

CHAPTER V

FINDINGS OF THE STUDY, SUGGESTIONS, RESEARCH FOR FUTURE AND CONCLUSION

5.1 FINDINGS OF THE STUDY

This study examined the empowerment of employees a public sector organization (Cochin Shipyard Ltd). It also analyzed the relationship between psychological empowerment and job satisfaction among employees of Cochin Shipyard. The relationships between all the dimensions of psychological empowerment were also investigated in the study. The findings of the study are reported below.

1. The above 31 age group had a higher mean score (49.38) for psychological empowerment than the 30 & below age group (44.45). And there is a statistically significant difference in psychological empowerment among different age groups of employees in Cochin Shipyard Ltd (Hypothesis: H1a was rejected).
2. The male respondents had a higher mean score (47.44) for psychological empowerment than the female respondents (46.26). And there is a statistically significant difference in psychological empowerment among different gender groups of employees of Cochin Shipyard Ltd (Hypothesis: H1b was rejected).
3. The postgraduate respondents had a higher mean score (47.36) for psychological empowerment than the graduate respondents (46.37). And there is no statistically significant difference in psychological empowerment among different education groups of employees of Cochin Shipyard Ltd (Hypothesis: H1c was accepted).

4. The above 11 years' experience group had a higher mean score (57.11) for psychological empowerment than another experienced groups. And there is a statistically significant difference in psychological empowerment among different experience groups of employees of Cochin Shipyard Ltd (Hypothesis: H1d was rejected).
5. The below 20000 income group had a higher mean score (52.00) for psychological empowerment than another income groups. And there is a statistically significant difference in psychological empowerment among different income groups of employees of Cochin Shipyard Ltd (Hypothesis: H1f was rejected).
6. The above 31 age group had a higher mean score (68.96) for job satisfaction than the 30 & below age group (64.28). And there is a statistically significant difference in job satisfaction among different age groups of employees of Cochin Shipyard Ltd (Hypothesis: H2a was rejected).
7. The female gender group had a higher mean score (67.20) for job satisfaction than the male gender group (66.19). And there is no statistically significant difference in job satisfaction among different gender groups of employees of Cochin Shipyard Ltd (Hypothesis: H2b was accepted).
8. The postgraduate respondents had a higher mean score (68.39) for job satisfaction than the graduate respondents (64.37). And there is a statistically significant difference in job satisfaction among different education groups of employees of Cochin Shipyard Ltd (Hypothesis: H2c was rejected).
9. The above 11 years' experienced respondents had a higher mean score (81.06) for job satisfaction than other experience groups. And there is a statistically significant difference in job satisfaction among different experience groups of employees of Cochin Shipyard Ltd (Hypothesis: H2d was rejected).

10. The below 20000 income respondents had a higher mean score (69.00) for job satisfaction than other income groups. And there is a statistically significant difference in job satisfaction among different income groups of employees of Cochin Shipyard Ltd (Hypothesis: H2e was rejected).

11. Correlation test revealed that there was a significant correlation ($r=.511$ & $p<.01$) between psychological empowerment and job satisfaction. Hence (Hypothesis: H3a was rejected).

12. Regression analysis revealed that approximately 18% of the variance of job satisfaction was explained by the predictor variable, that is, job satisfaction. Hence (Hypothesis: H4a was rejected).

13. Regression analysis revealed that approximately 29% of the variance of job satisfaction was explained by the predictor variable, that is, psychological empowerment. Hence (Hypothesis: H4b was rejected).

5.2 SUGGESTIONS

This study contributes to theory and managerial practice with an increased understanding of the importance of psychological empowerment in employee job satisfaction among the employees in the public sector Cochin Shipyard Ltd. The findings of the study will be beneficial for the employees of Cochin Shipyard Ltd in different ways. Previous studies have shown the importance of psychological empowerment in other service sectors like hotel industry, hospitals and schools [Koberg, Boss, Senjem and Goodman (1999); Avolio, Zhu, Koh and Bhatia (2004); Knol and Linge (2009); Fook et al. (2011); Kim, Losekoot and Milne (2011) etc.]. This research throws light on the relevance of psychological empowerment among all level employees in Cochin Shipyard Ltd. HRD professionals can increase employees' psychological empowerment (McLean 2006) by providing training and development to the employees. Employees can be psychologically empowered by involving them in the decision-making process and creating an empowered feeling in the minds of employees by granting power to make recommendations.

It also clearly depicts that, by increasing the psychological empowerment of employees, job satisfaction can be increased. Lack of job satisfaction leads to turnover, absenteeism, low productivity, voluntary retirement and employee burnout in a public sector organization (Cochin Shipyard Ltd). During the study, it was found that enhancing the psychological empowerment of Cochin Shipyard Ltd employees can increase job satisfaction. Further, the public sector can increase the meaning, impact, self-determination, and competence dimensions of psychological empowerment if they want their employees to attain more satisfaction in their jobs. Thus the public sector can take measures to augment the psychological empowerment of employees by creating a feeling among the employees that

the job they do is meaningful, they are capable of doing things, they have the freedom to do and that they do contribute to the overall result of the organization, for their employees to be more satisfied in their jobs. Increase in job satisfaction among Cochin Shipyard Ltd employees. (Lynn Holdsworth and Susan Cartwright's 2003)

One of the major implications of the study is its finding of the high psychological empowerment among the Above 31 years age groups of employees. It is quite evident that the public sector can enhance the psychological empowerment of their employees by designing training programs for the employees who are in the below 30 years age group and have less experience. It is also important that the study has proved a high level of psychological empowerment among higher level employees than entry-level and middle-level employees of public sector. This also highlights the training requirement for improving psychological empowerment among lower level and middle-level employees. The present study shows that the dimensions of psychological empowerment differ among different levels of employees in the public sector. This is one of the major suggestions of this study as it highlights the significance of certain dimensions of psychological empowerment in different sectors. Further when the concept of empowerment is implemented in the public sector more importance can be given for meaning dimension, which means that there should be a personal connection with the employees' values and the requirement of the job when they are being empowered. Their values and beliefs should not be contradictory to the goals they have to achieve. Similarly, more important is to be given to impact dimension in the public sector which implies that the management has to create self-assurance in the employees that they can influence the strategic, administrative or operating outcomes at work and thus can make an overall difference in the organization. And this may result in retaining the employees and increased quality of services in shipping industries. If we consider the public sector as a true

representative of the service sector, the results of the study have wider implications in the service industry.

The study is important from a theoretical perspective also. Majority of the studies on empowerment are on the structural perspective of empowerment. Even though there are studies on psychological empowerment, the studies in service sectors are limited to hospital and hotel industry. This study links the two variables psychological empowerment, and job satisfaction. Previously little research has been conducted integrating these two aspects. Moreover, no research has explored the relationship among these construct for employees of public sector. This study found that meaning, self-determination, competence and, impact were significantly associated with job satisfaction. Thus the result of current study shows the importance of increasing employees' psychological empowerment and job satisfaction.

5.3 RESEARCH FOR FUTURE

Since this research found employee empowerment as an important factor that enhances employee job satisfaction among public sector employees, it is recommended that further studies are to be conducted at all levels of employees with larger sample size than this study. The demographic factors can also be included in the study. Further research on public sector employees could use the varied sample to determine whether result varies according to sample demographics. Additional information from the third party such as peers, or superiors may provide information regarding the behavior of the employees. This study is based on public sector particularly Cochin Shipyard Ltd. The study can be extended to all service industries throughout the country.

5.4 CONCLUSION

The present study was carried out with an objective of explaining the relationship between psychological empowerment, and job satisfaction. The researcher has examined relevant models with respect to psychological empowerment and then formulated the problem. The researcher also scrutinized the available literature with respect to psychological empowerment and its impact on job satisfaction to conceptualize the framework of the study. The findings of the study confirmed the impact of psychological empowerment on job satisfaction.

Public Sector in India is facing so many problems. A majority of the workforce face severe psychological problems. The productivity of the workforce is the most crucial factor as far as the success of an organization is concerned. The productivity in turn, is dependent on the psychological well-being of the employees. The innovative behavior of employees is also important especially, in service organizations. Psychological empowerment is a predictor of innovative behavior of employees (Knol and Linge, 2009; Ghani, Hussin and, Jusoff, 2009). On the basis of the results, it was concluded that psychological empowerment has a positive and significant impact on job satisfaction among the employees of Cochin Shipyard Ltd. There is a significant difference in psychological empowerment among different age groups of employees. This study also confirms that psychological empowerment affects employee job satisfaction.