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limited,chennai**

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July 2009

Online at <http://mpa.ub.uni-muenchen.de/39768/>

MPRA Paper No. 39768, posted 2. July 2012 19:19 UTC

**IMPACT OF DEMOGRAPHIC FACTORS ON EMPLOYEE
ENGAGEMENT - A STUDY WITH REFERENCE TO
VASAN PUBLICATIONS PRIVATE LIMITED, CHENNAI**

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ABSTRACT

Employee plays a vital role in each and every organization; the interest of employee will help to achieve the organization's objectives. Successful employee engagement strategy creates a community at a work place and not just a work force. When the employees are effectively and positively engaged with their organization, they form an emotional connection with the company. This effects their attitude towards both their colleagues and the company's client and improves customer satisfaction and services levels.

Employee Engagement Surveys have gained importance among the companies and in this work the researcher has studied the impact of Demographic Variables on Employee Engagement The researcher adopted descriptive research and the data is collected from the employee through convenience sampling method with the help of personally administrated questionnaire containing close ended questions and the sample size is 50. This data was analyzed and classified with the help of statistical tools and the findings and suggestion are extracted from the same.

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INTRODUCTION

“Engagement is the state in which individual are emotionally and intellectually committed to the organization as measured by three primary behaviors: say, stay and strive”.

Success today requires a good bit more and good attendance. Employee plays a vital role in each and every organization. The interest of employee will help to achieve organizational objectives. The extent to which an employee believes in the mission, purpose and values of an organization and demonstrates that commitment through their action as an employee and their attitude towards their employer and customer is Employee Engagement. It is high when the statement and conversation held reflect natural enthusiasm for the company, its employee and the product and services provided.

For the past two decades companies had been trying to realize the benefit of empowerment, teamwork, recognition, people development, performance management and new leadership style. There is a big difference between putting in place initiatives that have the overall goal of increasing employee engagement and truly seeing the payoffs. And, on the other hand, one might easily attribute low engagement to persistent downsizing, which lead to an erosion of loyalty and commitment. The working definitions of engagement largely defined in terms of how a person “feels inside”. However, when we ask people if the level of engagement in the work place would be readily apparent to a visitor from the outside, their answers are invariably “yes”. Job enjoyment, believe in what one is doing, and feeling valued all contribute to observable behavior. You can observe levels of excitement and energy, you can witness people going to extra length to solve customer issues, and you can see an ethic of quality and continuous improvement. Similarly, workplace behaviors indicative of low engagement are whining, low energy, passive-aggressive behavior, lack of teamwork etc are also visible..

REVIEW OF LITERATURE

1. Sudhesh Venkatesh, HHR at TESCO HSC views employee engagement as a psychological association.

The success is due to a corporate culture that support individual creativity as well as team work, paradox studies measure employee engagement term two dimensions: how employees feel (their emotion towards the company, the leadership, the work environment) and for how they intend to cut in the future(will they stay, give extra efforts).

2. Ken scarlet, president and CEO of scarlet international:

Employee engagement will make employee more contributed, more empowered, more loyal and will give the benefits such as high morale, happy environment and lower attrition rates. Organization can achieve employee bliss through employee engagement.

3. The conference board New York: author (JOHN GIBBONS) published 2006:

This summarizes what is known on the topic of employee employment and what companies can do to foster true engagement in the work place. It provides a review of current research on their important and timely topic when workers feel mentally and emotionally connected to their jobs they are willing to apply discretionally effort to their company success.

4. Scottish Govt. publication's 2007 (May)

There is no discernable difference between the dynamics of engagement within the public sector rather difference in engagement level is result from organization characteristics, which level sectors that organizational site.

5. Human capital strategy volume-9; No.3 August 2005:

This article summarized engaged employee begets satisfied customers. This in turn improves the profitability of the organization. HR should help in identification and reengagement of disengaged employee by launching special initiatives directed towards bringing this group of employees into the maintenance.

NEED & SCOPE:

These reviews show how Employee Engagement can be measured and used to improve profits, there had been importance only on management practices followed.. The existing

management practices have impact on the engagement level but the demographic variables also have equal impact. This study tries to analyse it.

COMPANY PROFILE

Mr.Puthur Vaithyanatha Iyer promoted Anandha Vikatan in 1926 as a monthly magazine exclusively catering to about 1500-odd yearly subscribers. In 1928, Mr.S.S.Vasan offered to buy Anandha Vikatan for Rs.200. From then, the magazine grew from strength to strength. No surprise that his investment into Anandha Vikatan proved wise as it eventually enabled Mr.Vasan to buy 'Gemini studios'. Ananda vikatan is today, a household name in Tamilnadu. Since 1956, The managing director, Mr.S.Balasubramanian has been stewarding the growth and diversification of vasan publications private limited

The Vikatan groups today publishes 5 Tamil magazines with combined weekly sales of over 1 million and readership of over 10 million and were printing "The Economic Times" from Chennai for the period 1994 to 2001.

PRESS:

Ananda vikatan press is very well equipped with three headset, web offset machines (imported from Japan), each capable of printing four color forms. Vikatan press is also fully equipped with three flow line binding machines, two three way trimmers, cutting machines etc. on the processing side also Ananda vikatan press has kept pace with latest technology. The imported image setter, flat bed scanners and other latest process equipments add upto the production capacity of Ananda vikatan.

RESEARCH DESIGN

The study is designed as descriptive in nature since it attempts to obtain a complete and accurate description of situation.. Primary data for this study was collected by preparing a well structured questionnaire consisting of closed ended questions. The questionnaire was distributed to the employees and the responses were received from the employees. The method used for collecting the data is survey method.

The sampling unit of the study was the various departments of Vasana publication Pvt.Ltd.Chennai. Convenience sampling method was adopted to decide the sample of 50 as permitted by the management out of 150 employees (Feb 2009 to April 2009)

Statistical Tools Used For Analysis

Mean, Standard deviation, Percentage analysis, Cross tabulations, Chi-Square, Analysis of Variance (ANOVA)

OBJECTIVES

Primary Objective

- To analyse the impact of demographic variables on Employee Engagement.

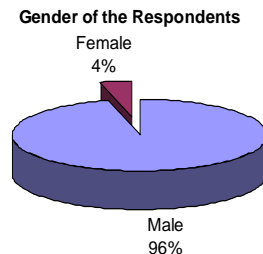
Secondary Objectives

- To measure the level of employee engagement in the organisation.
- To identify the various factors influencing employee engagement.
- To compare the employer satisfaction & performances with the engagement of the employee.
- To study the existing practices for improving employee engagement.

DATA ANALYSIS AND INTERPRETATION

Table-1: Gender of the Respondents

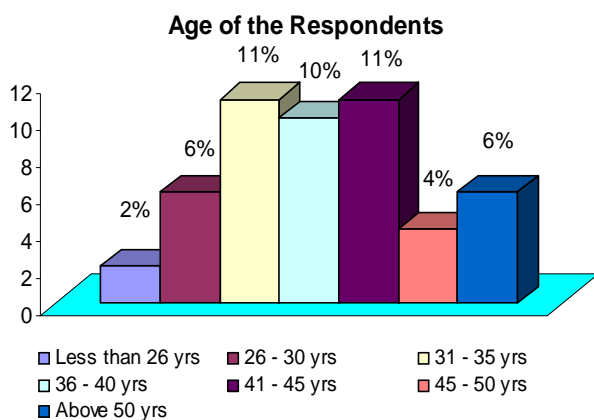
GENDER	Frequency	Percent
Male	48	96
Female	2	4
Total	50	100



INFERENCE:

It is observed that majority of the respondents are male (96%) and only very few are female (4%).

Table-2: Age of the Respondents

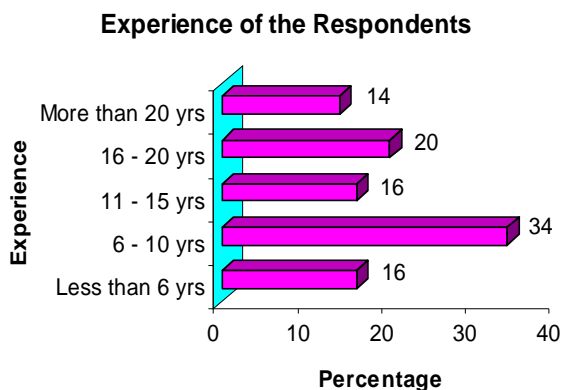


AGE	Frequency	Percent
Less than 26 yrs	2	4
26 – 30 yrs	6	12
31 – 35 yrs	11	22
36 – 40 yrs	10	20
41 – 45 yrs	11	22
45 – 50 yrs	4	8
Above 50 yrs	6	12
Total	50	100

INFERENCE:

Among the samples collected, most of the respondents are in the age group of 31 to 45 years. Only 16 percentage of the respondents are in the age group of below 30 years. However, 12 percent of the respondents have crossed 50 years of age.

Table-3: Experience of the Respondents

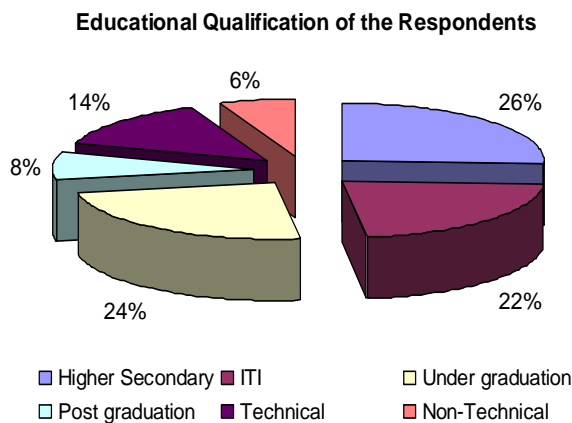


EXPERIENCE	Frequency	Percent
Less than 6 yrs	8	16
6 - 10 yrs	17	34
11 - 15 yrs	8	16
16 - 20 yrs	10	20
More than 20 yrs	7	14
Total	50	100

INFERENCE:

From the above table it is observed that most of the respondents (34%) are having 6 to 10 years of experience. 20 percent of the respondents are having 16 to 20 years of experience and 16 percent of the respondents are having less than 6 years. However, 14 percent of the respondents are having more experience (20 years and above) which is the strength of the development of vikadan organization.

Table – 4: Educational Qualification of the Respondents

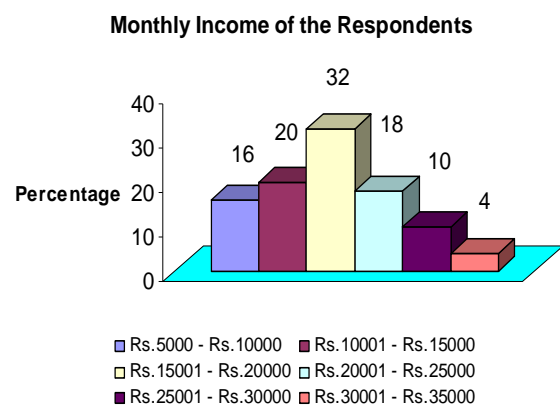


Educational Qualification	Frequency	Percent
Higher Secondary	13	26
ITI	11	22
Under graduation	12	24
Post graduation	4	8
Technical	7	14
Non-Technical	3	6
Total	50	100

INFERENCE: Most of the respondents are having schooling (26%) and ITI (22%) education followed by under graduation (24%). Eight percent of the respondents are having post graduation degree and 14 percent of the respondents are having technical background.

Table-5: Monthly Income of the Respondents

MONTHLY INCOME	Frequency	Percent
Rs.5000 - Rs.10000	8	16
Rs.10001 - Rs.15000	10	20
Rs.15001 - Rs.20000	16	32
Rs.20001 - Rs.25000	9	18
Rs.25001 - Rs.30000	5	10
Rs.30001 - Rs.35000	2	4
Total	50	100



INFERENCE:

From the above table it is observed that 32 and 20 percent of the respondents are in Rs.15001 to Rs.20000 and Rs.10000 to Rs.15000 per month respectively. 14 percent of the respondents are earning more than Rs.25000 per month. Only 16 percent of the respondents draw less than Rs.5000 per month.

Table-6 Employee Engagement Survey Score Card

S.NO	FACTORS	FREQUENCY	VALUE	AVERAGE
1	Productivity	50	149	2.9
2	Waste reduction	50	131	2.62
3	Cost Reduction	50	149	2.9
4	Working labor	50	161	3.22
5	Loyalty	50	193	3.86
6	Salary	50	159	3.18
7	Involvement	50	168	3.36
8	Motivation	50	149	2.9
9	Team sprit	50	120	2.4
10	Team building	50	133	2.66
11	Morale	50	166	3.32
12	Recognition	50	156	3.12
13	Suggestion forward	50	101	2.02
14	Balancing Family and Work	50	142	2.84
15	Training program	50	133	2.66
	TOTAL	750	2210	42.7

Average Score = $42.7 / 15 = 2.84$ (In 5 point rating scale)

Table-7 Relationship Between Demographic Variables and Factors Influencing Employee Engagement.

Sl No	Relationships Between	Pearson Chi Square Value	Correlation	Inference
1	Age and Contribution towards	11.995	0.103	Positive relationship

	Productivity			
2	Age and Contribution towards Waste Reduction	16.617	.022	Positive relationship
3	Age and Contribution towards Cost Reduction	14.337	.451	Positive relationship
4	Age and Team Building	1.886		No relationship
5	Age and Loyalty	16.245	.053	Positive relationship
6	Age and Morale	7.896	.107	Positive relationship
7	Age and Satisfaction level of Salary	5.169		
8	Age and Satisfaction level of Working Hours	10.986	-.165	Negative relationship
9	Age and Involvement in Problem Solving	1.345		No relationship
10	Experience and Contribution towards Productivity	13.076	-.033	Negative relationship
11	Experience and Contribution towards Waste Reduction	12.867	-.019	
12	Experience and Contribution towards Cost Reduction	20.495	.418	Positive relationship
13	Experience and Team Building	6.442		No relationship
14	Experience and Loyalty	12.378	-.418	Negative relationship
15	Experience and Morale	11.634	.138	Positive relationship
16	Experience and Working Hours	15.418	.202	Positive relationship
17	Experience and Involvement in Problem solving	3.463		
18	Educational Qualification and Involvement	12.55	0.250	Positive relationship

Family Welfare

The Welfare measures considered were Pension, Holiday, Bonus, Medical facilities, Insurance, Canteen, leave Travel Allowance, Children education & Employment etc.

The overall mean score of the respondents' opinion about family welfare is found to be 3.19, which means that the employees are satisfied with the benefits provided by their management.

Table-8 Influence of Demographic Variables on Employee Engagement -ANOVA

Demographic Variables		Employee Engagement		F	Sig.
		Mean	SD		
Gender	Male	2.88	0.40	0.348	0.558
	Female	2.70	0.41		
Age	Less than 26 yrs	3.01	0.41	0.840	0.546
	26 – 30 yrs	2.62	0.32		
	31 – 35 yrs	2.86	0.58		
	36 – 40 yrs	3.06	0.26		
	41 – 45 yrs	2.75	0.39		
	46 – 50 yrs	3.02	0.39		
	Above 50 yrs	2.98	0.29		
Experience	Less than 6 yrs	3.13	0.57	4.665	0.019*
	6 – 10 yrs	2.98	0.40		
	11 – 15 yrs	2.89	0.31		
	16 – 20 yrs	3.27	0.40		
	More than 20 yrs	3.75	0.26		
Education	Higher Sec.	2.91	0.40	1.164	0.342
	ITI	2.81	0.21		
	UG	2.94	0.46		
	PG	2.45	0.53		
	Technical	3.00	0.46		
	Non-Technical	2.94	0.25		
Income	Rs.5000-Rs.10000	3.02	0.22	4.815	0.03*

	Rs.10001-Rs.15000	2.95	0.48		
	Rs.15001-Rs.20000	2.94	0.36		
	Rs.20001-Rs.25000	2.89	0.44		
	Rs.25001-Rs.30000	3.24	0.34		
	Rs.30001-Rs.35000	3.91	0.41		

INFERENCE:

Table shows the influence of demographic characteristics on employee engagement. In order to test the influence, ANOVA was performed and the results for different characteristics are shown in the above table. It is observed from the table that, among the demographic characteristics, only experience ($F=4.665$; $p=0.019$) and income ($F=4.815$; $p=0.03$) has significant influence on employee engagement, while others characteristics like gender, age and education have no significant influence.

As far as experience is concerned, respondents with more than 20 years of experience (mean=3.75; SD=0.26) have positive employee engagement followed by respondents who are having 16 to 20 years of experience (mean=3.27; SD=0.40). It is interesting to note that respondents with less experience (less than 6 years) also have positive employee engagement (mean=3.13; SD=0.57). While analyzing the mean difference among the employees with respect to their experience, ANOVA result shows significant outcome, which means that the respondents with more experience show positive employee engagement compared to those who have less experience. However, respondents who have less than 6 years of experience felt that they want to learn more, and to stabilize their job, they may show positive employee engagement, and hence their mean value is higher than their immediate seniors.

Another demographic variable that influences employee engagement is income. On noticing the table, it could be understood that the employees who earn more (Rs.30001 to Rs35000) are committed to their job than others (mean=3.91; SD=0.41) which is followed by the employees whose income is Rs.25001 to Rs.30000 (mean=3.24; SD=0.32). To check the mean difference, ANOVA was performed and the results shows a significant outcome, which means that the employees who earn more significantly differ in their opinion from the employees who earn comparatively less. The reason may be that the employees who earn more are satisfied in all aspects because, “money does matter”, whereas employees who earn

less may have envy on high earning members, and hence they may show less commitment towards their job.

FINDINGS

1. The Primary finding is that demographic characteristics of the employees, experience and income significantly influence employee engagement. That is, employees who have more experience and high earnings do have commitment and involvement towards their work compared to others.

The Secondary findings are

2. Age has relationship with their contribution towards productivity, wastage reduction, cost reduction and employee satisfaction about morale, i.e. higher the age, higher the contribution
3. Age has relationship with loyalty level of employees in the organization. i.e. higher the age, higher the loyalty
4. Age has negative relationship with the working hours set by the management. I.e. aged employees are dissatisfied with the working hours.
5. Experience has negative relationship with productivity, wastage reduction and loyalty level which means that when the experience is less, their contribution is high.
6. Experience has positive relationship with cost reduction, working hours set by the management and employee satisfaction about morale, which means that when the experience is high, then the contribution is also high.
7. It is found that the employees' involvement in the organization has no relationship with their educational qualification.
8. It is found that the employees are satisfied with pension, insurance, canteen, and medical facilities offered by the management, whereas the management should concentrate on other family welfare activities of the employees

SUGGESTIONS

1. Since, age has positive relationship with productivity, wastage reduction and cost reduction, organization may motivate the youngsters to achieve the productivity by means of proper training program and updating their knowledge on waste management and cost control activities.
2. It is suggested to the management that the age is found to have relationship with loyalty level, and hence, the management may improve the loyalty level towards youngsters to involve themselves in the activities related to achievement of the mission of the organization.
3. Since aged employees are dissatisfied with the working hours, management may relax the timing of aged employees and provide more rest time, so that their involvement towards the organization may be improved.
4. As experience has negative relationship with productivity and wastage reduction, management need to organize training programme for the experienced people to improve the productivity and to reduce the wastage.
5. Since, experience has relationship with salary, organization can think of giving more salary to experienced people. Because, some employees who have more experience may not perform well in their job and hence, they may be given piece rate system based on the quantity of output.
6. As few members in the organization could not balance their work life and family life, the organization should arrange counseling to the employees and based on their problems, the management can give adequate support to solve the problems.
7. As income and experience influence employee engagement, organizations may devise some strategies to satisfy the less income group employees, by way of giving additional incentives if they achieve the target, so that their attitude towards the organizations and commitment towards their work can be improved. Similarly, for under experienced employees, the management can do job rotation, transfer which may help them to have more involvement and commitment towards their job.

8. Since, the management offers pension, insurance, canteen, and medical facilities for the employees it may also concentrate on other family welfare activities of the employees like children's education, transport facilities, recreation facilities, etc.
9. The reason for increase in morale as the age and experience increase may be due to the fact that the responsibility, involvement and commitment towards the organization normally increase when a person works for an employer for longer period. Hence, the management may appreciate and encourage the aged and experienced employees by way of giving promotions, hike in salary, extra perks, etc. which may boost the attachment towards the company. Also, the management may take some necessary steps to boost the morale of the less experienced and younger age group employees as they are the strength of future business.

Conclusion

Employee Engagement is found to be positive in M/S Vasan Publications Pvt ltd (56.8 %) which is a good sign but it can be improved by concentrating on the above mentioned issues. As for as this research work is concerned the primary objective is found to be true – the Demographic variables influence Employee Engagement. The analysis has shown that, Experience and Income are the main demographic factors influencing Employee Engagement substantially, like the management practices. So it is suggested to the promoters that these two factors are to be given more importance like other Employee Engagement practices.

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Annexure I

Questionnaire

EMPLOYEE ENGAGEMENT SURVEY

General Profile

1. Gender

Male

Female

2. Age

Less than 26 years

26 – 30 years

31 – 35 years

36 – 40 years

41 – 45 years

45 – 50 years

Above 50 years

3. Experience

Less than 6 years

6 – 10 years

11 – 15 years

16 – 20 years

More than 20 years

4. Education

Higher Secondary

ITI

Under graduation

Post Graduation

Technical

Non-Technical

5. Income

Below Rs.5000

Rs.5000 – Rs.10000

Rs.10001 – Rs.15000

Rs.15001 – Rs.20000

Rs.20001 – Rs.25000

Rs.25000 – Rs.30000

Rs.30001 – Rs.35000

Rs.35001 – Rs.40000

Above Rs.40000

Please indicate your answers by putting *tick mark* on the answer

6. The level of your contribution towards the productivity

Very High	High	Average	Poor	Very Poor
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7. The level of your contribution towards reducing the wastes

Very High	High	Average	Poor	Very Poor
-----------	------	---------	------	-----------

8. The level of your contribution towards reducing the costs

Very High	High	Average	Poor	Very Poor
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9. Your opinion about teambuilding activities at your workplace

Highly Satisfied	Satisfied	Moderate	Dissatisfied	Highly Dissatisfied
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10. Your loyalty level in your organization

Very Good	Good	Average	Lower	Very Lower
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11. The level of satisfaction with the salary what you get

Highly Satisfaction	Satisfaction	Moderate	Dissatisfied	Highly Dissatisfied
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12. Satisfied with the working hours set by the organization

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
----------------	-------	---------	----------	-------------------

13. To what extent has your involvement in problem solving changed in the past 3 years?

Greatly Increased	Increased	No Change	Decreased	Greatly Decreased
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14. To what extent do you feel motivated to use your education qualification?

Large Extent	Reasonable Extent	Average	Certain	Not at all
--------------	-------------------	---------	---------	------------

15. What type of motivation normally followed in your organization? *(please put tick mark)*

- a. Promotion
- b. Award
- c. Increment
- d. Cash
- e. Reducing work load
- f. Just appreciation from superior
- g. Others (specify)_____

16. Your team spirit in your work environment

Very good	Good	Average	Lower	Very lower
-----------	------	---------	-------	------------

17. The level of satisfaction of your morale in the organization?

Highly Satisfied	Satisfied	Moderate	Dissatisfied	Highly Dissatisfied
------------------	-----------	----------	--------------	---------------------

18. Please give your level of agreement for the following statements *(please put tick mark)*

SA – Strongly Agree; A – Agree; N – Neutral; D – Disagree;
SD – Strongly Disagree

Statements	SA	A	N	D	SD
a. Employee participation in training programme is more					
b. Involvement of the employee is important for the success of the organization					
c. During communication gap, the organization take immediate action to resolve the problem					
d. Management encourages creativity, innovation and continuous improvement					
e. Management uses employee feedback for the improvement					

19. The level of influence that employee have over quality in the organization?

Greatly Influence	Highly Influence	Influence	Somewhat Influence	No Influence
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20. In what way do you feel you have most influence in quality within the organization?
(please put tick mark)

- a. Giving Idea at quality circle
- b. Suggestion in any informal way
- c. Solving problem within the team
- d. Intervening at production or services delivery
- e. Others (specify)_____

21. Do you feel employees are recognized as individuals?

Always	Sometime	Rarely	Never	No idea
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22. What degree of importance does the management give suggestion put forward by employee?

Highly Importance	Importance	Fairly Importance	Somewhat Importance	No Importance
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23. What type of internal communication activities followed in your organization?
(please put tick mark)

- a. Open Hall meeting
- b. Notice Board
- c. E-mail
- d. Oral Communication
- e. Others (specify)_____

24. The level of satisfaction to maintain a reasonable balance in your family life and work life

Highly Satisfied	Satisfied	Moderate	Dissatisfied	Highly Dissatisfied
------------------	-----------	----------	--------------	---------------------

25. Give the level of satisfaction recognized for your family welfare by putting tick mark against each item

HS – Highly Satisfied; S – Satisfied; M – Moderately Satisfied; D – Dissatisfied; TD – Totally Dissatisfied

Item	HS	S	M	D	TD
-------------	-----------	----------	----------	----------	-----------

Pension					
Holiday					
Bonus					
Insurances					
Medical Facilities					
Canteen					
Children's School Education					
Leave Travel Allowance (LTA)					
Job opportunities for employee's children					

26. Are you satisfied with the training programmes organized by your company?

Highly Satisfied	Satisfied	Moderate	Dissatisfied	Highly Dissatisfied
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27. Give your view about the training programme conducted by your organization?

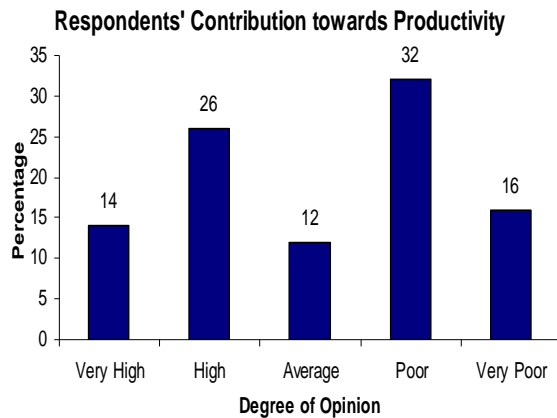
HS – Highly Satisfied; S – Satisfied; M – Moderately Satisfied; D – Dissatisfied; TD – Totally Dissatisfied

Item	HS	S	M	D	TD
Performance of Trainer					
Expertness of the Trainer					
Facilities provided in the training place					
Training manuals given during programme					
Frequency of the training programme					
Timing of the training programme					

Annexure II

Data Analysis and Interpretation

Table-9: Respondents Opinion about their Contribution towards Productivity



Productivity	Frequency	Percent
Very High	7	14.0
High	13	26.0
Average	6	12.0
Poor	16	32.0
Very Poor	8	16.0
Total	50	100.0

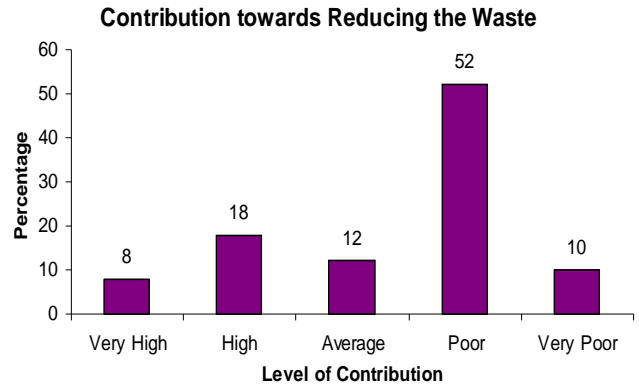
INFERENCE:

From the above table it is found that 14 percent of the respondents agree that they have contributed more for the increase in productivity, while 26 percent of the respondents opine that they have somewhat contributed for increase in productivity. However, 48 percent of the respondents agree that the show poor contribution towards productivity.

Table-10: Respondents Contribution towards Reducing the Waste

Wastage Reduction	Frequency	Percent
Very High	4	8.0
High	9	18.0
Average	6	12.0
Poor	26	52.0

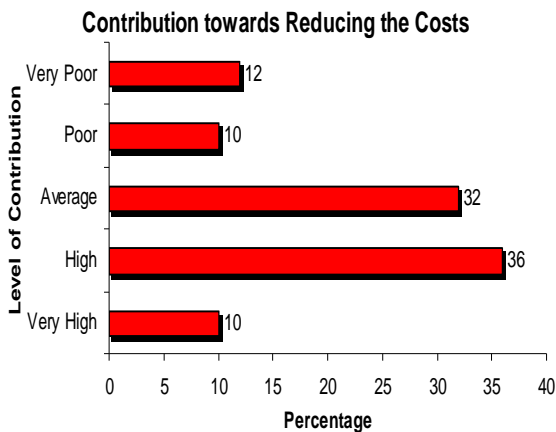
Very Poor	5	10.0
Total	50	100.0



INFERENCE:

In order to know whether the employees have contributed towards reducing the waste, they were asked to give their opinion, and based on their opinion, it is observed that 62 percent of the respondents have poor and very poor contribution towards reducing the waste. Only 26 percent of the respondents have high and very high level of contribution towards reducing the waste which is shown in the bar diagram.

Table-11: Respondents’ Contribution towards Reducing the Costs



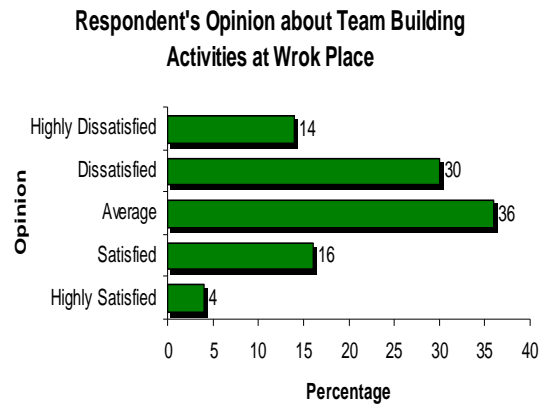
Cost Reduction	Frequency	Percent
Very High	5	10.0
High	18	36.0
Average	16	32.0
Poor	5	10.0
Very Poor	6	12.0
Total	50	100.0

INFERENCE:

Wastage reduction will lead to cost reduction. In order to know this, the respondents were asked to give their opinion and based on the results, it is identified that 46 percent of the respondents have high and very high contribution towards reducing the costs, while 32 percent of the respondents have average contribution, and 22 percent of the respondents show poor contribution towards reducing the costs.

Table-12: Respondents' Opinion about Team Building Activities at Work Place

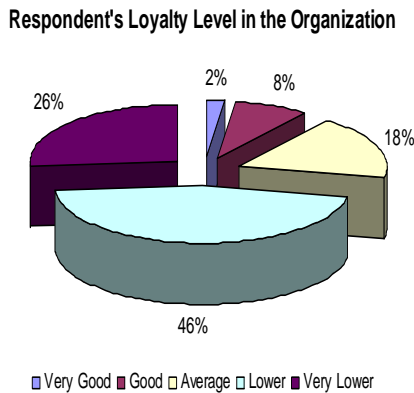
Level of Satisfaction	Frequency	Percent
Highly Satisfied	2	4.0
Satisfied	8	16.0
Average	18	36.0
Dissatisfied	15	30.0
Highly Dissatisfied	7	14.0
Total	50	100.0



INFERENCE:

From the above table we infer that 30 percent of the respondents opine that they are dissatisfied with the team building activities at their workplace. 30 percent of the respondents are dissatisfied while 14 percent are highly dissatisfied towards team building activities at their work place.

Table-13: Respondents' Loyalty Level in the Organization



Loyalty	Frequency	Percent
Very Good	1	2.0
Good	4	8.0
Average	9	18.0
Lower	23	46.0
Very Lower	13	26.0
Total	50	100.0

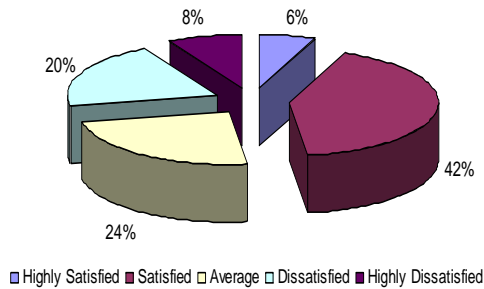
INFERENCE:

From the above table it is observed that 46 percent of the respondents are having low loyalty level towards their organization, while 26 percent of them are having very low loyalty level. Only 10 percent have good and very good loyalty level.

Table-14: Respondents' Level of Satisfaction about their Salary

Salary	Frequency	Percent
Highly Satisfied	3	6.0

Respondents' Level of Satisfaction about their Salary



Satisfied	21	42.0
Average	12	24.0
Working Hours Dissatisfied	10	20.0
Strongly Agree	3	6.0
Highly Dissatisfied	4	8.0
Agree	20	40.0
Total	50	100.0
Neutral	14	28.0
Disagree	11	22.0
Strongly Disagree	2	4.0
Total	50	100.0

INFERENCE:

From the table it is noted that 42 percent of the respondents are satisfied with their salary and 6 percent of the respondents are highly satisfied. 24 percent of the respondents showing average satisfaction and 28 percent of the respondents depict dissatisfaction towards their salary.

Table-15: Respondents' Level of Satisfaction about their Working Hours



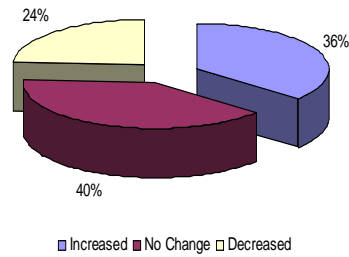
INFERENCE:

From the table it is noted that 40 percent respondents' have agreed that they are satisfied with their working hours. 28 percent of the respondents show neutral opinion while 22 percent show disagreement towards their working hours.

Table-16: Respondents Involvement in Problem Solving

Involvement	Frequency	Percent
Increased	18	36.0
No Change	20	40.0
Decreased	12	24.0
Total	50	100.0

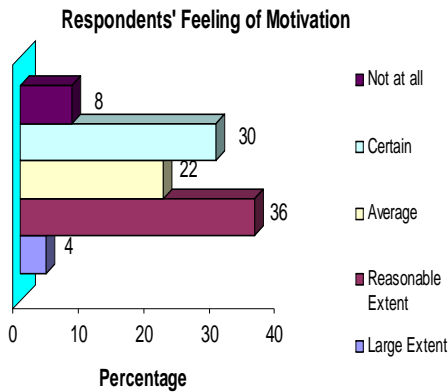
Respondents' Involvement in Problem Solving



INFERENCE:

From the above table it is noted that 40 percent of the respondents show that their involvement level do not change in the past three years, and 36 percent of the respondents opine that their involvement level has been changed for the past 3 years. Only 24 percent of the respondents argued that their involvement level decreased in the past 3 years.

Table-17: Respondents' Feeling of Motivation



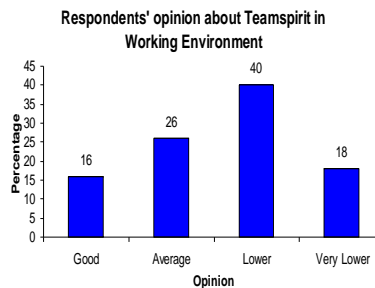
Motivation	Frequency	Percent
Large Extent	2	4.0
Reasonable Extent	18	36.0
Average	11	22.0
Certain	15	30.0
Not at all	4	8.0
Total	50	100.0

INFERENCE:

From the above table it is noted that 36 percent of the employees felt that their motivation has increased to a reasonable extent, 22 percent of the respondents argue that it has an average increase, while 30 percent of the respondents opine that the motivation has shown a below average increase. However, 8 percent of the respondents argue that their motivation has not at all increased.

Table-18: Respondents' Opinion about Team Spirit in their Working Environment

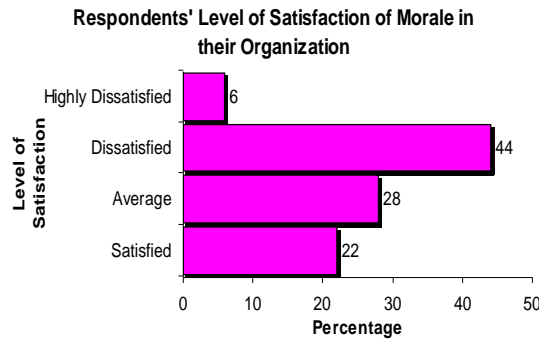
Team Spirit	Frequency	Percent
Good	8	16.0
Average	13	26.0
Lower	20	40.0
Very Lower	9	18.0
Total	50	100.0



INFERENCE:

Form the above table it is noted that 58 percent of the respondents have lower and very lower level of team spirit, while 16 percent of the respondents are having good team spirit, which is the indication of success of the organization.

Table-19: Respondents' Level of Satisfaction about their Morale in the Organization

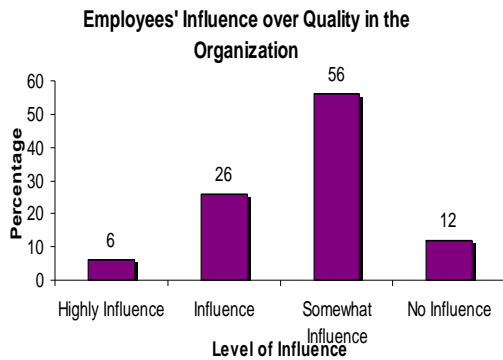


Level of Satisfaction	Frequency	Percent
Satisfied	11	22.0
Average	14	28.0
Dissatisfied	22	44.0
Highly Dissatisfied	3	6.0
Total	50	100.0

INFERENCE:

From the above table it is found that only 22 percent of the respondents are satisfied while 6 percent of the respondents are highly dissatisfied with the morale of the organization.

Table20: Employees' Influence over Quality in the Organization



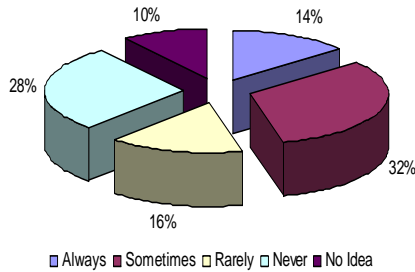
Level of Influence	Frequency	Percent
Highly Influence	3	6.0
Influence	13	26.0
Somewhat Influence	28	56.0
No Influence	6	12.0
Total	50	100.0

INFERENCE:

From the above table it is observed that 56 percent of the respondents opine that employees have somewhat influence over quality, while 26 percent of the respondents agree that the employees have influence over quality. However, 12 percent of the respondents report that the employees do not have any influence on the quality.

Table-21: Respondents' Opinion about the Recognition as Individuals

Respondents' Opinion about their recognition as Individuals



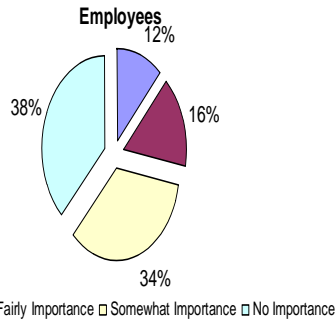
Opinion	Frequency	Percent
Always	7	14.0
Sometimes	16	32.0
Rarely	8	16.0
Never	14	28.0
No Idea	5	10.0
Total	50	100.0

INFERENCE:

From the above table it is inferred that 14 percent of the respondents agree that they always get recognition, while 32 percent of the respondents sometimes get recognition. It could be noted that 28 percent of the respondents agree that individuals never get any recognition from the organization.

Table-22: Respondents' level of Importance towards put forwarding the suggestions

Importance of Suggestions put forward by Employees



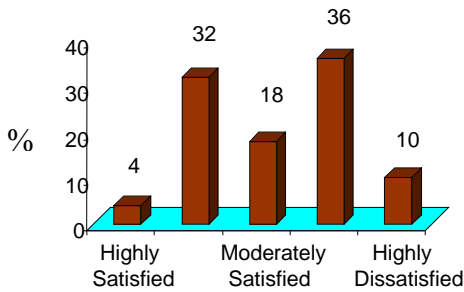
Level of Importance	Frequency	Percent
Importance	6	12.0
Fairly Importance	8	16.0
Somewhat Importance	17	34.0
No Importance	19	38.0
Total	50	100.0

INFERENCE:

On observing the table, it could be understood that 38 percent of the respondents show no importance while put forwarding the suggestions to management, whereas 34 percent of the respondents show somewhat importance, while 12 percent of the respondents agree that it is important to put forwarding suggestions to management.

Table-23: Respondents' Level of Satisfaction about Balancing of Family life and Work life

Respondents' Level of Satisfaction about Balancing of Family - Work Life



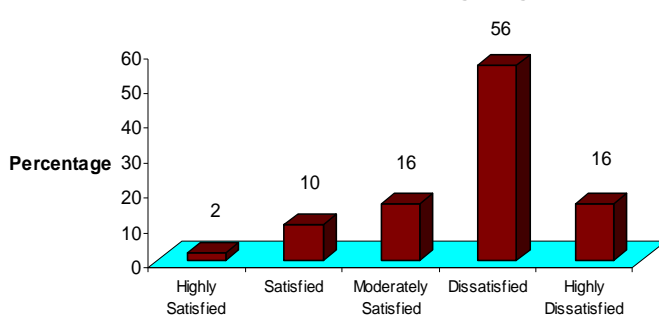
Level of Satisfaction	Frequency	Percent
Highly Satisfied	2	4.0
Satisfied	16	32.0
Moderately Satisfied	9	18.0
Dissatisfied	18	36.0
Highly Dissatisfied	5	10.0
Total	50	100.0

INFERENCE:

From the above table it is inferred that the respondents are in both the categories. That is, 46 percent of the respondents are dissatisfied and remaining 56 percent of the respondents are satisfied in Balancing their Family Life and Work Life

Table-4.21: Respondents' Opinion about Training Programme organized by the Company

Respondents' Opinion about Training Programme



Level of Satisfaction	Frequency	Percent
Highly Satisfied	1	2.0
Satisfied	5	10.0
Moderately Satisfied	8	16.0
Dissatisfied	28	56.0
Highly Dissatisfied	8	16.0
Total	50	100.0

INFERENCE

From the above table it is observed that most of the respondents opine that they were not satisfied by the training programme conducted by the organization. However, 12 percent of the employees are satisfied while 16 percent of the employees are moderately satisfied. On seeing the Bar diagram, it is observed that on total 72 percent of the employee are not satisfied with the training programme.

Table-24: Relationship between Age and Contribution towards Productivity

Ho: There is no relationship between age and productivity

H1: There is some relationship between age and productivity

Cross Tabulation

Chi-Square Tests

Age	Productivity			Total
	Poor	Neutral	High	
Below 30 years	3	1	4	8
30 - 45 years	13	5	14	32
Above 45 years	4		6	10
Total	20	6	24	50

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.995	4	.037
Likelihood Ratio	13.146	4	.034
Linear-by-Linear Association	8.044	1	.034
N of Valid Cases	50		

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.	
Interval	by Interval	Pearson's R	.103	.121	.720	0.475
Ordinal	by Ordinal	Spearman Correlation	.085	.129	.594	0.555
N of Valid Cases		50				

INFERENCE:From the above analysis it is found that though there is a relationship between age and productivity, the influence of age on productivity is meager.

INTERPRETATION:Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Alternate hypothesis has been accepted which means that there is some relationship between age and productivity.

From correlation table, it is identified that the Pearson R vale is 0.103 which is positive and hence there is a positive relationship between age and productivity.

Table-25: Relationship between Age and Contribution towards Wastage Reduction

Ho: There is no relationship between age and wastage Reduction

H1: There is some relationship between age and Wastage Reduction

Cross Tabulation

Chi-Square Tests

Age	Wastage Reduction			Total
	Poor	Neutral	High	
Below 30 years	4		4	8
30 - 45 years	7	3	22	32
Above 45 years	2	3	5	10
Total	13	6	31	50

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.617	4	.015
Likelihood Ratio	16.455	4	.016
Linear-by-Linear Association	8.379	1	.053
N of Valid Cases	50		

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	.022	.145	.154	.879
Ordinal by Ordinal	Spearman Correlation	.029	.146	.198	.844
N of Valid Cases		50			

INFERENCE:

From the above analysis it is found that though there is a relationship between age and wastage reduction, the influence of age on wastage reduction is meagre..

INTERPRETATION:

Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Alternate hypothesis has been accepted which means that there is some relationship between age and wastage reduction

From correlation table it is observed that the Pearson correlation value is 0.022 which is positive and hence, there is a positive relationship between age and contribution towards wastages.

Table-26: Relationship between Age and Contribution towards Cost Reduction

Ho: There is no relationship between age and Cost Reduction

H1: There is some relationship between age and Cost Reduction

Cross Tabulation

Age	Cost Reduction			Total
	Poor	Neutral	High	
Below 30 years	5	2	1	8
30 - 45 years	18	10	4	32
Above 45 years		4	6	10
Total	23	16	11	50

Chi-Square

	Value	df	Asymp. Sig. (2-sided)
Pearson	14.337	4	.006
Likelihood Ratio	17.017	4	.002
Linear-by-Linear Association	9.650	1	.002
N of Valid Cases	50		

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	.451	.117	3.502	.001
Ordinal by Ordinal	Spearman Correlation	.344	.139	2.539	.014
N of Valid Cases		50			

INFERENCE:From the above analysis it is found that though there is a relationship between age and cost reduction, the influence of age on cost reduction is plentiful.

INTERPRETATION:Since the table value is found to be higher than the calculated value, the null hypothesis is rejected, the alternate hypothesis has been accepted which means that there is some relationship between age and cost reduction.

Pearson R value (0.451) in Correlation table proves that there is positive relationship between age and contribution towards cost reduction.

Table27: Relationship between Age and Team Building

Ho: There is no relationship between age and Team Building

H1: There is some relationship between age and Team Building

Cross Tabulation

Chi-Square Tests

Age	Team Building			Total
	Dissatisfied	Moderate	Satisfied	
Below 30 years	1	3	4	8
30 - 45 years	6	13	13	32
Above 45 years	3	2	5	10
Total	10	18	22	50

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.886	4	.757
Likelihood Ratio	1.981	4	.739
Linear-by-Linear Association	.206	1	.650
N of Valid Cases	50		

INFERENCE:

From the above analysis it is found that there is no relationship between age and team building activity in the work place.

INTERPRETATION:

Since the table value is found to be lesser than the calculated value, the null hypothesis is accepted; there is no relationship between age and their opinion about the team building activities adopted in their work place.

Table-28: Relationship between Age and Loyalty

Ho: There is no relationship between age and Loyalty Level of employees

H1: There is relationship between age and Loyalty Level of Employees

Cross Tabulation

Chi-Square Tests

Age	Loyalty Level			Total
	Poor	Average	Good	
Below 30 years	1	1	6	8
30 – 45 years	3	6	23	32
Above 45 years	1	2	7	10
Total	5	9	36	50

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.245	4	.033
Likelihood Ratio	15.257	4	.032
Linear-by-Linear Association	8.007	1	.032
N of Valid Cases	50		

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	.053	.165	.366	.716
Ordinal by Ordinal	Spearman Correlation	.125	.154	.872	.388
N of Valid Cases		50			

INFERENCE:

From the above analysis it is found that though there is a relationship between age and loyalty level, the influence of age on loyalty level is meagre.

INTERPRETATION:

Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Alternate hypothesis has been accepted which means that there exists some relationship between age and employees' loyalty level in the organization.

Correlation table shows that the Pearson R value is 0.053 which is positive and hence there is a positive relationship between age and loyalty.

Table-29: Relationship between Age and Morale

Ho: There is no relationship between age and Morale

H1: There is some relationship between age and Morale

Cross Tabulation

Age	Morale			Total
	Dissatisfied	Average	Satisfied	
Below 30 years		4	4	8
30 - 45 years	8	2	22	32
Above 45 years	4	2	4	10
Total	12	8	30	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.896	4	.042
Likelihood Ratio	9.386	4	.025
Linear-by-Linear Association	6.559	1	.045
N of Valid Cases	50		

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	.107	.126	.744	0.461
Ordinal by Ordinal	Spearman Correlation	.080	.133	.555	0.582
N of Valid Cases		50			

INFERENCE:

From the above analysis it is found that though there is a relationship between age and morale, the influence of age on morale is meagre.

INTERPRETATION:

Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Alternate hypothesis has been accepted which means that there is some relationship between age and morale.

From correlation table, it is identified that the Pearson R vale is 0.103 which is positive and hence there is a positive relationship between age and morale.

Table-30: Relationship between Age and Salary

Ho: There is no relationship between age and Salary

H1: There is some relationship between age and Salary

Cross Tabulation

Chi-Square Tests

Age	Salary			Total
	Dissatisfied	Moderate	Satisfied	
Below 30 years	5	3		8
30 – 45 years	13	8	11	32
Above 45 years	6	1	3	10
Total	24	12	14	50

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.169	4	.270
Likelihood Ratio	7.487	4	.112
Linear-by-Linear Association	.437	1	.508
N of Valid Cases	50		

INFERENCE:

From the above analysis it is found that there is no relationship between age and their level of satisfaction of their salary.

INTERPRETATION:

Since the table value is found to be lesser than the calculated value, the null hypothesis is accepted; there is no relationship between age and their level of satisfaction of their salary.

Table-31: Relationship between Age and Working Hours

Ho: There is no relationship between age and Working hours

H1: There is some relationship between age and Working hours

Cross Tabulation

Age	Working Hours			Total
	Disagree	Neutral	Agree	
Below 30 years	5	3		8
30 - 45 years	13	6	13	32
Above 45 years	5	5		10
Total	23	14	13	50

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.9864		.027
Likelihood Ratio	15.0114		.005
Linear-by-Linear Association	.013	1	.910
N of Valid Cases	50		

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	-.165	.119	-1.158	.252
Ordinal by Ordinal	Spearman Correlation	-.158	.134	-1.112	.272
N of Valid Cases		50			

INFERENCE:From the above analysis it is found that though there is a relationship between age and working hours, the influence of age on working hours is meagre.

INTERPRETATION:Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Hence, alternate hypothesis has been accepted which means that there exists some negative relationship between age and working hours set by the organization.

Pearson correlation value of -0.165 denotes that there exists negative relationship between age and working hours set by the management.

Table-32: Relationship between Age and Involvement

Ho: There is no relationship between age and Involvement

H1: There is some relationship between age and Involvement

Cross Tabulation

Age	Involvement			Total
	Decreased	No Change	Increased	
Below 30 years	4	2	2	8
30 - 45 years	11	13	8	32
Above 45 years	3	5	2	10
Total	18	20	12	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.345	4	.854
Likelihood Ratio	1.360	4	.851
Linear-by-Linear Association	.144	1	.705
N of Valid Cases	50		

INFERENCE:

From the above analysis it is found that there is no relationship between age and involvement in problem solving.

INTERPRETATION:

Since the table value is found to be lesser than the calculated value, the null hypothesis is accepted; there is no relationship between age and involvement in problem solving.

Table-33: Relationship between Experience and Contribution towards Productivity

Ho: There is no relationship between Experience and productivity

H1: There is some relationship between Experience and productivity

Cross tabulation

Experience	Productivity			Total
	Poor	Neutral	High	
Less than 10 years	9	4	12	25
10 to 20 years	9	2	7	18
Above 20 years	2		5	7
Total	20	6	24	50

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.076	4	.045
Likelihood Ratio	12.796	4	.034
Linear-by-Linear Association	8.091	1	.063
N of Valid Cases	50		

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	-.033	.126	-.231	.818
Ordinal by Ordinal	Spearman Correlation	-.038	.129	-.265	.792
N of Valid Cases		50			

INFERENCE:

From the above analysis it is found that though there is a relationship between experience and contribution towards productivity.

INTERPRETATION:

Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Hence, alternate hypothesis has been accepted which means that there is negative relationship between experience and their contribution towards productivity.

On observing the correlation table, the Pearson R value of -0.033 denotes a negative relationship between experience and productivity.

Table-34 :Relationship between Experience and Contribution towards Wastage Reduction

Ho: There is no relationship between Experience and wastage reduction

H1: There is some relationship between experience and wastage reduction

Cross Tabulation

Experience	Wastage Reduction			Total
	Poor	Neutral	High	
Less than 10 years	8	2	15	25
10 to 20 years	4	2	12	18
Above 20 years	1	2	4	7
Total	13	6	31	50

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.8674		.038
Likelihood Ratio	12.5144		.042
Linear-by-Linear Association	7.315	1	.055
N of Valid Cases	50		

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	-.019	.153	-.133	.894
Ordinal by Ordinal	Spearman Correlation	-.019	.155	-.135	.893
N of Valid Cases		50			

INFERENCE:

From the above analysis it is found that though there is a relationship between experience and wastage reduction. Hence the influence of experience on wastage reduction is meagre.

INTERPRETATION:

Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Hence, alternate hypothesis has been accepted which means that there exists some negative relationship between experience and wastage reduction.

Pearson correlation value of -0.165 denotes that there exists negative relationship between experience and wastage reduction

Table-35: Relationship between Experience and Contribution towards Cost Reduction

Ho: There is no relationship between Experience and Cost reduction

H1: There is some relationship between experience and cost reduction

Cross Tabulation

Experience	Cost Reduction			Total
	Poor	Neutral	High	
Less than 10 years	12	9	4	25
10 to 20 years	11	6	1	18
Above 20 years		1	6	7
Total	23	16	11	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.495	4	.000
Likelihood Ratio	19.287	4	.001
Linear-by-Linear Association	5.781	1	.016
N of Valid Cases	50		

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	.418	.133	3.186	.003
Ordinal by Ordinal	Spearman Correlation	.301	.151	2.185	.034
N of Valid Cases		50			

INFERENCE:

From the above analysis it is found that though there is a relationship between experience and contribution on cost reduction. Hence the influence of experience on cost reduction is plentiful.

INTERPRETATION:

Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Alternate hypothesis has been accepted which means that there is positive relationship between experience and their contribution towards cost reduction.

The Pearson R value of 0.418 denotes that there is a positive relationship between experience and contribution towards cost reduction.

Table-36: Relationship between Experience and Team Building

Ho: There is no relationship between Experience and Team Building

H1: There is some relationship between experience and Team Building

Cross Tabulation

Chi-Square Tests

Experience	Team Building			Total
	Dissatisfied	Moderate	Satisfied	
Less than 10 years	2	10	13	25
10 to 20 years	6	7	5	18
Above 20 years	2	1	4	7
Total	10	18	22	50

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.442	4	.168
Likelihood Ratio	7.066	4	.132
Linear-by-Linear Association	1.444	1	.229
N of Valid Cases	50		

INFERENCE:

From the above analysis it is found that is, there is no relationship between employees’ experience and their opinion about team building activities involved in their work place.

INTERPRETATION:

Since the table value is found to be lesser than the calculated value, the null hypothesis is accepted; there is no relationship between experience and team building activities.

Table-37: Relationship between Experience and Loyalty

Ho: There is no relationship between Experience and Loyalty Level

H1: There is some relationship between experience and Loyalty Level

Cross Tabulation

Chi-Square Tests

Experience	Loyalty Level			Total
	Poor	Average	Good	
Less than 10 years	2	5	18	25
10 to 20 years	2	3	13	18
Above 20 years	1	1	5	7
Total	5	9	36	50

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.378	4	.040
Likelihood Ratio	12.372	4	.051
Linear-by-Linear Association	9.062	1	.032
N of Valid Cases	50		

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	-.418	.133	-3.186	.003
Ordinal by Ordinal	Spearman Correlation	-.301	.151	-2.185	.034
N of Valid Cases		50			

INFERENCE:

From the above analysis it is found that though there is a relationship between experience and their loyalty level in the organization. Hence the influence of experience on loyalty level is meagre.

INTERPRETATION:

Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Alternate hypothesis has been accepted which means that there is negative relationship between experience and their loyalty level in the organization.

Correlation table shows the Pearson R value as -0.418 which is negative and hence there is negative relationship between experience and loyalty.

Table-38; Relationship between Experience and Morale

Ho: There is no relationship between Experience and Morale

H1: There is some relationship between experience

Cross Tabulation

Chi-Square Tests

Experience	Morale			Total
	Dissatisfied	Average	Satisfied	
Less than 10 years	5	5	15	25
10 to 20 years	6	2	10	18

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.6344		.038
Likelihood Ratio	13.8294		.030
Linear-by-Linear Association	8.939	1	.033
N of Valid Cases	50		

Above 20 years	1	1	5	7
Total	12	8	30	50

Correlation

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	.138	.142	.368	.338
Ordinal by Ordinal	Spearman Correlation	.144	.142	1.008	.319
N of Valid Cases		50			

INFERENCE:

From the above analysis it is found that though there is a relationship between experience and morale. Hence the influence of experience on morale is plentiful.

INTERPRETATION:

Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Alternate hypothesis has been accepted which means that there is a relationship between experience and their level of satisfaction towards morale.

The Pearson R value of 0.138 denotes that the relationship between experience and morale is positive. That is, employees who have more experience are satisfied toward morale.

Table-39: Relationship between Experience and Salary

Ho: There is no relationship between Experience and salary

H1: There is some relationship between experience and salary

Cross Tabulation

Chi Square Test

Experience	Salary			Total
	Dissatisfied	Moderate	Satisfied	
Less than 10 years	8	9	8	25
10 to 20 years	11	2	5	18

Above 20 years	5	1	1	7
Total	24	12	14	50

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.413	4	.170
Likelihood Ratio	6.692	4	.153
Linear-by-Linear Association	3.081	1	.079
N of Valid Cases	50		

INFERENCE:

From the above analysis it is found that is, there is no relationship between experience and salary.

INTERPRETATION:

Since the table value is found to be lesser than the calculated value, the null hypothesis is accepted; there is no relationship between experience and salary.

Table-40: Relationship between Experience and Working Hours

Ho: There is no relationship between Experience and working hours

H1: There is some relationship between experience and working hour

Cross Tabulation

Chi-Square Tests

Experience	Working Hours			Total
	Disagree	Neutral	Agree	
Less than 10 years	11	5	9	25
10 to 20 years	7	7	4	18
Above 20 years	5	2		7
Total	23	14	13	50

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.418	4	.024
Likelihood Ratio	14.988	4	.013
Linear-by-Linear Association	12.460	1	.011
N of Valid Cases	50		

Correlation

		Value	Asymp. Error	Std.	Approx. T	Approx. Sig.
Interval	by	Pearson's R	.202	.125	1.426	.160
Interval						
Ordinal	by	Spearman	.163	.138	1.143	.259

Ordinal	Correlation				
N of Valid Cases		50			

INFERENCE:

From the above analysis it is found that though there is a relationship between experience and their level of satisfaction about the working hours set by the management. Hence the influence of experience on working hours is meagre.

INTERPRETATION:

Since the table value is found to be higher than the calculated value, the null hypothesis is rejected. Alternate hypothesis has been accepted which means that there is a relationship between experience and their level of satisfaction about the working hours set by the management.

The Pearson R value of 0.202 denotes that the relationship between experience and working hours is positive.

Table-41; Relationship between Experience and Involvement

Ho: There is no relationship between Experience and Involvement

H1: There is some relationship between experience and Involvement

Cross Tabulation

Experience	Involvement			Total
	Decreased	No Change	Increased	
Less than 10 years	10	7	8	25
10 to 20 years	6	9	3	18
Above 20 years	2	4	1	7
Total	18	20	12	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.463	4	.483
Likelihood Ratio	3.513	4	.476
Linear-by-Linear Association	.088	1	.766
N of Valid Cases	50		

INFERENCE: From the above analysis it is found that is, there is no relationship between employees' experience and their improvement in the level of problem solving in the past three years.

INTERPRETATION:

Since the table value is found to be lesser than the calculated value, the null hypothesis is accepted; which means that the experience does not have any relationship with the improvement in problem solving.

Table-42: Cross tabulation: Educational Qualification and Involvement

Educational Qualification	Involvement			Total	Chi-Square
	Increased	No Change	Decreased		
Higher Secondary	4	8	1	13	12.55 (NS)
ITI	4	4	3	11	
Under graduation	4	3	5	12	
Post graduation	-	2	2	4	
Technical	5	2		7	
Non-Technical	1	1	1	3	
Total	18	20	12	50	

INFERENCE: From the above analysis it is found that there is no relationship between educational qualification and involvement level of the employees.

INTERPRETATION: From the above chi-square table shows that there is no significant relationship exists between the educational qualification and involvement (Chi-square value=12.55; p=0.250). Though 36 percent of the respondents opine that the involvement level increase in the organization for the past 3 years, only 8 percent of the total respondents have completed under graduation and 10 percent of them are technical qualification.

Table-43: ANOVA – Satisfaction of Training Programme with respect to the Employees’ Experience

Experience	Satisfaction about Training Programme			F-Value	Sig.
	N	Mean	SD		
	Less than 6 yrs	8	3.7500		
6 - 10 yrs	17	3.5294	.87447		
11 - 15 yrs	8	4.0000	.92582		

16 - 20 yrs	10	4.2000	.78881		
More than 20 yrs	7	3.2857	1.25357		
Total	50	3.7400	.92162		

INFERENCE:

From the above table it is found that there is no significant difference exists among the employees towards the satisfaction about training programme with respect to their experience, which means that irrespective of the number of years of experience,

INTERPRETATION:

In finding out the overall score of satisfaction about training programme, the mean value is found to be 3.740, which shows that employees are somewhat satisfied with the training programme organized by the company. In order to check whether employee differ significantly with respect to their experience towards the satisfaction level about training programme, ANOVA was performed and the result shows that there is no significant difference exists among the employees towards the satisfaction about training programme with respect to their experience, which means that irrespective of the number of years of experience, employees are having high satisfaction level towards the training programme.

Table-44: Mean and Standard Deviation of Family Welfare provided by the Organization

S.No	Factor	Mean	SD	Overall	
				Mean	SD
	Pension	4.10	0.56	3.19	0.35
	Holiday	1.90	0.76		
	Bonus	3.29	0.93		
	Insurance	4.01	0.83		
	Medical Facilities	3.58	0.72		
	Canteen	3.62	0.44		
	Children School Education	2.92	1.12		

	Leave Travel Allowance	2.22	0.86		
	Job Opportunities for employees children	3.15	1.08		

INFERENCE:

Table shows the mean and standard deviation of the different family measures provided by the management for the benefit of their employees. However, the employees are not satisfied with the benefits provided by the management for children school education, leave travel allowance and holiday. The overall mean score of the respondents' opinion about family welfare is found to be 3.19, which means that the employees are satisfied with the benefits provided by their management.

On observing the mean values, it could be concluded that the management gives all benefits to their employees and the employees are also satisfied with those benefits, except leave travel allowance, holiday and school education. Nowadays the government has decided to cut short the leave travel grants and hence, the company also does. As far as children school education is concerned, companies do not assist in their employees' children school education except by providing tax deduction of school fees.

