
Female	67.20	240	9.166	2.315(p=0.129)
Total	66.63	553	7.733	

Source: Primary Data

The 3.19 table shows that the overall mean score for job satisfaction ranges from 66.19 to 67.20. The female gender group had a higher mean score (67.20) for job satisfaction than the male gender group (66.19).

Graph- 3.7

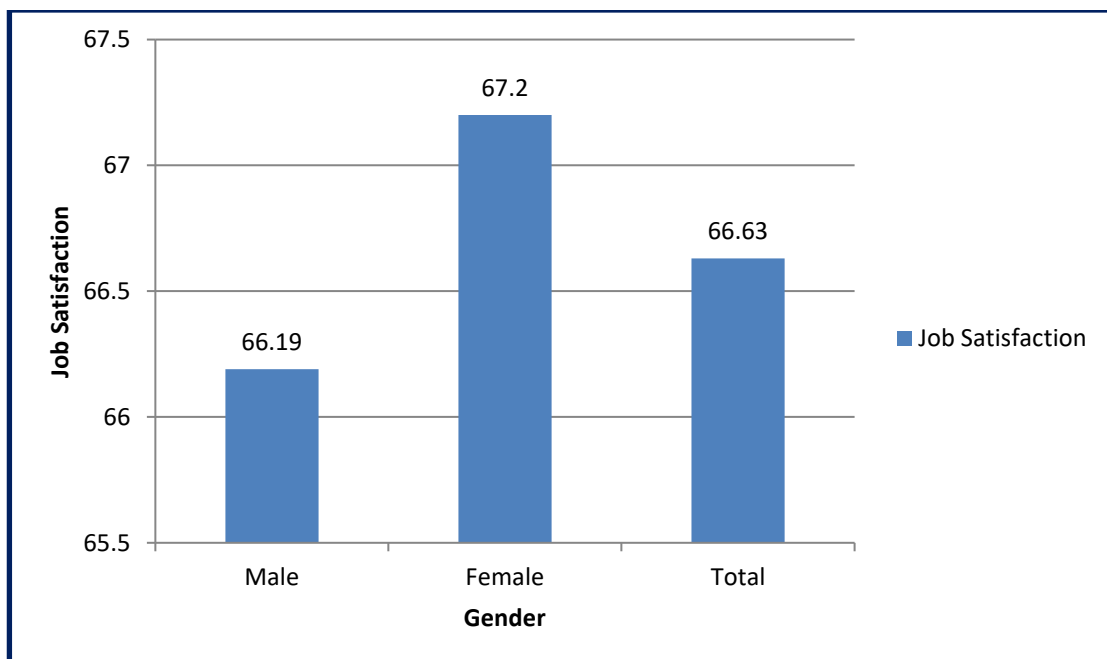Job Satisfaction among different Gender groups

Table- 3.20

ANOVA: Job Satisfaction among different Gender groups

Job Satisfaction	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	138.107	1	138.107	2.315	0.129
Within Groups	32872.898	551	59.660		
Total	33011.005	552			

Source: Primary Data

In table 3.20 ANOVA was applied to ascertain if there was a significant difference in job satisfaction among different gender groups. The obtained F-value is 2.315 and it is not significant. Hence, hypothesis H2b was accepted and it was concluded that there is no statistically significant difference in job satisfaction among different gender groups.

Table- 3.21

Job Satisfaction among different Educational Qualification groups

Education	Mean	N	Std. Deviation	F-Value
Under Graduates	64.37	242	5.597	
Post Graduates	68.39	311	8.664	39.205(p=0.000)
Total	66.63	553	7.733	

Source: Primary Data

Table 3.21 shows that the overall mean score for job satisfaction ranges from 64.37 to 68.39.

The postgraduate respondents had a higher mean score (68.39) for job satisfaction than the

graduate respondents (64.37).

Graph- 3.8

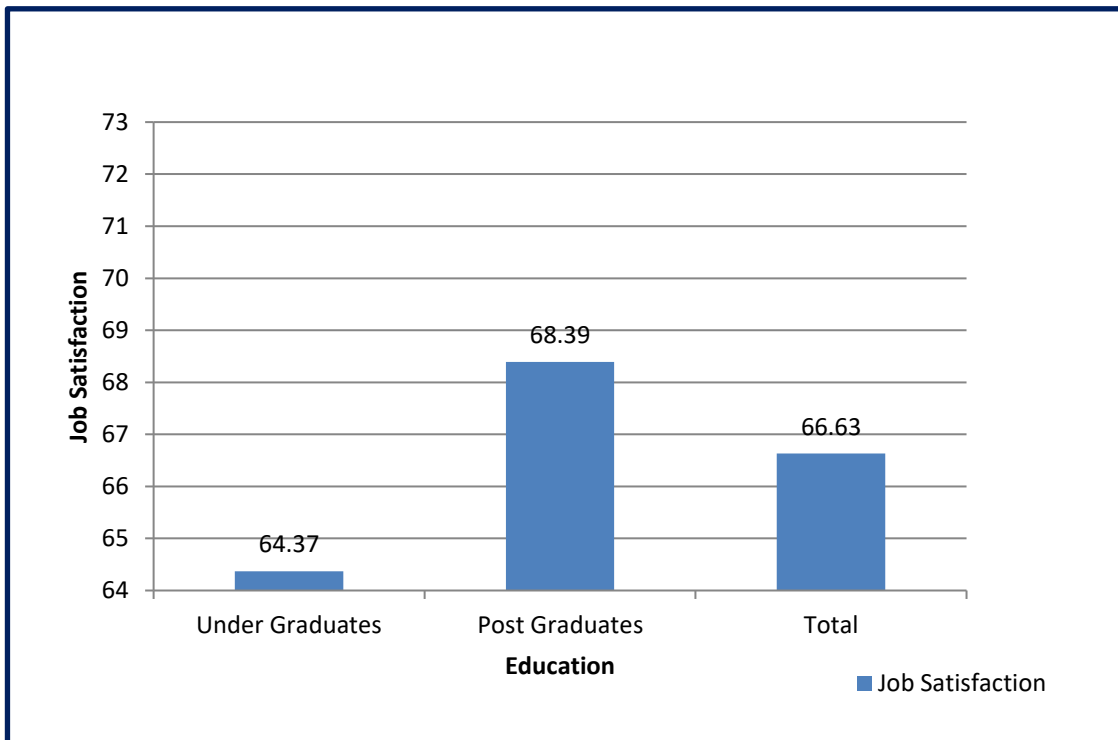Job Satisfaction among different Educational Qualification groups

Table- 3.22

ANOVA: Job Satisfaction among different Educational Qualification groups

Job Satisfaction	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2192.779	1	2192.779	39.205	0.000
Within Groups	30818.227	551	55.931		
Total	33011.005	552			

Source: Primary Data

In table 3.22 ANOVA was applied to ascertain if there was a significant difference in job satisfaction among different education groups. The obtained F-value is 39.205 and it is significant at 1% level. Hence, hypothesis H2c was rejected and it was concluded that there is a statistically significant difference in job satisfaction among different education groups.

Table- 3.23

Job Satisfaction among different Experience Groups

Experience	Mean	N	Std. Deviation	F-Value
Below 5 Years	65.56	190	6.523	162.620(p=0.000)
6 - 10 Years	64.82	310	5.194	
Above 11 Years	81.06	53	9.162	
Total	66.63	553	7.733	

Source: Primary Data

Table 3.23 shows that the overall mean score for job satisfaction ranges from 64.82 to 81.06. The above 11 years' experience group had a higher mean score (81.06) for job satisfaction than other experience groups.

Graph- 3.9
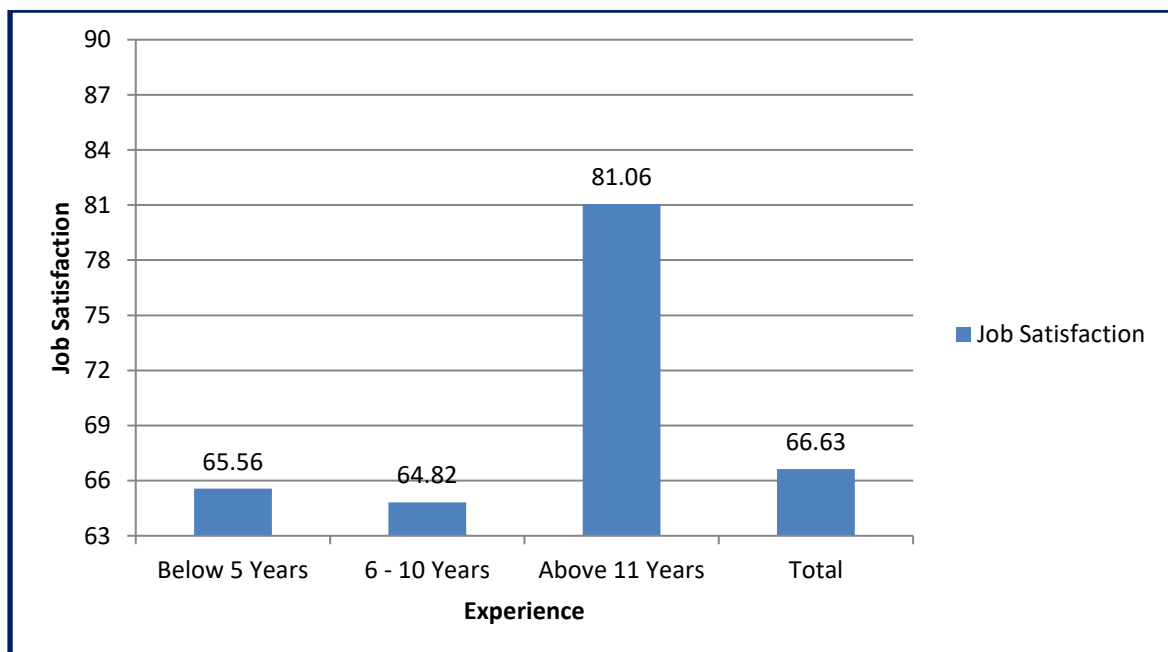
Job Satisfaction among different Experience Groups

Table- 3.24

ANOVA: Job Satisfaction among different Experience Groups

Job Satisfaction	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	12266.914	2	6133.457	162.620	0.000
Within Groups	20744.092	550	37.717		
Total	33011.005	552			

Source: Primary Data

In table 3.24 ANOVA was applied to ascertain if there was a significant difference in job satisfaction among different experience groups. The obtained F-value is 162.620 and it is significant at 1% level. Hence, hypothesis H2d was rejected and it was concluded that there is a statistically significant difference in job satisfaction among different experience groups.

Table- 3.25

Job Satisfaction among different Income Groups

Income	Mean	N	Std. Deviation	F-Value
Below 20000	69.00	68	0.000	
21000-30000	66.54	298	8.588	
Above 31000	65.91	187	7.557	4.071(p=0.018)
Total	66.63	553	7.733	

Source: Primary Data

Table 3.25 shows that the overall mean score for job satisfaction ranges from 65.91 to 69.00 among different income groups. The below 20000 income group had a higher mean score (69.00) for job satisfaction than other income groups.

Graph- 3.10

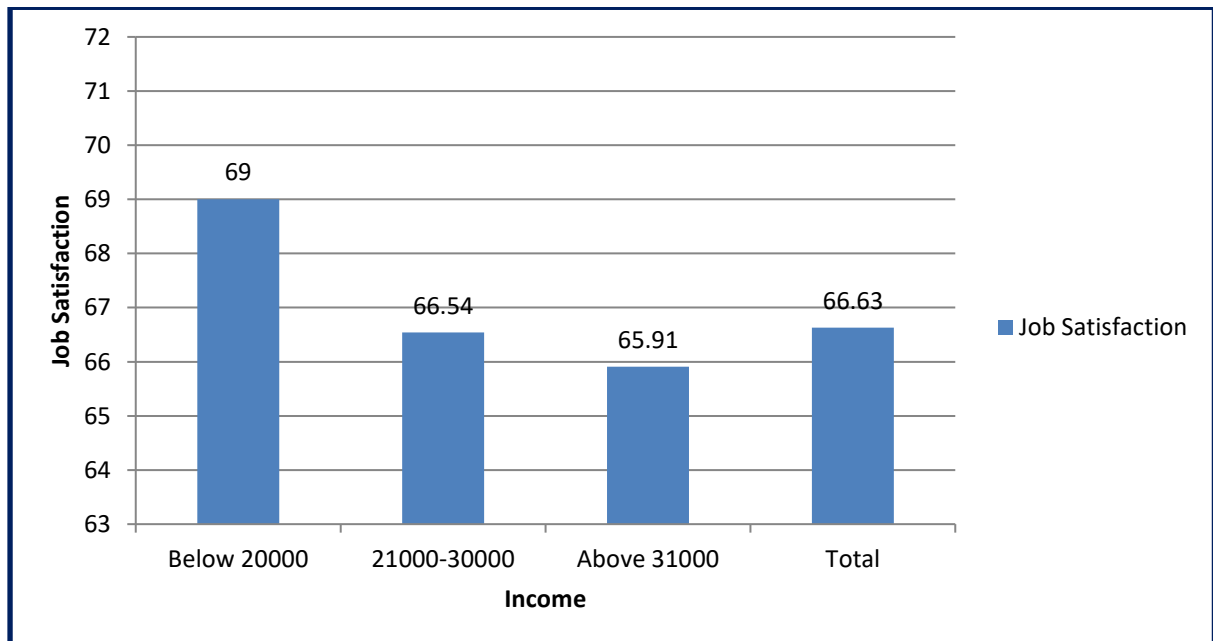Job Satisfaction among different Income Groups

Table- 3.26

ANOVA: Job Satisfaction among different Income Groups

Income	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	481.534	2	240.767	4.071	0.018
Within Groups	32529.471	550	59.144		
Total	33011.005	552			

Source: Primary Data

In table 3.26 ANOVA was applied to ascertain if there was a significant difference in job satisfaction among different income groups. The obtained F-value is 4.071 and it is significant at 5% level. Hence, hypothesis H2e was rejected and it was concluded that there is a statistically significant difference in job satisfaction among different income groups.

Psychological Empowerment and Job Satisfaction

Null hypothesis:

H3a- There will not be any correlation between job satisfaction and competence dimension of psychological empowerment.

H3b- There will not be any correlation between job satisfaction and meaning dimension of psychological empowerment.

H3c- There will not be any correlation between job satisfaction and self-determination dimension of psychological empowerment.

H3d- There will not be any correlation between job satisfaction and impact dimension of psychological empowerment.

H3e- There will not be any correlation between job satisfaction and overall psychological empowerment.

Table- 3.27

Correlation among dimensions of psychological empowerment and job satisfaction

		Competence	Meaning	Self Determination	Impact	Psychological Empowerment	Job Satisfaction
Competence	Pearson Correlation	1	0.360^{**}	0.449^{**}	0.556^{**}	0.791^{**}	0.378^{**}
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	553	553	553	553	553	553
Meaning	Pearson Correlation		1	0.294^{**}	0.250^{**}	0.579^{**}	0.228^{**}
	Sig. (2-tailed)			0.000	0.000	0.000	0.000
	N		553	553	553	553	553
Self Determination	Pearson Correlation			1	0.508^{**}	0.788^{**}	0.519^{**}
	Sig. (2-tailed)				0.000	0.000	0.000
	N			553	553	553	553
Impact	Pearson Correlation				1	0.804^{**}	0.360^{**}
	Sig. (2-tailed)					0.000	0.000
	N				553	553	553
Psychological Empowerment	Pearson Correlation					1	0.511^{**}
	Sig. (2-tailed)						0.000
	N					553	553
Job Satisfaction	Pearson Correlation						1
	Sig. (2-tailed)						
	N						553

**Correlation is significant at the 0.01 level (2-tailed)

Correlation test revealed that there was a significant correlation (r=.378 & p<.01) between competence dimension of psychological empowerment and job satisfaction. Hence hypothesis H3a was rejected.

There was a significant correlation (r=.228 & p<.01) between meaning dimension of psychological empowerment and job satisfaction. Hence hypothesis H3b was rejected.

There was a significant correlation (r=.519 & p<.01) between self-determination dimension of psychological empowerment and job satisfaction. Hence hypothesis H3c was rejected.

There was a significant correlation (r=.360 & p<.01) between impact dimension of psychological empowerment and job satisfaction. Hence hypothesis H3d was rejected.

There was a significant correlation (r=.511 & p<.01) between overall psychological empowerment and job satisfaction. Hence hypothesis H3e was rejected.

Table- 3.28

Null hypothesis:

H4- Psychological empowerment will not affect job satisfaction among the employees of Cochin Shipyard.

Regression analysis with Competence, Meaning, Self-Determination and Impact as Predictors variables and job satisfaction as the dependent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.547[a]	0.299	0.294	6.498

a. Predictors: (Constant), Impact, Meaning, Self Determination, Competence

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	985.727	4	2468.932	58.481	0.000[a]
	Residual	23135.278	548	42.218		
	Total	33011.005	552			

a. Predictors: (Constant), Impact, Meaning, Self Determination, Competence
b. Dependent Variable: Job Satisfaction

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	38.957	2.538		15.349	0.000
	Competence	0.585	0.184	0.145	3.184	0.002
	Meaning	0.204	0.197	0.040	1.036	0.301
	Self Determination	1.412	0.148	0.412	9.542	0.000
	Impact	0.214	0.164	0.060	1.302	0.193

b. Dependent Variable: Job Satisfaction

Regression analysis was conducted to investigate the relationship between psychological empowerment and job satisfaction. F-Test was statistically significant, which means that the model was statistically significant. The R-Squared is 0.299 which means that approximately 29% of the variance of job satisfaction was explained by the predictor variables, that is, Competence, meaning, self-determination and impact. Among these four dimensions competence and self-determination dimensions had significant impact on job satisfaction. Hence hypothesis H4 was rejected.