

CHAPTER – V

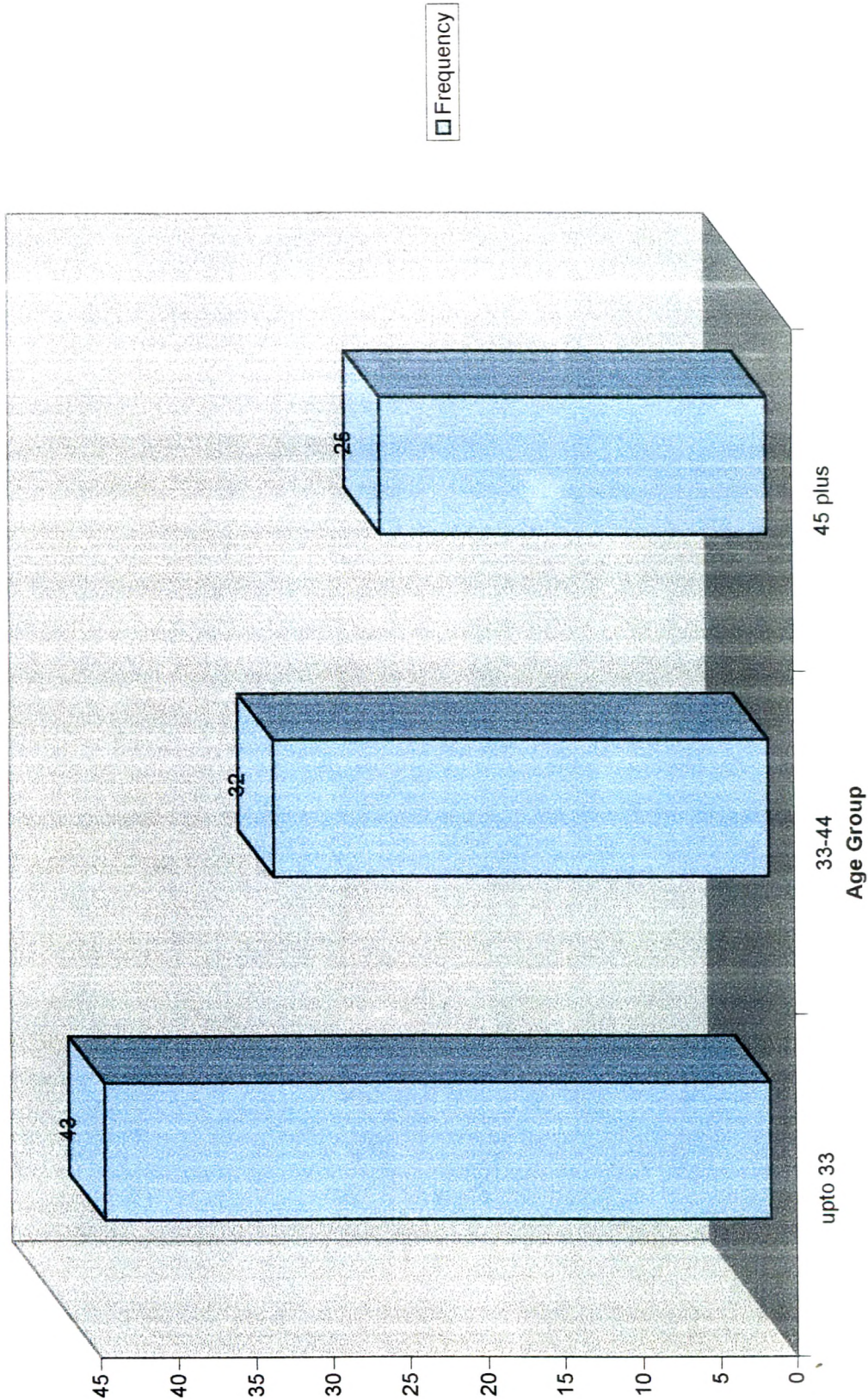
DATA ANALYSIS AND INTERPRETATION

Table – 1

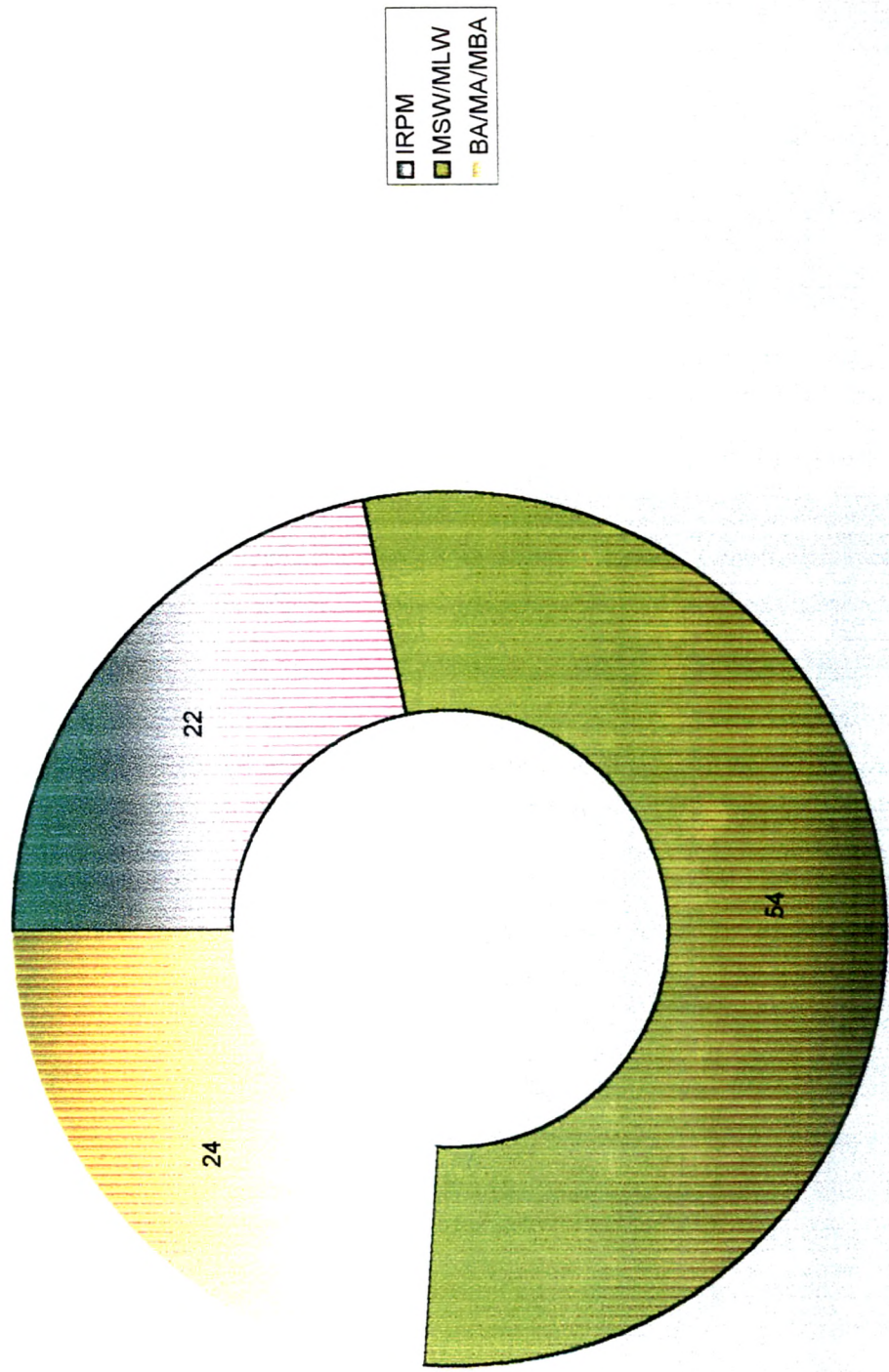
MASTER TABLE

Characteristic	Frequency	Percentage
a) Age		
i). Up to 33 years	43	43.0%
ii). 34 to 44 years	32	32.0%
iii). 45 years and above	25	25.0%
b) Educational Qualification		
i). IRPM	22	22.0%
ii). MSW/MLW/MA-SW	54	54.0%
iii). BA/MA/MSc/MBA	24	24.0%
c) Monthly Income		
i). Up to Rs. 15000	45	45.9%
ii). Rs. 15001 to 20000	26	26.5%
iii). Rs. 20000 and more	27	27.6%
d) Experience		
i). Up to 10 years	45	44.6%
ii). 10 to 20 years	37	36.6%
iii). 20 years and above	19	18.8%
e) Designation		
i). Officer	42	42.0%
ii). Manager / Dy. Manager	36	36.0%
iii). Sr. Manager Executive / M.D.	22	22.0%

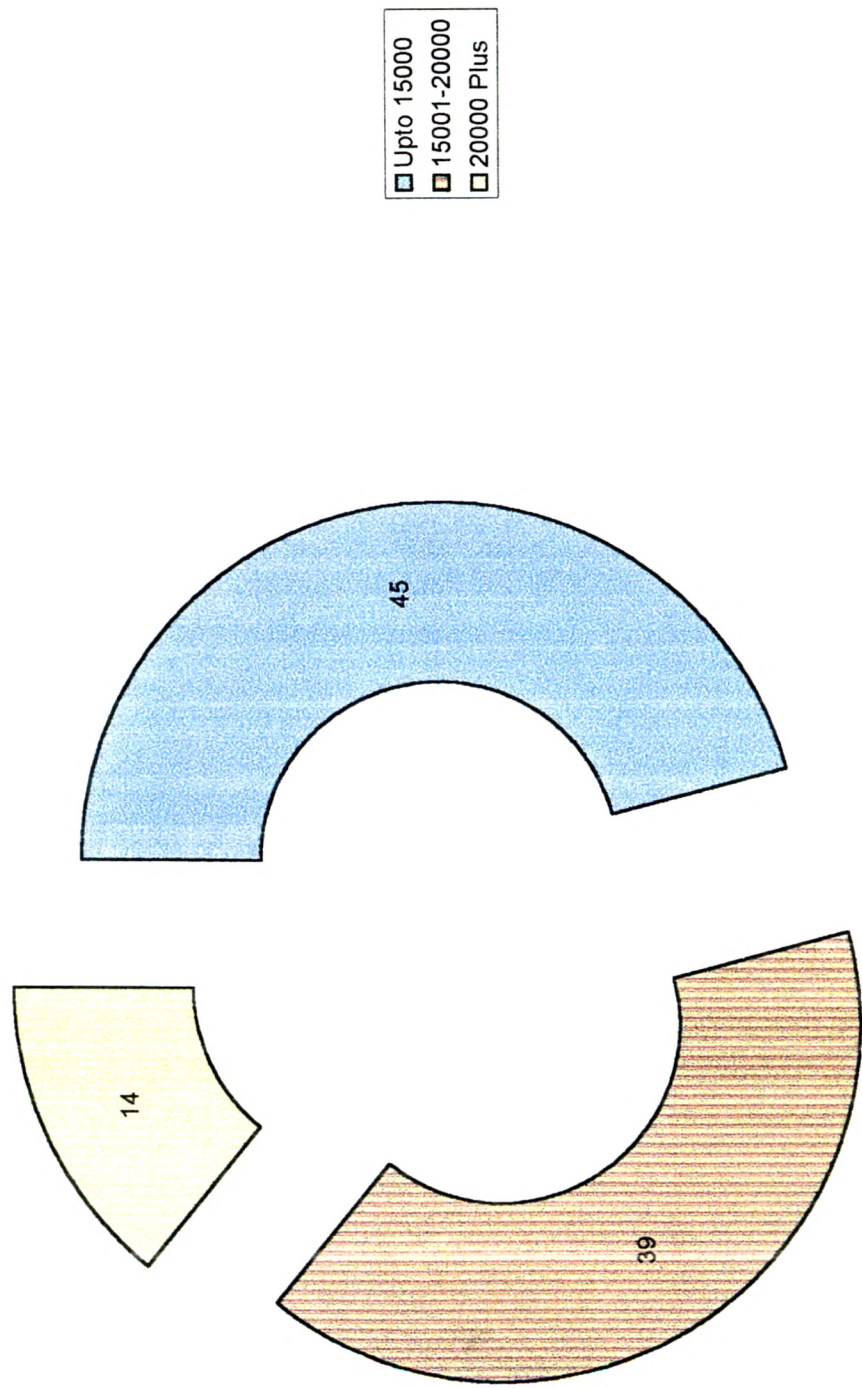
Graph: 1 Distribution of the Respondents by age group



Graph: 2 Distribution of Respondents by Type of Education



Graph: 3 Distribution of the Respondents by Monthly Income



Graph: 4- Number of Respondents by Designation

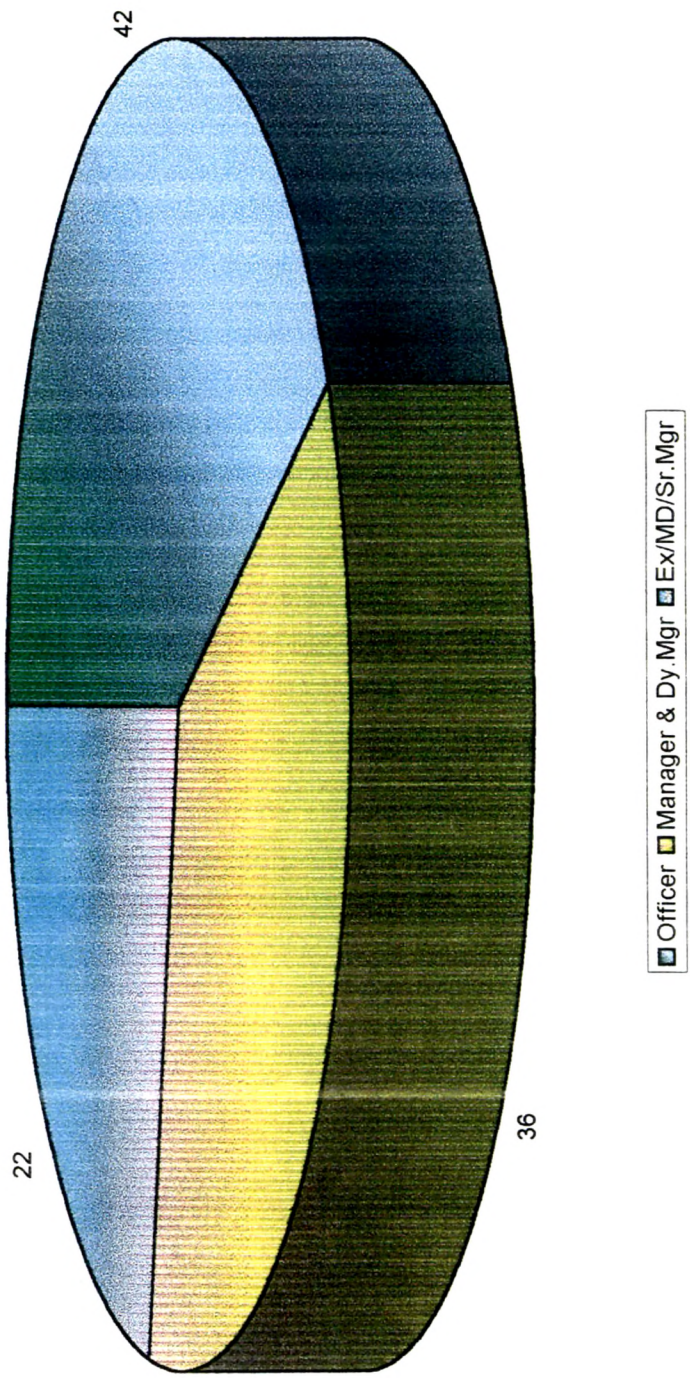


Table – 2 Age and HRD Philosophy & Liaison with top Management

	HRD Philosophy & Liaison with top management			
Age in Years	Low	Moderate	High	Total
Up to 33 years	15	13	15	43
% within Age in years	34.9%	30.2%	34.9%	100%
% within HRD Philosophy & Liaison with top mgt.	48.4%	33.3%	50.0%	43.0%
34 to 44 years	08	14	10	32
% within Age in years	25.0%	43.8%	31.3%	100%
% within HRD Philosophy & Liaison with top mgt.	25.8%	35.9%	33.3%	32.0%
45 years & above	08	12	05	25
% within Age in years	32.0%	48.0%	20.0%	100%
% within HRD Philosophy & Liaison with top mgt.	25.8%	30.8%	16.7%	25.0%
Total	31	39	30	100
% within Age in years	31.0%	39.0%	30%	100%
% within HRD Philosophy & Liaison with top mgt.	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	3.333 ^a	04	0.504
Likelihood Ratio	3.474	04	0.482
Linear– by-Linear Association	0.253	01	0.615
N of Valid Cases	100	-	-

From the above table, it can be interpreted that the Chi-square is not significant and hence there is no significant association between Age and HRD Philosophy and liaison with top management.

The table shows that with the age group of up to 33 years, out of total 43 respondents, 15(34.9%) of the respondents feel high extent of developing & articulating of the HR policies, and have a high extent of liaison with top management with the age group of 34 to 44 years, out of total 32 respondents, 14(43.8%) of the respondents feel that there is moderate level of HRD philosophy & liaison with top management, while with the age group of 45 years & above, out of total 25 respondents, 12(48.0%) of the respondents feel there is moderate level of communication of values to all the employees, clarifying organizational values.

Table – 3 Age and Creating Development Motivation in line Manager

	Creating Development Motivation in line Manager			
Age in Years	Low	Moderate	High	Total
Up to 33 years	14	15	14	43
% within Age in years	32.6%	34.9%	32.6%	100%
% within Creating Devpt. Motivt in line Manager	43.8%	37.5%	50.0%	43.0%
34 to 44 years	07	15	10	32
% within Age in years	21.9%	46.9%	31.3%	100%
% within Creating Devpt. Motivt. in line Manager	21.9%	37.5%	35.7%	32.0%
45 years & above	11	10	04	25
% within Age in years	44.0%	40.0%	16.0%	100%
% within Creating Devpt. Motivt. in line Manager	34.4%	25.0%	14.3%	25.0%
Total	32	40	28	100
% within Age in years	32.0%	40.0%	28.0%	100%
% within Creating Devpt. Motivt. in line Manager	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.539 ^a	04	0.338
Likelihood Ratio	4.759	04	0.313
Linear– by-Linear Association	1.523	01	0.217
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no significant association between Age and Creating Development Motivation in line managers.

The table shows that with the group of 33 years, out of total 43 respondents, 15(34.9%) of the respondents feel that a moderate level of the respondents feel that a moderate level of inviting suggestions from line managers, experimenting with new HRD methods, with the age group of 34 to 44 years out of total 32 respondents, 15(46.9%) of the respondent feel that there is a moderate level of Development motivation in line managers is there, while with the age group of 45 years & above, out of total 25 respondents, 11(44.0%) feel that development motivation among line managers indicate arranging of talks & seminars, using of task-forces & committee, self renewal exercise is at low level.

Table – 4 Age and Strengthening HRD Climate through HRD Systems

	Strengthening HRD climate through HRD System			
Age in Years	Low	Moderate	High	Total
Up to 33 years	13	13	17	43
% within Age in years	30.2%	30.2%	39.5%	100%
% within strengthening HRD climate thru HRD sys	46.4%	31.7%	54.8%	43.0%
34 to 44 years	06	14	12	32
% within Age in years	18.8%	43.8%	37.5%	100%
% within strengthening HRD climate thru HRD sys	21.4%	34.1%	38.7%	32.0%
45 years & above	09	14	02	25
% within Age in years	36.0%	56.0%	8.0%	100%
% within strengthening HRD climate thru HRD sys	32.1%	34.1%	6.5%	25.0%
Total	28	41	31	100
% within Age in years	28.0%	41.0%	31.0%	100%
% within strengthening HRD climate thru HRD sys	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	9.985 ^a	04	0.041
Likelihood Ratio	11.752	04	0.019
Linear- by- Linear Association	2.839	01	0.092
N of Valid Cases	100	-	-

Chi-square is significant at 0.05 level of confidence; hence it can be interpreted that there is a significant association exists between Age and Strengthening HRD Climate through HRD systems.

The table shows that with the group of 33 years, out of total 43 respondents, 17(39.5%) of the respondents have a high degree of strengthening HRD climate through HRD systems such as designing development oriented appraisal & reviewing the implementation of appraisal system. With the age group of 34-44 years, out of total 32 respondents, 14(43.8%) of the respondents feel there is moderate level of conducting orientation workshops, identifying of KPA's / KRA's. While with the age group of 45 years & above, out of total 25 respondents, 14(56.0%) of the respondents feel that there is moderate level of training of supervisors staff in counseling, preparing of training policy.

Graph: 5 Strengthening HRD climate through HRD Systems (Score)

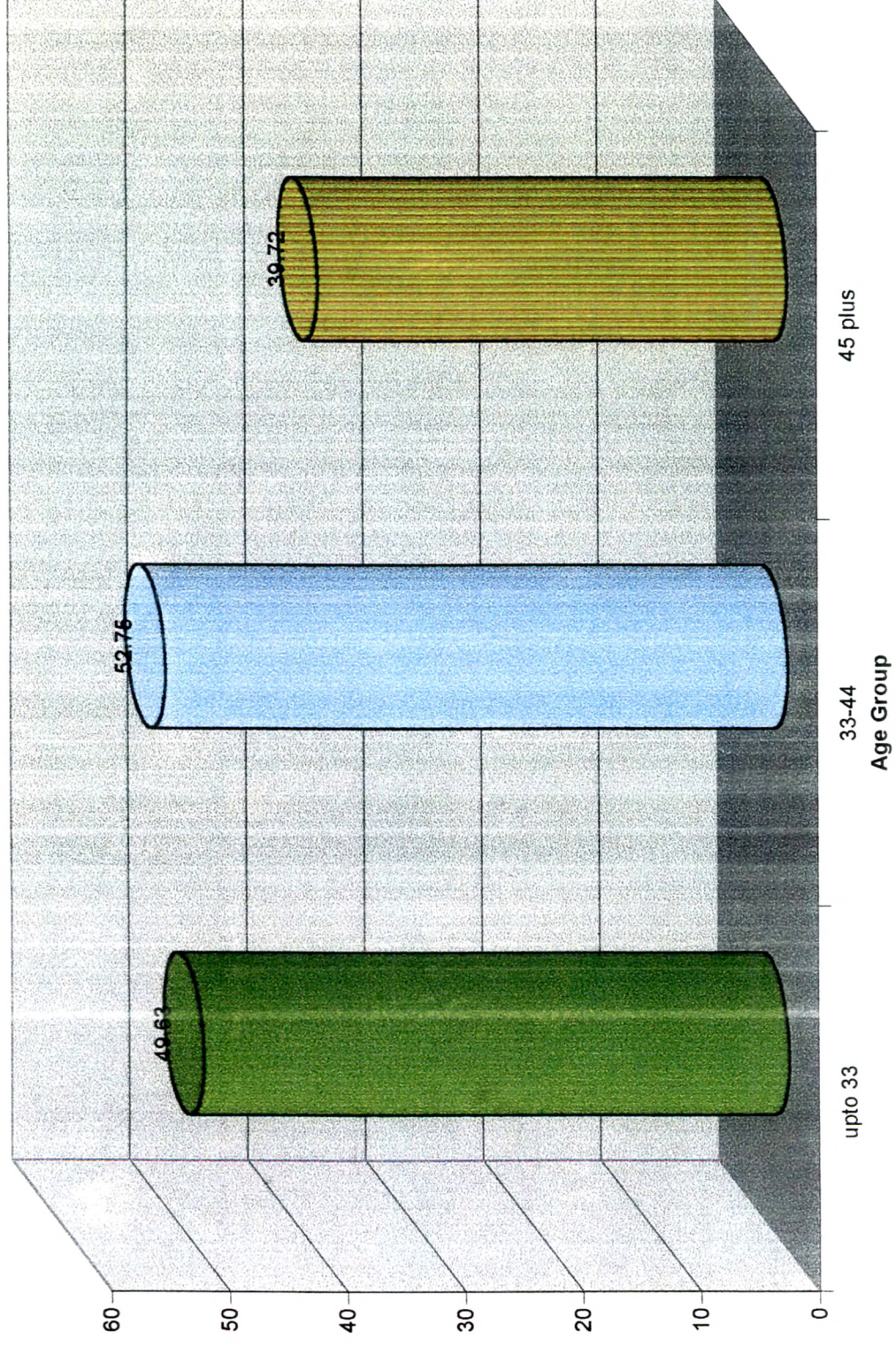


Table – 5 Age and Directing HRD Efforts to Goals and Strategies of the Organization

	Directing HRD efforts to goals and Strategies of the organization			
Age in Years	Low	Moderate	High	Total
Up to 33 years	11	23	09	43
% within Age in years	25.6%	53.5%	20.9%	100%
% within Directing HRD efforts to goals and strategies of the orgn.	45.8%	41.8%	42.9%	43.0%
34 to 44 years	06	17	09	32
% within Age in years	18.8%	53.1%	28.1%	100%
% within Directing HRD efforts to goals and strategies of the orgn.	25.0%	30.9%	42.9%	32.0%
45 years & above	07	15	03	25
% within Age in years	28.0%	60.0%	12.0%	100%
% within Directing HRD efforts to goals and strategies of the orgn.	29.2%	27.3%	14.3%	25.0%
Total	24	55	21	100
% within Age in years	24.0%	55.0%	21.0%	100%
% within Directing HRD efforts to goals and strategies of the orgn.	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.469 ^a	04	0.650
Likelihood Ratio	2.590	04	0.629
Linear– by- Linear Association	0.220	01	0.639
N of Valid Cases	100	-	-

From the above table it can be interpreted that chi-square is not significant. Therefore there is no significant association exists between age and Directing HRD efforts to goals and strategies of the organisation.

Furthermore, it can be interpreted that with the age group of 33 years, out of total 43 respondents, 23(53.5%) of the respondents feel that there is moderate level of directing HRD efforts to goals & strategies of the organisation, with the age group of 34 to 44 years, out of total 32 respondents, 17(53.1%) of respondents feel that the clarification of business goals & strategies planned & contribution to these strategies is at a moderate level, while with the age group of 45 years & above out of total 25 respondents, 15(60.0%) of the respondents indicated that Developing of HRD plans, working with top management is perceived at moderate level.

Graph:6 Directing HRD effort to Goals and Strategies of the Organisation (Score)

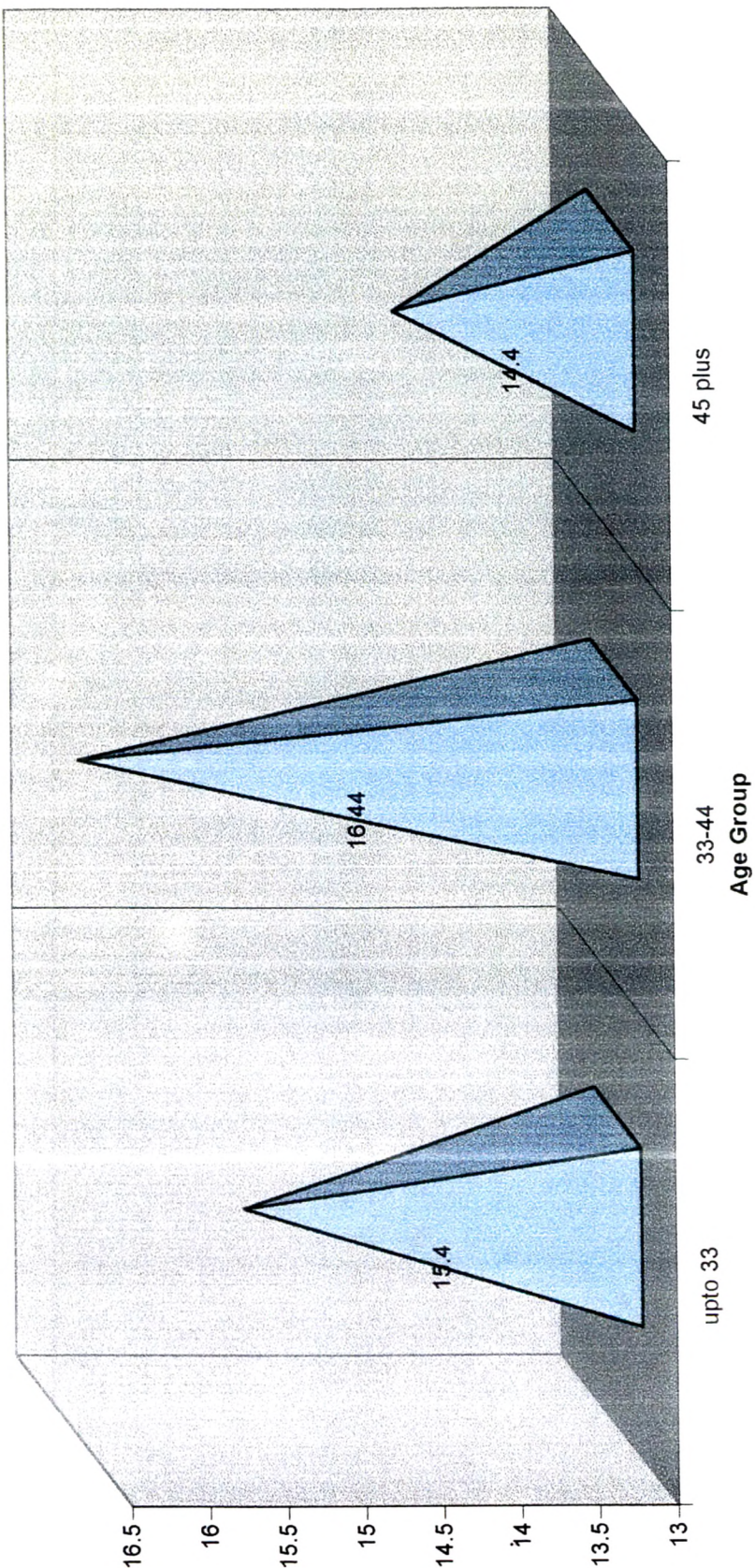


Table – 6 Age and Monitoring HRD Implementation

	Monitoring HRD Implementation			
Age in Years	Low	Moderate	High	Total
Up to 33 years	15	15	13	43
% within Age in years	34.9%	34.9%	30.2%	100%
% within Monitoring HRD Implementation	41.7%	40.5%	48.1%	43.0%
34 to 44 years	10	11	11	32
% within Age in years	31.3%	34.4%	34.4%	100%
% within Monitoring HRD Implementation	27.8%	29.7%	11.1%	32.0%
45 years & above	11	11	03	25
% within Age in years	44.0%	44.0%	12.0%	100%
% within Monitoring HRD Implementation	30.6%	29.7%	11.1%	25.0%
Total	36	37	27	100
% within Age in years	36.0%	37.0%	27.0%	100%
% within Monitoring HRD Implementation	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.997 ^a	04	0.406
Likelihood Ratio	4.453	04	0.348
Linear- by- Linear Association	1.427	01	0.232
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no significant association exists between Age and Monitoring HRD implementation.

The table shows that with the age group of 33 years, out of total 43 respondents, 15(34.9%) of the respondents indicated a low as well as moderate level of monitoring of HRD implementation, with the age group of 34 to 44 years, out of total 32 respondents, 11(34.4%) of the respondents indicated a moderate as well as a high level of use of task forces, conducting orientation workshops respectively, with the age group of 45 years & above out of total 25 respondents, 11(44.0%) of the respondents indicated a low as well as a moderate use of conducting of review of workshops & using of conventional methods respectively.

Table – 7 Age and Inspiring Unions and Associations

	Inspiring Unions and Associations			
Age in Years	Low	Moderate	High	Total
Up to 33 years	14	13	16	43
% within Age in Years	32.6%	30.2%	37.2%	100%
% within Inspiring Unions & Associations	66.7%	30.2%	44.4%	43.0%
34 to 44 years	05	15	12	32
% within Age in Years	15.6%	46.9%	37.5%	100%
% within Inspiring Unions & Associations	23.8%	34.9%	33.3%	32.0%
45 years & above	02	15	08	25
% within Age in Years	8.0%	60.0%	32.0%	100%
% within Inspiring Unions & Associations	9.5%	34.9%	22.2%	25.0%
Total	21	43	36	100
% within Age in Years	21.0%	43.0%	36.0%	100%
% within Inspiring Unions & Associations	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	8.758 ^a	04	0.067
Likelihood Ratio	9.037	04	0.060
Linear- by- Linear Association	1.253	01	0.263
N of Valid Cases	100	-	-

From the above table it can be interpreted that chi-square is not significant. Hence there is no significant association exists between age and inspiring unions and Associations.

The table shows that with the age group of 33 years, out of total 43 respondents, 16(37.2%) of the respondents feel there is high degree of clarification of the role of unions & associations, for the employee's development, with the age group of 34-44 years out of total 32 respondents, 15(46.9%) of the respondents indicated that there is moderate level of training of unions & associations & their leaders, while with the age group of 45 years & above out of total 25 respondents, 15(60.0%) of the respondents indicated that working with the union leaders & inspiring them to inculcate HRD activities, conducting worker education scheme is at moderate level.

Table – 8 Age and Human Process Research

	Human Process Research			
Age in Years	Low	Moderate	High	Total
Up to 33 years	17	06	20	43
% within Age in Years	39.5%	14.0%	46.5%	100%
% within Human Process Research	47.2%	24.0%	51.3%	43.0%
34 to 44 years	10	10	12	32
% within Age in Years	31.3%	31.3%	37.5%	100%
% within Human Process Research	27.8%	40.0%	30.8%	32.0%
45 years & above	09	09	07	25
% within Age in Years	36.0%	36.0%	28.0%	100%
% within Human Process Research	25.0%	36.0%	17.9%	25.0%
Total	36	25	39	100
% within Age in Years	36.0%	25.0%	39.0%	100%
% within Human Process Research	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	5.575 ^a	04	0.233
Likelihood Ratio	5.849	04	0.211
Linear- by- Linear Association	0.406	01	0.524
N of Valid Cases	100	-	-

The chi-square is not significant it can be interpreted that a significant association does not exist between Age and Human Process research.

The table shows that with the age group of 33 years, out of total 43 respondents, 20(46.5%) of the respondents indicated that there is a high degree of human process research, with the age group of 34-44 years out of total 32 respondents, 12(37.5%) of the respondents feel that to a high degree there is analyzing of exit-interviews, absenteeism & leaves, providing feedback to the employees, while with the age group of 45 years & above, out of total 25 respondents, 9(36.0%) of the respondents indicated a low as well as moderate level regarding conducting stress audit & research respectively.

Graph: 7 Human Process Research (Score)

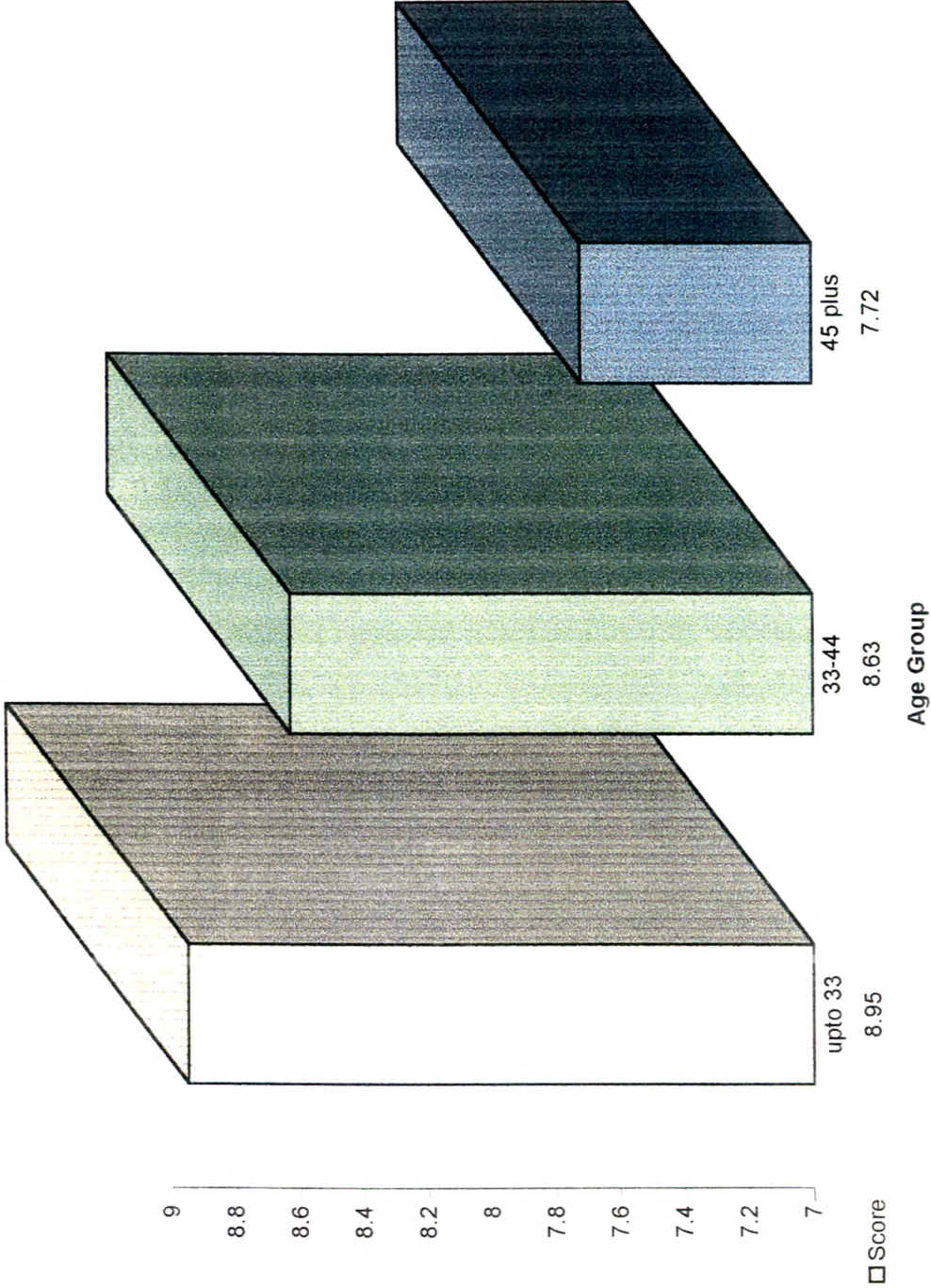


Table – 9 Age and Influencing Personnel Policies

	Influencing Personnel Policies			
Age in Years	Low	Moderate	High	Total
Up to 33 years	11	20	12	43
% within Age in Years	25.6%	46.5%	27.9%	100%
% within Influencing Personnel Policies	37.9%	40.8%	54.5%	43.0%
34 to 44 years	11	14	07	32
% within Age in Years	34.4%	43.8%	21.9%	100%
% within Influencing Personnel Policies	37.9%	28.6%	31.8%	32.0%
45 years & above	07	15	03	25
% within Age in Years	28.0%	60.0%	12.0%	100%
% within Influencing Personnel Policies	24.1%	30.6%	13.6%	25.0%
Total	29	49	22	100
% within Age in Years	29.0%	49.0%	22.0%	100%
% within Influencing Personnel Policies	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	3.171 ^a	04	0.530
Likelihood Ratio	3.299	04	0.509
Linear- by-Linear Association	1.186	01	0.276
N of Valid Cases	100	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between Age and influencing personal policies.

The table further shows that with the age group of 33 years, out of total 43 respondents, 20(46.5%) of the respondents indicated a moderate level of provision of inputs for reward & recognition policies, promotional policies, with the age group of 34-44 years, out of total 32 respondents, 14(43.8%) of the respondents indicated a moderate level of influencing personnel policies, while in the age group of 45 years & above, out of total 25 respondents, 15(60.0%) of the respondents feel that helping in formulating personnel policies is at moderate level.

Graph: 8 Influencing Personnel Policies (score)

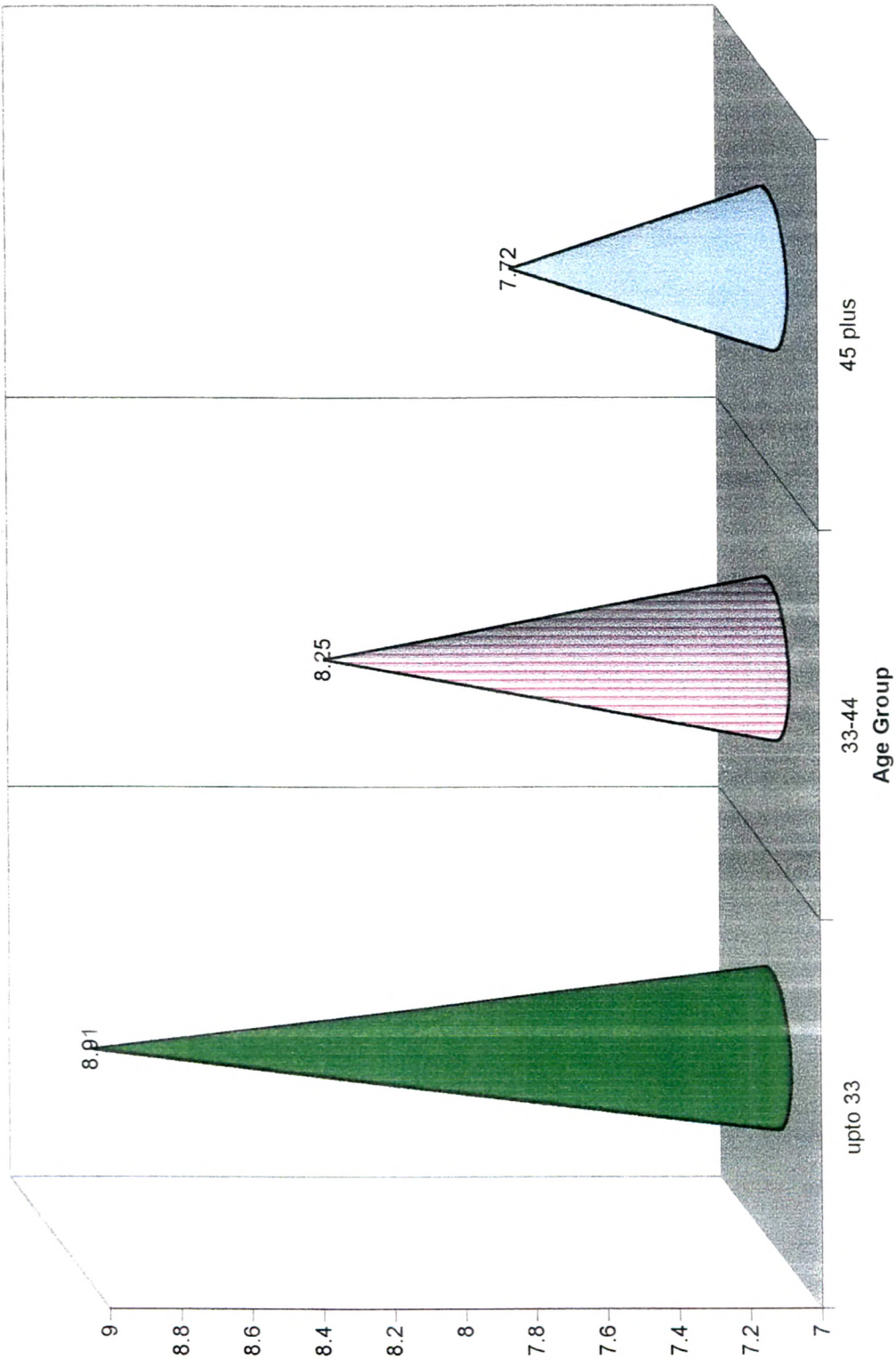


Table – 10 Monthly Income and HRD Philosophy & Liaison with top Management

	HRD Philosophy & Liaison with top Management			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000	13	18	14	45
% within Monthly Income (Rs.)	28.9 %	40.0%	31.1%	100%
% within HRD Philosophy & Liaison with top Mgt	41.9 %	48.6%	46.7%	45.9%
Rs.15001 to 20000	14	15	10	39
% within Monthly Income (Rs.)	35.9 %	38.5%	25.6%	100%
% within HRD Philosophy & Liaison with top Mgt	45.2 %	40.5%	33.3%	39.8%
More than Rs. 20000	04	04	06	14
% within Monthly Income (Rs.)	28.6 %	28.6%	42.9%	100%
% within HRD Philosophy & Liaison with top Mgt	12.9 %	10.8%	20.0%	14.3%
Total	31	37	30	98
% within Monthly Income (Rs.)	31.6 %	37.8%	30.6%	100%
% within HRD Philosophy & Liaison with top Mgt	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	1.755 ^a	04	0.781
Likelihood Ratio	1.720	04	0.787
Linear– by- Linear Association	0.015	01	0.902
N of Valid Cases	98	-	-

The Chi-square is not significant. Hence it can be interpreted that there is no significant association between Monthly income and HRD philosophy and liaison with top management.

The table shows that with a monthly income of Rs.15000, out of total 45 respondents, 18(40.0%) of the respondents feel designing of development oriented appraisals, identifying of the training needs, analyzing the facilitating and inhibiting factors at moderate level, with the income group of Rs.15001 to 20,000, out of total 39 respondents, 15(38.5%) of the respondents indicated a moderate extent of HRD philosophy & liaison with top management, while with the income of Rs.20000 and more, out of total 14 respondents, 6(42.9%) of the respondents feel that there high degree of developing & articulating HRD policies & practices.

Table –11 Monthly Income and Creating Development Motivation in line Manager

	Creating Development Motivation in line Manager			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000 % within Monthly Income (Rs.)	14 31.1%	20 44.4%	11 24.4%	45 100%
% within Creating Devpt. Mitivn in line Manager	43.8%	52.6%	39.3%	45.9%
Rs.15001 to 20000 % within Monthly Income (Rs.)	14 35.9%	15 38.5%	10 25.6%	39 100%
% within Creating Devpt. Mitivn in line Manager	43.8%	39.5%	35.7%	39.8%
More than Rs. 20000 % within Monthly Income (Rs.)	04 28.6%	03 21.4%	07 50.0%	14 100%
% within Creating Devpt. Mitivn in line Manager	12.5%	7.9%	25.0%	14.3%
Total % within Monthly Income (Rs.)	32 32.7%	38 38.8%	28 28.6%	98 100%
% within Creating Devpt. Mitivn in line Manager	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.326 ^a	04	0.364
Likelihood Ratio	4.124	04	0.390
Linear- by-Linear Association	0.739	01	0.390
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no significant association between Monthly Income and Creating Development Motivation in line managers.

The table shows that with the income of Rs.15000, out of total 45 respondents, 20(44.4%) of the respondents indicated a moderate level regarding conducting of in house problem solving sessions, experimenting with new HRD methods, with the income of Rs. 15001 to 20,000, out of total 39 respondents, 15(38.5%) of the respondents indicated a moderate level of motivation among the line managers, while with the income of Rs.20, 000 & above, out of total 14 respondents, 7(50.0%) of the respondents feel that there is high degree of motivation among line managers.

Table – 12 Monthly Incomes and Strengthening HRD Climate through HRD System

	Strengthening HRD Climate through HRD System			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000	12	21	12	45
% within Monthly Income (Rs.)	26.7%	46.7%	26.7%	100%
% within Strengthening HRD climate thru HRD sys	44.4%	52.5%	38.7%	45.9%
Rs.15001 to 20000	13	13	13	39
% within Monthly Income (Rs.)	33.3%	33.3%	33.3%	100%
% within Strengthening HRD climate thru HRD sys	48.1%	32.5%	41.9%	39.8%
More than Rs. 20000	02	06	06	14
% within Monthly Income (Rs.)	14.3%	42.9%	42.9%	100%
% within Strengthening HRD climate thru HRD sys	7.4%	15.0%	19.4%	14.3%
Total	27	40	31	98
% within Monthly Income (Rs.)	27.6%	40.8%	31.6%	100%
% within Strengthening HRD climate thru HRD sys	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.251 ^a	04	0.650
Likelihood Ratio	3.396	04	0.629
Linear- by- Linear Association	0.945	01	0.639
N of Valid Cases	98	-	-

From the above table it can be interpreted that chi-square is not significant. Therefore there is no strong association between monthly income and strengthening HRD climate through HRD systems.

Furthermore it can be interpreted that with the income of Rs.15000, out of total 45 respondents, 21(46.7%) of the respondents feel that there is to moderate extent of developing of internal faculty, keeping track of innovation, post training follow up, with income of Rs.15001 to 20,000, out of total 39 respondents, 13(33.3%) the respondents feel that strengthening HRD climate through HRD systems is at low, moderate as well as high level respectively, with the income range of Rs.20000 and above, out of total 14 respondents, 6(42.9%) of the respondents feel that training of the line managers, influencing of KPA's/KRA's is at moderate as well as high level respectively.

Graph: 9 Strengthening HRD Climate through HRD Systems (Score)

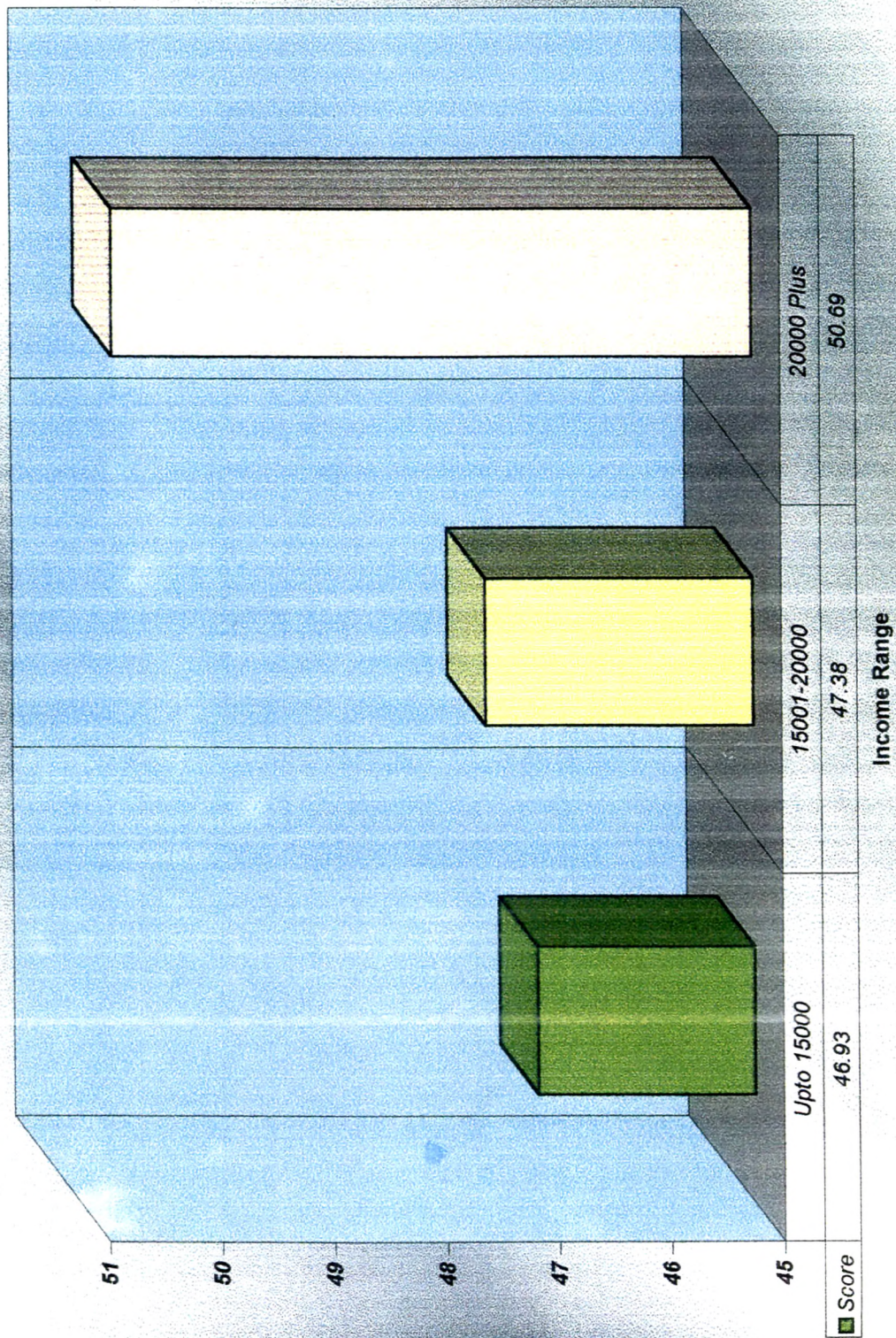


Table – 13 Monthly Income and Directing HRD Efforts to goals and Strategies of the organization

	Directing HRD Efforts to goals and Strategies of the organization			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000 % within Monthly Income (Rs.)	11 24.4%	28 62.2%	06 13.3%	45 100%
% within Directing HRD effort to goals & strategies of the Orgn.	45.8%	51.9%	30.0%	45.9%
Rs.15001 to 20000 % within Monthly Income (Rs.)	11 28.2%	20 51.3%	08 20.5%	39 100%
% within Directing HRD effort to goals & strategies of the Orgn.	45.8%	37.0%	40.0%	39.8%
More than Rs. 20000 % within Monthly Income (Rs.)	02 14.3%	06 42.9%	06 42.9%	14 100%
% within Directing HRD effort to goals & strategies of the Orgn.	8.3%	11.1%	30.0%	14.3%
Total % within Monthly Income (Rs.)	24 24.5%	54 55.1%	20 20.4%	98 100%
% within Directing HRD effort to goals & strategies of the Orgn.	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	6.274 ^a	04	0.180
Likelihood Ratio	5.704	04	0.222
Linear– by- Linear Association	2.691	01	0.101
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between Monthly Income and Directing HRD efforts to Goals and Strategies of the organisation.

The table shows that in the income group of Rs.15000, out of total 45 respondents, 28(62.6%) of the respondents indicate a moderate level of HRD efforts to goals & strategies of the organisation, with the monthly income group of Rs.15001 to 20000, out of total 39 respondents, 20(51.3%) of the respondents feel that clarification of business goals & strategies, clarification of social objectives of the organisation is at low level, with the monthly income of Rs.20000 & above, out of total 14 respondents, 6(42.9%) of the respondents feel that shaping of HRD plans & strategies is at moderate as well as at high level respectively.

Table – 14 Monthly Income and Monitoring HRD Implementation

	Monitoring HRD Implementation			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000	20	14	11	45
% within Monthly Income (Rs.)	44.4%	31.1%	24.4%	100%
% within Monitoring HRD Implementation	55.6%	40.0%	40.7%	45.9%
Rs.15001 to 20000	13	15	11	39
% within Monthly Income (Rs.)	33.3%	38.5%	28.2%	100%
% within Monitoring HRD Implementation	36.1%	42.9%	40.7%	39.8%
More than Rs. 20000	03	06	05	14
% within Monthly Income (Rs.)	21.4%	42.9%	35.7%	100%
% within Monitoring HRD Implementation	8.3%	17.1%	18.5%	14.3%
Total	36	35	27	98
% within Monthly Income (Rs.)	36.7%	35.7%	27.6%	100%
% within Monitoring HRD Implementation	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.769 ^a	04	0.593
Likelihood Ratio	2.887	04	0.577
Linear– by– Linear Association	2.108	01	0.147
N of Valid Cases	98	-	-

From the above table it can be interpreted that chi-square is not significant. Hence there is no strong association between monthly income and monitoring HRD implementation.

The table shows that with the income range of Rs.15000, out of total 45 respondents, 20(44.4%) of the respondents indicated monitoring of HRD implementation in terms of designing questionnaires & workshops at a low extent, with the monthly income of Rs.15001 to 20000, out of total 39 respondents, 15(38.5%) of the respondents feel that monitoring of HRD implementation is at moderate level, while with the monthly income of Rs.20000 & above, out of total 14 respondents, 6(42.9%) of the respondents indicated the use of task forces, conducting review workshop, meetings at a moderate level.

Table – 15 Monthly Income and Inspiring Unions and Associations

	Inspiring Unions and Associations			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000	07	19	19	45
% within Monthly Income (Rs.)	15.6%	42.2%	42.2%	100%
% within Inspiring Unions & Associations	31.8%	46.3%	54.3%	45.9%
Rs.15001 to 20000	13	15	11	39
% within Monthly Income (Rs.)	33.3%	38.5%	28.2%	100%
% within Inspiring Unions & Associations	59.1%	36.6%	31.4%	39.8%
More than Rs. 20000	02	07	05	14
% within Monthly Income (Rs.)	14.3%	50.0%	35.7%	100%
% within Inspiring Unions & Associations	9.1%	17.1%	14.3%	14.3%
Total	22	41	35	98
% within Monthly Income (Rs.)	22.4%	41.8%	35.7%	100%
% within Inspiring Unions & Associations	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.906 ^a	04	0.297
Likelihood Ratio	4.823	04	0.306
Linear- by- Linear Association	0.852	01	0.356
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income and inspiring unions and associations.

Further, it can be interpreted that with the income of Rs.15000, out of total 45 respondents, 19(42.9%) of the respondents indicated a moderate as well as a high extent of inspirations among the unions & the associations, in the monthly income range of Rs.15001 to 20000, out of total 39 respondents, 15(38.5%) of the respondents feel that the role of unions / associations is at moderate level, in the income range of Rs.20,000 & above, out of total 14 respondents, 7(50.0%) of the respondents feel the role of unions / associations & diagnosing the organisational health & work conditions through surveys at moderate level.

Table – 16 Monthly Income and Human Process Research

	Human Process Research			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000 % within Monthly Income (Rs.)	19 42.2%	07 15.6%	19 42.2%	45 100%
% within Human Process Research	54.3%	30.4%	47.5%	45.9%
Rs.15001 to 20000 % within Monthly Income (Rs.)	13 33.3%	14 35.9%	12 30.8%	39 100%
% within Human Process Research	37.1%	60.9%	30.0%	39.8%
More than Rs. 20000 % within Monthly Income (Rs.)	03 21.4%	02 14.3%	09 64.3%	14 100%
% within Human Process Research	8.6%	8.7%	22.5%	14.3%
Total % within Monthly Income (Rs.)	35 35.7%	23 23.5%	40 40.8%	98 100%
% within Human Process Research	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	8.542 ^a	04	0.074
Likelihood Ratio	8.340	04	0.080
Linear– by- Linear Association	1.516	01	0.218
N of Valid Cases	98	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between Monthly Income & Human Process Research.

Furthermore, it can be interpreted that in the income of Rs. 15000, out of total 45 respondents, 19(42.2%) of the respondents feel that conducting surveys of learning environment, analyzing of exit interviews (Human process research) at low as well as high level respectively, in the income of Rs. 15001 to 20000, out of total 39 respondents, 14(35.9%) of the respondents feel the human process research at moderate level, while in the income group of Rs.20000 & above, out of total 14 respondents, 9(64.3%) of the respondents feel to a high extent conducting of stress audit & stress research.

Graph: 10 Human Process research (Score)

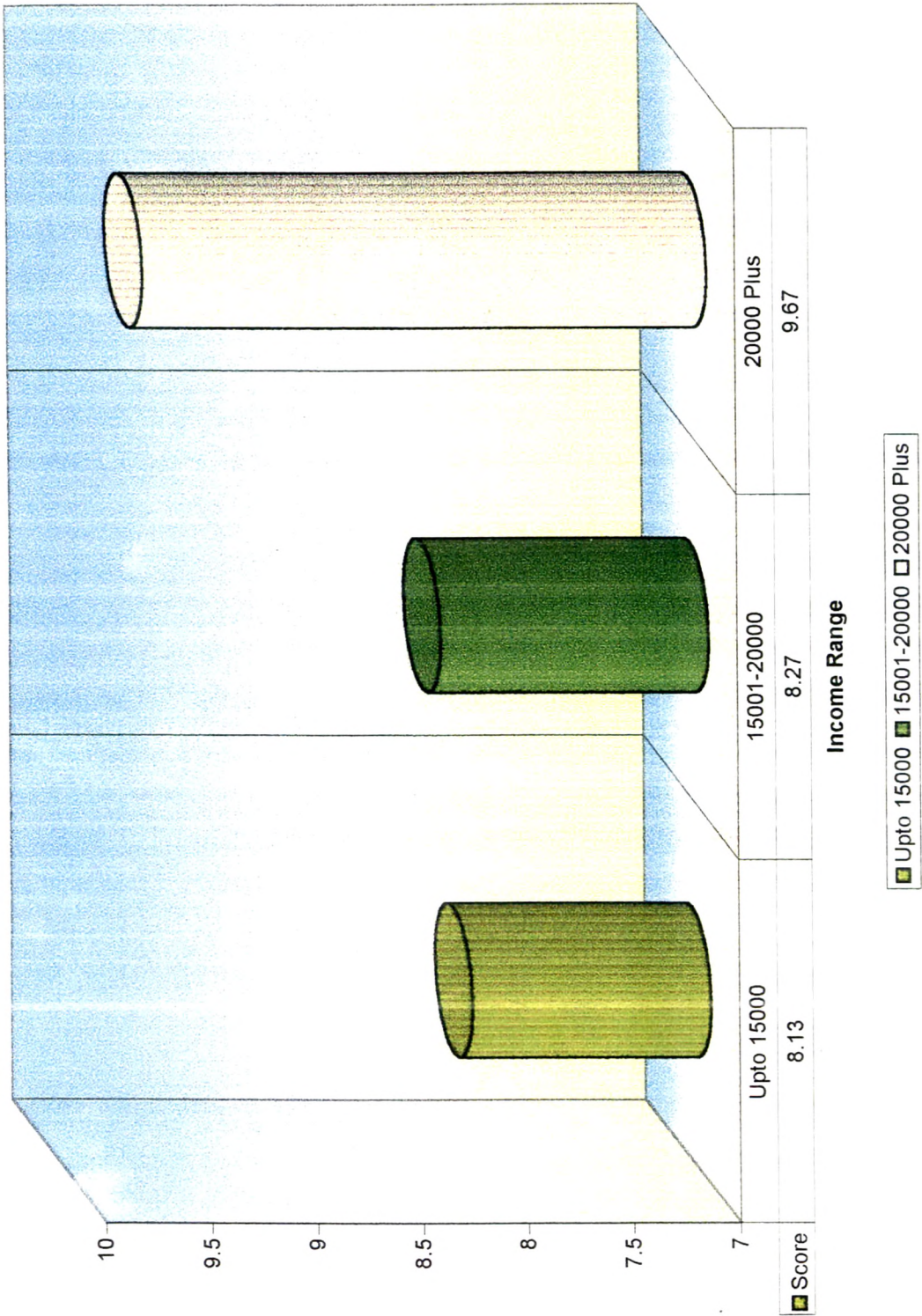


Table – 17 Monthly Income and Influencing Personnel Policies

	Influencing Personnel Policies			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000 % within Monthly Income (Rs.)	16 35.6%	21 46.7%	08 17.8%	45 100%
% within Influencing Personnel Policies	55.2%	43.8%	38.1%	45.9%
Rs.15001 to 20000 % within Monthly Income (Rs.)	10 25.6%	21 53.8%	08 20.5%	39 100%
% within Influencing Personnel Policies	34.5%	43.8%	38.1%	39.8%
More than Rs. 20000 % within Monthly Income (Rs.)	03 21.4%	06 42.9%	05 35.7%	14 100%
% within Influencing Personnel Policies	10.3%	12.5%	23.8%	14.3%
Total % within Monthly Income (Rs.)	29 29.6%	48 49.0%	21 21.4%	98 100%
% within Influencing Personnel Policies	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.035 ^a	04	0.552
Likelihood Ratio	2.838	04	0.585
Linear– by- Linear Association	2.229	01	0.135
N of Valid Cases	98	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between monthly income and influencing personnel policies.

The table shows that in the income group of Rs.15000, out of total 45 respondents, 21(46.7%) respondents feel a moderate degree of inputs for provision of rewards & recognition policies, formulation of personnel policies, in the income group of Rs. 15001 to 20000, out of total 39 respondents, 21(53.8%) of the respondents feel the influencing of personnel policies at a moderate level, with the income of Rs.20000 & above, out of total 14 respondents feel that working collaboratively, provision of healthy climate is perceived at a moderate extend i.e. 6(42.9%)

Table – 18 Experience and HRD Philosophy & Liaison with top Management

	HRD Philosophy & Liaison with top Management			
Years of Experience	Low	Moderate	High	Total
Up to 10 years % within Years of Experience	16 37.2%	11 25.6%	16 37.2%	43 100%
% within HRD Philosophy & Liaison with top Mgt	53.3%	28.9%	53.3%	43.9%
10 to 20 years % within Years of Experience	08 22.2%	18 50.0%	10 27.8%	36 100%
% within HRD Philosophy & Liaison with top Mgt	26.7%	47.4%	33.3%	36.7%
More than 20 years % within Years of Experience	06 31.6%	09 47.4%	04 21.1%	19 100%
% within HRD Philosophy & Liaison with top Mgt	20.0%	23.7%	13.3%	19.4%
Total % within Years of Experience	30 30.6%	38 38.3%	30 30.6%	98 100%
% within HRD Philosophy & Liaison with top Mgt	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.180 ^a	04	0.186
Likelihood Ratio	6.405	04	0.171
Linear– by– Linear Association	0.115	01	0.734
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore there is no strong association between experience and HRD philosophy and liaison with top management.

The table shows that with the experience of 10 years, out of total 43 respondents, 16(37.2%) of the respondents feel that HRD philosophy & liaison with top management at low as well as at high extent respectively, with the experience of 10 to 20 years, out of total 36 respondents, 18(50.0%) of the respondents feel communication of HR philosophy, values to all the employees is perceived at moderate level, with the experience of 20 years & more, out of total 19 respondents, 9(47.4%) of respondents indicated that HRD philosophy & liaison with top management such as reminding employees regarding HR policies, HRD practices & implementation is perceived at a moderate level.

Table – 19 Experience and Creating Development Motivation in line Manager

	Creating Development Motivation in line Manager			
Years of Experience	Low	Moderate	High	Total
Up to 10 years	14	16	13	43
% within Years of Experience	32.6%	37.2%	30.2%	100%
% within Creating Devpt. Mitivn in line Manager	45.2%	40.0%	48.1%	43.9%
10 to 20 years	09	17	10	36
% within Years of Experience	25.0%	47.2%	27.8%	100%
% within Creating Devpt. Mitivn in line Manager	29.0%	42.5%	37.0%	36.7%
More than 20 years	08	07	04	19
% within Years of Experience	42.1%	36.8%	21.1%	100%
% within Creating Devpt. Mitivn in line Manager	25.8%	17.5%	14.8%	19.4%
Total	31	40	27	98
% within Years of Experience	31.6%	40.8%	27.6%	100%
% within Creating Devpt. Mitivn in line Manager	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	2.148 ^a	04	0.709
Likelihood Ratio	2.136	04	0.711
Linear- by- Linear Association	0.473	01	0.491
N of Valid Cases	98	-	-

It can be interpreted that chi-square is not significant. Therefore it can be interpreted that there is no strong association between Experience and Creating Development Motivation in line managers.

The table shows that with 10 years of experience, out of total 43 respondents, 16(37.2%) of the respondents indicated motivation among the line managers is at moderate level, with the experience of 10 to 20 years, out of total 36 respondents, 17(47.2%) of the respondents indicated that sponsoring of line managers, use of task forces, problem solving sessions at moderate level respectively, with the 20 years & more experience, out of total 19 respondents, 8(42.1%) of the respondents indicated a low level of motivation among line managers.

Table – 20 Experience and Strengthening HRD Climate through HRD System

	Strengthening HRD Climate through HRD System			
Years of Experience	Low	Moderate	High	Total
Up to 10 years	11	16	16	43
% within Years of Experience	25.6%	37.2%	37.2%	100%
% within Strengthening HRD climate thru HRD sys	40.7%	39.0%	53.3%	43.9%
10 to 20 years	09	15	12	36
% within Years of Experience	25.0%	41.7%	33.3%	100%
% within Strengthening HRD climate thru HRD sys	33.3%	36.6%	40.0%	36.7%
More than 20 years	07	10	02	19
% within Years of Experience	36.8%	52.6%	10.5%	100%
% within Strengthening HRD climate thru HRD sys	25.9%	24.4%	6.7%	19.4%
Total	27	41	30	98
% within Years of Experience	27.6%	41.8%	30.6%	100%
% within Strengthening HRD climate thru HRD sys	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	4.693 ^a	04	0.320
Likelihood Ratio	5.424	04	0.246
Linear– by– Linear Association	2.607	01	0.106
N of Valid Cases	98	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between experience and strengthening HRD climate through HRD systems.

Furthermore, the table shows that with the experience of 10 years, out of total 43 respondents, 16(37.2%) of the respondents indicated to a large as well as at a moderate extent regarding analyzing of the data, communicating the trends in appraisal rating, identification of training needs, with 10 to 20 years of experience, out of total 36 respondents, 15(41.7%) of the respondents feel a moderate extent of strengthening of HRD climate through the HRD system, while the respondents with 20 years & more experience, out of total 19 respondents, 10(52.6%) of the respondents indicated the use of KPA's / KRA's, formulation of job-rotation policies is perceived at a moderate level.

Table – 21 Experience and Directing HRD Efforts to goals and Strategies of the organization

	Directing HRD Efforts to goals and Strategies of the organization			
Years of Experience	Low	Moderate	High	Total
Up to 10 years % within Years of Experience	10 23.3%	25 58.1%	08 18.6%	43 100%
% within Directing HRD effort to goals & strategies of the Orgn.	43.5%	45.5%	40.0%	43.9%
10 to 20 years % within Years of Experience	08 22.2%	18 50.0%	10 27.8%	36 100%
% within Directing HRD effort to goals & strategies of the Orgn.	34.8%	32.7%	50.0%	36.7%
More than 20 years % within Years of Experience	05 26.3%	12 63.2%	02 10.5%	19 100%
% within Directing HRD effort to goals & strategies of the Orgn.	21.7%	21.8%	10.0%	19.4%
Total % within Years of Experience	23 23.5%	55 56.1%	20 20.4%	98 100%
% within Directing HRD effort to goals & strategies of the Orgn.	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.465 ^a	04	0.651
Likelihood Ratio	2.567	04	0.633
Linear- by- Linear Association	0.121	01	0.728
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between Experience and Directing HRD effort to goals and strategies of the organisation.

The table shows that with the experience of 10 years, out of total 43 respondents, 25(58.1%) of the respondents indicated the business goals & strategies, social objectives of the organisation at a moderate extent, with 10 to 20 years of experience, out of total 36 respondents, 18(50.0%) of the respondents indicated a moderate extent of directing HRD efforts to the goals & strategies of the organisation, while with more than 20 years of experience, out of total 19 respondents, 12(63.2%) of the respondents feel development of HRD plan to suit diversification, identifying of sick, loss-making units & assisting top management in the organisational renewals at moderate level.

Table – 22 Experience and Monitoring HRD Implementation

	Monitoring HRD Implementation			
Years of Experience	Low	Moderate	High	Total
Up to 10 years % within Years of Experience	17 39.5%	14 32.6%	12 27.9%	43 100%
% within Monitoring HRD Implementation	47.2%	38.9%	46.2%	43.9%
10 to 20 years % within Years of Experience	11 30.6%	14 38.9%	11 30.6%	36 100%
% within Monitoring HRD Implementation	30.6%	38.9%	42.3%	36.7%
More than 20 years % within Years of Experience	08 42.1%	08 42.1%	03 15.8%	19 100%
% within Monitoring HRD Implementation	22.2%	22.2%	11.5%	19.4%
Total % within Years of Experience	36 36.7%	36 36.75	26 26.5%	98 100%
% within Monitoring HRD Implementation	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.091 ^a	04	0.719
Likelihood Ratio	2.236	04	0.692
Linear- by- Linear Association	0.170	01	0.680
N of Valid Cases	98	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between experience and monitoring HRD implementation.

The table shows that with the experience of 10 years, out of total 43 respondents, 17(39.5%) of the respondents indicated a low level of monitoring of HRD implementation, with the experience of 10 to 20 years, out of total 36 respondents, 14(38.9%) of the respondents indicated a moderate extent of use of task forces, conducting review workshop for different HRD systems, with 20 years & more experience, out of total 19 respondents, 8(42.1%) of the respondents feel that designing of questionnaires, using of unconventional methods of monitoring HRD system is perceived at a low as well as at moderate level respectively.

Table – 23 Experience and Inspiring Unions and Associations

Years of Experience	Inspiring Unions and Associations			Total
	Low	Moderate	High	
Up to 10 years % within Years of Experience	13 30.2%	15 34.9%	15 34.9%	43 100%
% within Inspiring Unions & Associations	59.1%	35.7%	44.1%	43.9%
10 to 20 years % within Years of Experience	08 22.2%	15 41.7%	13 36.1%	36 100%
% within Inspiring Unions & Associations	36.4%	35.7%	38.2%	36.7%
More than 20 years % within Years of Experience	01 5.3%	12 63.2%	06 31.6%	19 100%
% within Inspiring Unions & Associations	4.5%	28.6%	17.6%	19.4%
Total % within Years of Experience	22 22.4%	42 42.9%	34 34.7%	98 100%
% within Inspiring Unions & Associations	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.212 ^a	04	0.184
Likelihood Ratio	7.038	04	0.134
Linear- by- Linear Association	1.118	01	0.290
N of Valid Cases	98	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between experience and inspiring unions and associations.

Furthermore, it can be interpreted that with 10 years of experience, out of total 43 respondents, 15(34.9%) of respondents feel to a moderate as well as to a high extent regarding clarifying of the roles of unions / associations, training of union / association leaders respectively, with the experience of 10 to 20 years, out of total 36 respondents, 15(41.7%) of respondents indicated inspiring of unions & associations at a moderate level, while with 20 years & more experience, out of total 19 respondents, 12(63.2%) of the respondents indicated that conducting worker education programmes, involvement of union / association leaders in various HRD activities is perceived at moderate level respectively.

Table – 24 Experience and Human Process Research

	Human Process Research			
Years of Experience	Low	Moderate	High	Total
Up to 10 years	15	07	21	43
% within Years of Experience	34.9%	16.3%	48.8%	100%
% within Human Process Research	42.9%	28.0%	55.3%	43.9%
10 to 20 years	14	11	11	36
% within Years of Experience	38.9%	30.6%	30.6%	100%
% within Human Process Research	40.0%	44.0%	28.9%	36.7%
More than 20 years	06	07	06	19
% within Years of Experience	31.6%	36.8%	31.6%	100%
% within Human Process Research	17.1%	28.0%	15.8%	19.4%
Total	35	25	38	98
% within Years of Experience	35.7%	25.5%	38.8%	100%
% within Human Process Research	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.957 ^a	04	0.292
Likelihood Ratio	5.014	04	0.286
Linear- by- Linear Association	0.657	01	0.418
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore there is no strong association between experience and human process research.

The table shows that with the experience of 10 years, out of total 43 respondents, 21(48.8%) of majority of the respondents feel to a large extent conducting of the surveys, studying of human processes & problems at large extent, with the experience of 10 to 20 years, out of total 36 respondents, 14(38.9%) of majority of the respondents feel human process research at low level, while with 20 years & more of experience out of total 19 respondents, 7(36.8%) of majority of the respondents feel studying of leadership styles, providing of feedback to the employees and other human processes at a moderate level.

Table – 25 Experience and Influencing Personnel Policies

	Influencing Personnel Policies			
Years of Experience	Low	Moderate	High	Total
Up to 10 years	12	20	11	43
% within Years of Experience	27.9%	46.5%	25.6%	100%
% within Influencing Personnel Policies	42.9%	40.8%	52.4%	43.9%
10 to 20 years	11	18	07	36
% within Years of Experience	30.6%	50.0%	19.4%	100%
% within Influencing Personnel Policies	39.3%	36.7%	33.3%	36.7%
More than 20 years	05	11	03	19
% within Years of Experience	26.3%	57.9%	15.8%	100%
% within Influencing Personnel Policies	17.9%	22.4%	14.3%	19.4%
Total	28	49	21	98
% within Years of Experience	28.6%	50.0%	21.4%	100%
% within Influencing Personnel Policies	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	1.126 ^a	04	0.890
Likelihood Ratio	1.127	04	0.890
Linear- by- Linear Association	0.263	01	0.608
N of Valid Cases	98	-	-

From the above table it can be interpreted that chi-square is not significant. Hence there is no strong association between experience and influencing personnel policies.

The table shows that with 10 years of experience, out of total 43 respondents, 20(46.5%) of the respondents feel provision of input for rewards & punishment, personnel policies such as transfer, leaves, perks, increment at a moderate level, while with 10 to 20 years of experience, out of total 36 respondents, 18(50.0%) of the respondents, feel that there is moderate extent of influencing of personnel policies, while with 20 years & more experience, out of total 19 respondents, 11(57.9%) of the respondents feel that working collaboratively & organisational policies for employee motivation & development is perceived to a moderate extent.

Table – 26 Type of Organization and HRD Philosophy & Liaison with top Management

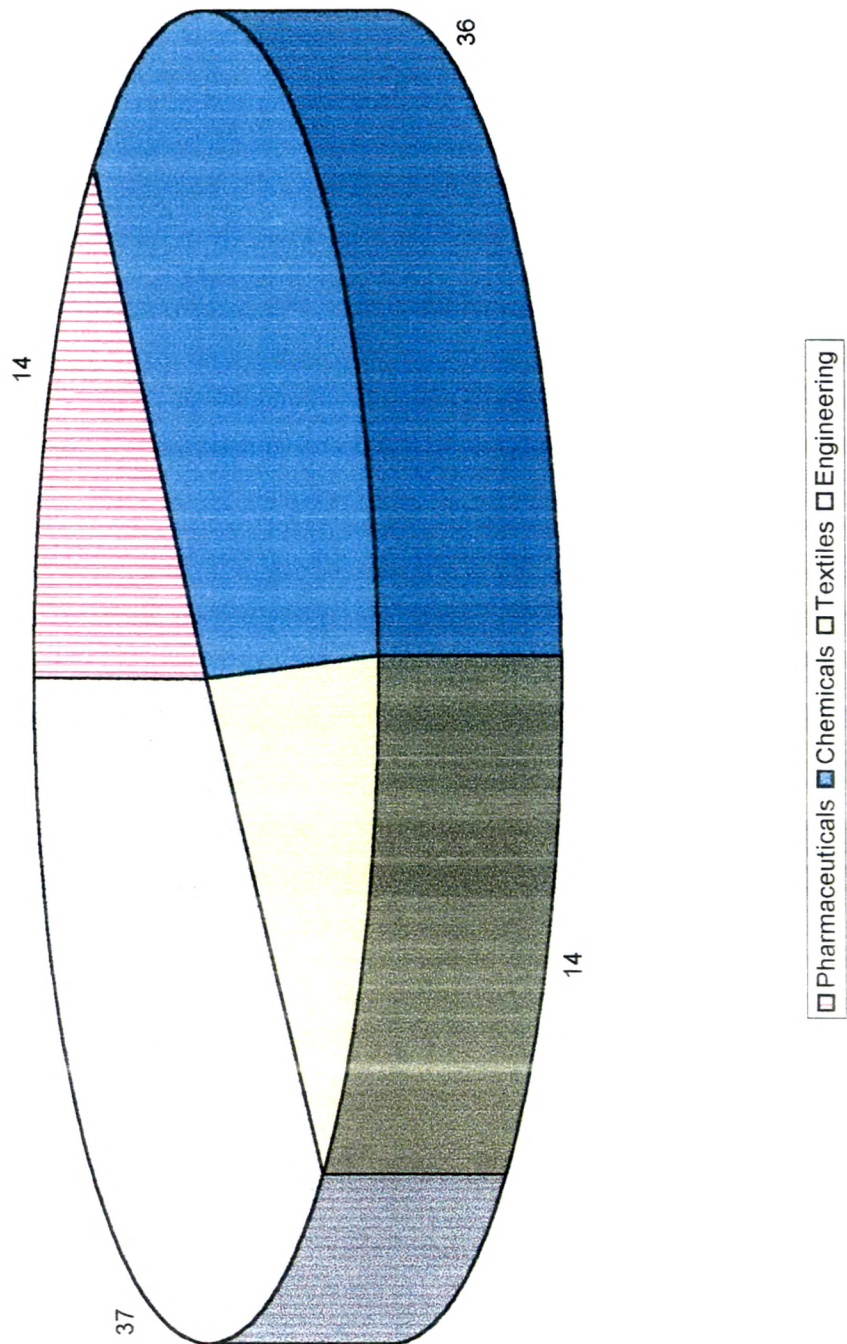
	HRD Philosophy & Liaison with top Management			
Type of Organization	Low	Moderate	High	Total
Pharmaceuticals	04	07	03	14
% within type of Organisation	28.6%	50.0%	21.4%	100%
% within HRD Philosophy & Liaison with top Mgt	12.9%	17.5%	10.0%	13.9%
Chemicals	15	15	06	36
% within type of Organisation	41.7%	41.7%	16.7%	100%
% within HRD Philosophy & Liaison with top Mgt	48.4%	37.5%	20.0%	35.6%
Textiles	04	06	04	14
% within type of Organisation	28.6%	42.9%	28.6%	100%
% within HRD Philosophy & Liaison with top Mgt	12.9%	15.0%	13.3%	13.9%
Engineering	08	12	17	37
% within type of Organisation	21.6%	32.4%	45.9%	100%
% within HRD Philosophy & Liaison with top Mgt	25.8%	30.0%	56.7%	36.6%
Total	31	40	30	101
% within type of Organisation	30.7%	39.6%	29.7%	100%
% within HRD Philosophy & Liaison with top Mgt	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	9.059 ^a	04	0.170
Likelihood Ratio	8.985	04	0.174
Linear- by- Linear Association	5.242	01	0.022
N of Valid Cases	101	-	-

Chi-square is not significant. Therefore it can be interpreted that there is no strong association between type of the organisation and HRD philosophy and liaison with top management.

The table shows that with the pharmaceutical industries, out of total 14 respondents, 7(50.0%) of the respondents indicated regarding developing & articulating HR philosophy, communications HR philosophy in the pharmaceutical industries at a moderate extent, with chemical industries, out of total 36 respondents, 15(41.7%) of the respondents feel that their to a large extent there are periodic discussions, clarification of organisational values at low as well as at moderate level respectively in the chemical industries, in the textile industries,

Graph:11Distribution of Respondents by Type of Organisation



out of total 14 respondents, 6(42.9%) of the respondents feel that communicating of HR philosophy, monitoring the practice of values is perceived at a moderate level in the textile industry, while with engineering industry out of total 37 respondents, 17(45.9%) of the respondents feel that there is high level of HRD philosophy & liaison with top management in the engineering industries.

Table –27 Type of Organization and Creating Development Motivation in line Manager

	Creating Development Motivation in line Manager			
Type of Organization	Low	Moderate	High	Total
Pharmaceuticals	03	09	02	14
% within type of Organisation	21.4%	64.3%	14.3%	100%
% within Creating Devpt. Mitivn in line Manager	9.4%	22.0%	7.1%	13.9%
Chemicals	15	14	07	36
% within type of Organisation	41.7%	38.9%	19.4%	100%
% within Creating Devpt. Mitivn in line Manager	46.9%	34.1%	25.0%	35.6%
Textiles	05	07	02	14
% within type of Organisation	35.7%	50.0%	14.3%	100%
% within Creating Devpt. Mitivn in line Manager	15.6%	17.1%	7.1%	13.9%
Engineering	09	11	17	37
% within type of Organisation	24.3%	29.7%	45.9%	100%
% within Creating Devpt. Mitivn in line Manager	28.1%	26.8%	60.7%	36.6%
Total	32	41	28	101
% within type of Organisation	31.7%	40.6%	27.7%	100%
% within Creating Devpt. Mitivn in line Manager	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	12.790 ^a	04	0.650
Likelihood Ratio	12.357	04	0.629
Linear– by- Linear Association	3.933	01	0.639
N of Valid Cases	101	-	-

The Chi-square is not significant. Therefore it can be interpreted that there is no strong association between the type of the organisation and Creating Development motivation in the line managers.

It can be further interpreted that in the pharmaceutical sector, out of total 14 respondents, 9(64.3%) of respondents indicated using of task forces, conducting team building workshops (Creating development motivation in line managers) at moderate level, in the pharmaceutical industries, in the chemical industries out of total 36 respondents, 15 (41.7%) of the respondents indicated that there is low extent of facilitating line managers to learn from each other, understanding of self-renewal exercises & establishing of the communication mechanisms in the chemical industries, in the textile industries, out of total 14 respondents, 7(50.0%) of the respondents indicated a moderate extent of motivation among the line managers in the textile industries, while in the engineering industries, out of total 37 respondents, 17(45.9%) of the respondents feel to a large extent that there is sponsoring of line managers, experimenting with new HRD methods at high level in the engineering units.

12 Graph: Creating Development Motivation in line Managers (Score) (No- 12)

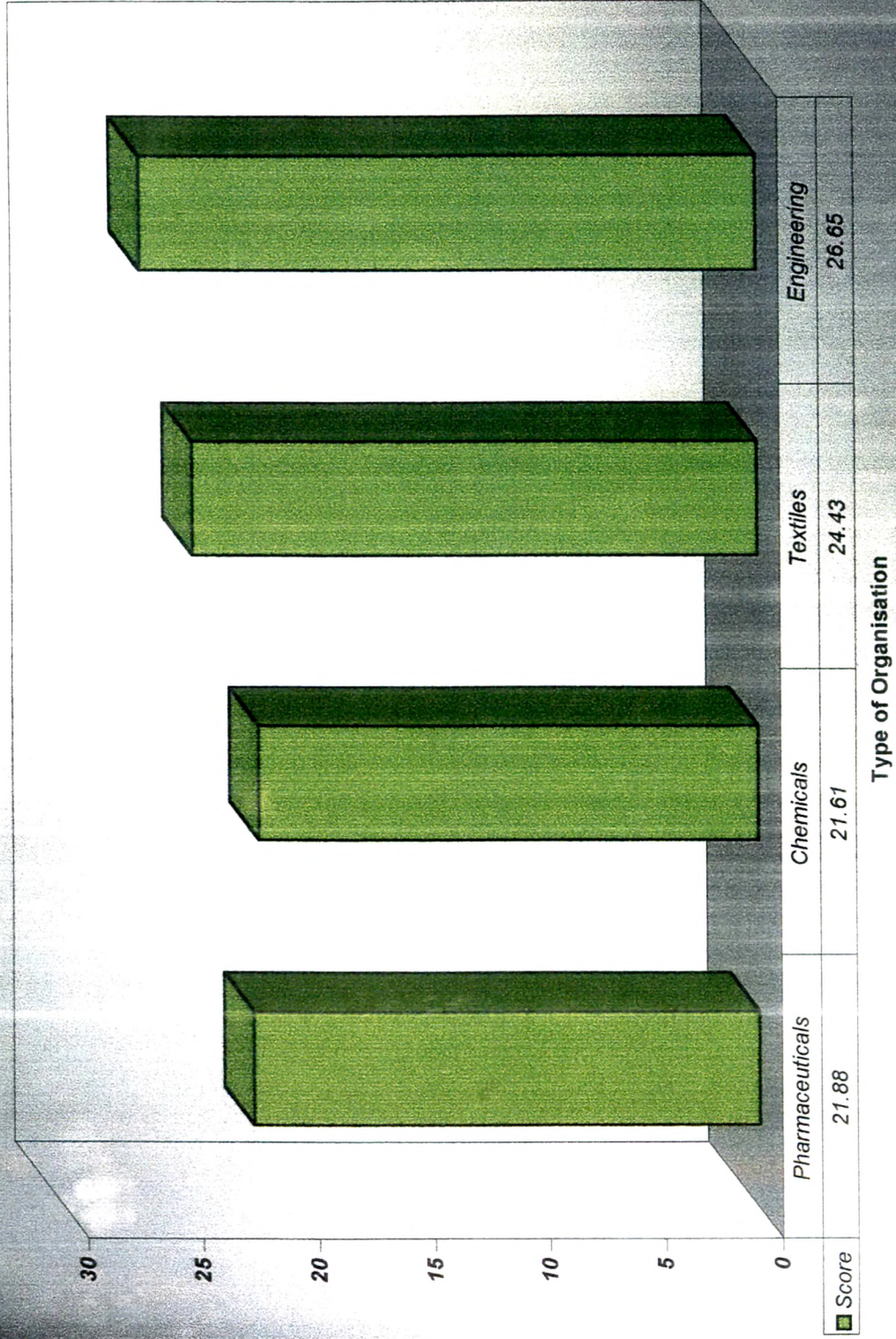


Table – 28 Type of Organization and Strengthening HRD Climate through HRD System

	Strengthening HRD Climate through HRD System			
Type of Organization	Low	Moderate	High	Total
Pharmaceuticals	03	07	04	14
% within type of Organisation	21.4%	50.0%	28.6%	100%
% within Strengthening HRD climate thru HRD sys	10.7%	16.7%	12.9%	13.9%
Chemicals	11	19	06	36
% within type of Organisation	30.6%	52.8%	16.7%	100%
% within Strengthening HRD climate thru HRD sys	39.3%	45.2%	19.4%	35.6%
Textiles	04	07	03	14
% within type of Organisation	28.6%	50.0%	21.4%	100%
% within Strengthening HRD climate thru HRD sys	14.3%	16.7%	9.7%	13.9%
Engineering	10	09	18	37
% within type of Organisation	27.0%	24.3%	48.6%	100%
% within Strengthening HRD climate thru HRD sys	35.7%	21.4%	58.1%	36.6%
Total	28	42	31	101
% within type of Organisation	27.7%	41.6%	30.7%	100%
% within Strengthening HRD climate thru HRD sys	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	11.133 ^a	04	0.084
Likelihood Ratio	11.419	04	0.076
Linear- by- Linear Assoc.	1.941	01	0.164
N of Valid Cases	101	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between type of the organisation and strengthening HRD climate through HRD systems.

The table shows that in the pharmaceutical sector, out of total 14 respondents, 7(50.0%) of the respondents indicated a moderate extent of designing development oriented appraisal, communication of performance analysis at moderate extent in the pharmaceutical industries, in the chemical industries, out of total 36 respondents, 19(52.8%) of the respondents indicated that identification of training needs, knowledge about departmental level factors affecting employees performance at moderate level in the chemical industries, in the textile industries, out of total 14 respondents, 7(50.0%) of the respondents feel that there is moderate extent of strengthening of HRD climate through HRD systems, while in the engineering industries, out of total 37 respondents, 18(48.6%) of the respondents feel to a high extent there is preparing of training policies, development oriented appraisal, analyzing presentations & formulation of job policies in the engineering industries.

Graph:13Strengthening HRD Climate through HRD Systems (Score)

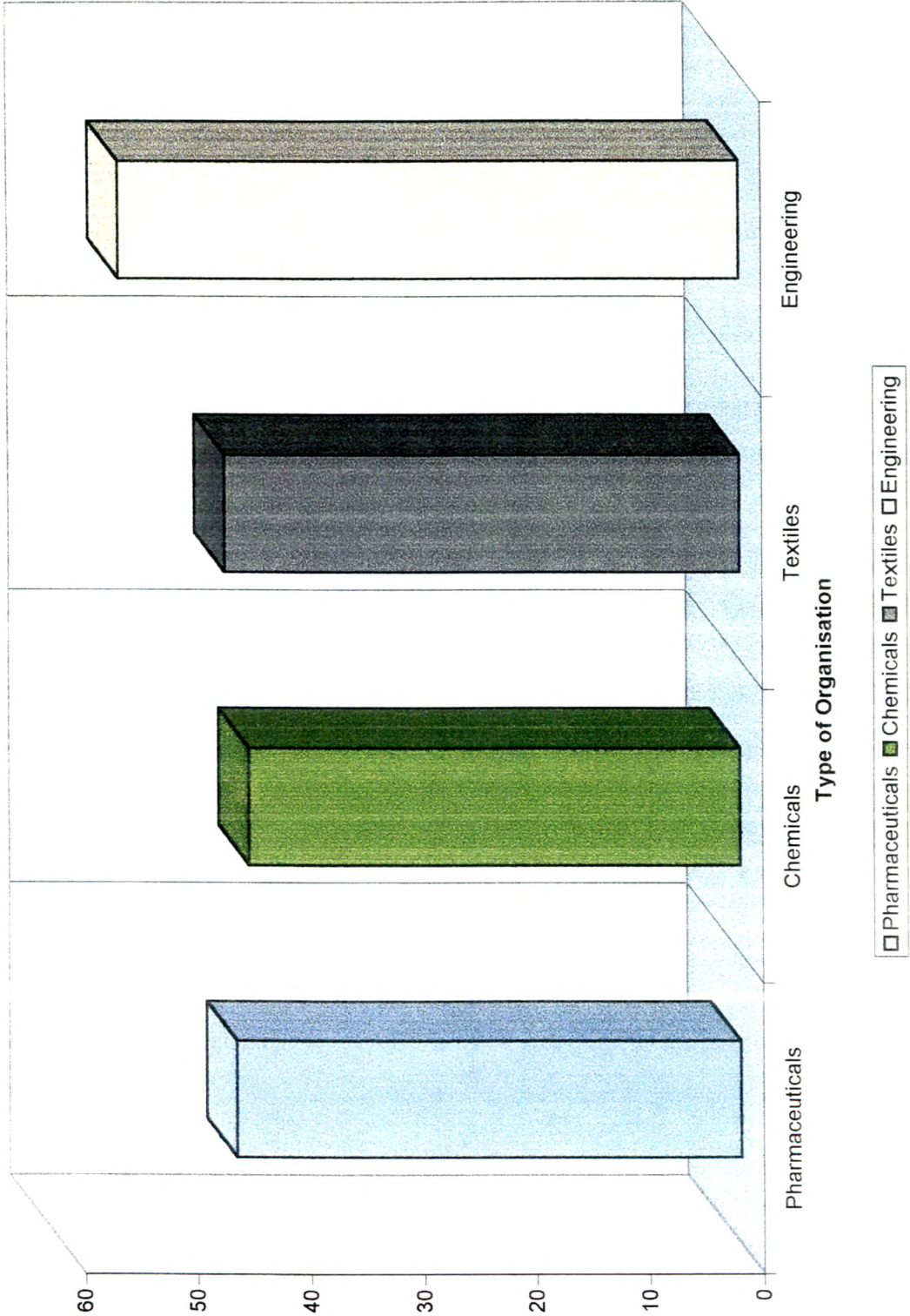


Table – 29 Type of Organization and Directing HRD Efforts to goals and Strategies of the organization

	Directing HRD Efforts to goals and Strategies of the organization			
Type of Organization	Low	Moderate	High	Total
Pharmaceuticals	02	09	03	14
% within type of Organisation	14.3%	64.3%	21.4%	100%
% within Directing HRD effort to goals & strategies of the Orgn.	8.3%	16.1%	14.3%	13.9%
Chemicals	11	19	06	36
% within type of Organisation	30.6%	52.8%	16.7%	100%
% within Directing HRD effort to goals & strategies of the Orgn.	45.8%	33.9%	28.6%	35.6%
Textiles	01	11	02	14
% within type of Organisation	7.1%	78.6%	14.3%	100%
% within Directing HRD effort to goals & strategies of the Orgn.	4.2%	19.6%	9.5%	13.9%
Engineering	10	17	10	37
% within type of Organisation	27.0%	45.9%	27.0%	100%
% within Directing HRD effort to goals & strategies of the Orgn.	41.7%	30.4%	47.6%	36.6%
Total	24	56	21	101
% within type of Organisation	23.8%	55.4%	20.8%	100%
% within Directing HRD effort to goals & strategies of the Orgn.	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.492 ^a	04	0.370
Likelihood Ratio	7.007	04	0.320
Linear- by- Linear Association	0.088	01	0.766
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that a significant association does not exists between type of the organisation & Directing HRD efforts to goals & strategies of the organisation.

Furthermore, the table shows that in the pharmaceutical industries out of total 14 respondents, 9(64.3%) of the respondents feel that understanding & clarifying the

business goals of the organisation, clarification of social objectives is there at a moderate level in the chemical industries, out of total 36 respondents, 19(52.8%) of the respondents feel that there is moderate extent regarding shaping of HRD philosophy, providing inputs where strategic shifts are made in chemical industries, out of total 14 respondents, 11(78.6%) of the respondents feel that directing HRD efforts to goals & strategies of the organisation is at moderate level in the textile industries, while in the engineering industries, out of total 37 respondents, 17(45.9%) of the respondents indicated a moderate extent of developing HRD systems/ plans to suit diversification at moderate level in engineering industries.

Table – 30 Type of Organization and Monitoring HRD Implementation

Type of Organization	Monitoring HRD Implementation			Total
	Low	Moderate	High	
Pharmaceuticals	08	05	01	14
% within type of Organisation	57.1%	35.7%	7.1%	100%
% within Monitoring HRD Implementation	21.6%	13.5%	3.7%	13.9%
Chemicals	14	15	07	36
% within type of Organisation	38.9%	41.7%	19.4%	100%
% within Monitoring HRD Implementation	37.8%	40.5%	25.9%	35.6%
Textiles	03	08	03	14
% within type of Organisation	21.4%	57.1%	21.4%	100%
% within Monitoring HRD Implementation	8.1%	21.6%	11.1%	13.9%
Engineering	12	09	16	37
% within type of Organisation	32.4%	24.3%	43.2%	100%
% within Monitoring HRD Implementation	32.4%	24.3%	59.3%	36.6%
Total	37	37	27	101
% within type of Organisation	36.6%	36.6%	26.7%	100%
% within Monitoring HRD Implementation	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	12.755 ^a	04	0.047
Likelihood Ratio	12.963	04	0.044
Linear– by-Linear Association	6.496	01	0.011
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between the type of organisation and monitoring HRD implementation.

The table shows that in the pharmaceutical industry, out of total 14 respondents, 8(57.1%) of the respondents feel that monitoring of HRD implementation is at low level, in the pharmaceutical industry, in the chemical industry, out of total 36 respondents, 15(41.7%) of the respondents, indicated that designing of questionnaires, use of task forces to a moderate extent in the chemical industries, in the textile industry, out of total 14 respondents, 8(57.1%) of the respondents feel that monitoring of HRD implementation is at moderate level, in the textile industries, while in the engineering industries, out of total 37 respondents, 16(43.2%) of the respondents feel that there is large extent use of task forces, conducting orientation workshops for different HRD systems for monitoring & implementation of HRD systems at high level in the engineering industries.

Table – 31 Type of Organization and Inspiring Unions and Associations

	Inspiring Unions and Associations			
Type of Organization	Low	Moderate	High	Total
Pharmaceuticals % within type of Organisation	07 50.0%	05 35.7%	02 14.3%	14 100%
% within Inspiring Unions & Associations	31.8%	11.6%	5.6%	13.9%
Chemicals % within type of Organisation	05 13.9%	19 52.8%	12 33.3%	36 100%
% within Inspiring Unions & Associations	22.7%	44.2%	33.3%	35.6%
Textiles % within type of Organisation	04 28.6%	06 42.9%	04 28.6%	14 100%
% within Inspiring Unions & Associations	18.2%	14.0%	11.1%	13.9%
Engineering % within type of Organisation	06 16.2%	13 35.1%	18 48.6%	37 100%
% within Inspiring Unions & Associations	27.3%	30.2%	50.0%	36.6%
Total % within type of Organisation	22 21.8%	43 42.6%	36 35.6%	101 100%
% within Inspiring Unions & Associations	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	12.284 ^a	04	0.056
Likelihood Ratio	11.419	04	0.076
Linear– by- Linear Association	5.145	01	0.023
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between type of the organisation and inspiring unions and associations.

The table shows that in the pharmaceutical industries, out of total 14 respondents, 7(50.0%) of the respondents feel that inspiring the unions / associations for the employee development, training of the unions / association is

perceived at low level, in the pharmaceutical industries, in the chemical industries, out of total 36 respondents, 19(52.8%) of the respondents feel that to a moderate extent the leaders of union & associations are trained in the chemical industries, in the textile industries, out of total 14 respondents, 6(42.9%) of the respondents feel that there is moderate level of involvement of unions / associations leaders in the various HRD activities in the textile industries, while in the engineering industries out of total 37 respondents, 18(48.6%) of the respondents feel that there is large extent of involvement of the unions & associations for HRD activities at a high level in the engineering industries.

Table – 32 Type of Organization and Human Process Research

Type of Organization	Human Process Research			Total
	Low	Moderate	High	
Pharmaceuticals	08	02	04	14
% within type of Organisation	57.1%	14.3%	28.6%	100%
% within Human Process Research	22.2%	8.0%	10.0%	13.9%
Chemicals	16	12	08	36
% within type of Organisation	44.4%	33.3%	22.2%	100%
% within Human Process Research	44.4%	48.0%	20.0%	35.6%
Textiles	03	04	07	14
% within type of Organisation	21.4%	28.6%	50.0%	100%
% within Human Process Research	8.3%	16.0%	17.5%	13.9%
Engineering	09	07	21	37
% within type of Organisation	24.3%	18.9%	56.8%	100%
% within Human Process Research	25.0%	28.0%	52.5%	36.6%
Total	36	25	40	101
% within type of Organisation	35.6%	24.8%	39.6%	100%
% within Human Process Research	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	13.311 ^a	04	0.038
Likelihood Ratio	13.532	04	0.035
Linear– by- Linear Association	9.149	01	0.002
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between type of organisation and human process research.

The table shows that in the pharmaceutical industry, out of total 14 respondents, 8(57.1%) respondents feel that there is low level of Human Process research, in the chemical industry, out of total 36 respondents, 16(44.4%) of the respondents feel that conducting surveys, leaves, absenteeism is perceived at low level in the chemical industries, in the textile industries out of total 14 respondents, 7(50.0%) of the respondents indicated a high degree of studying of leadership styles, provision of feedback, conducting stress audit at high level in the textiles industries, while in the engineering industries out of total 37 respondents, 21(56.8%) of respondents feel that human process research is perceived at a high extent in the engineering industries.

Table – 33 Type of Organization and Influencing Personnel Policies

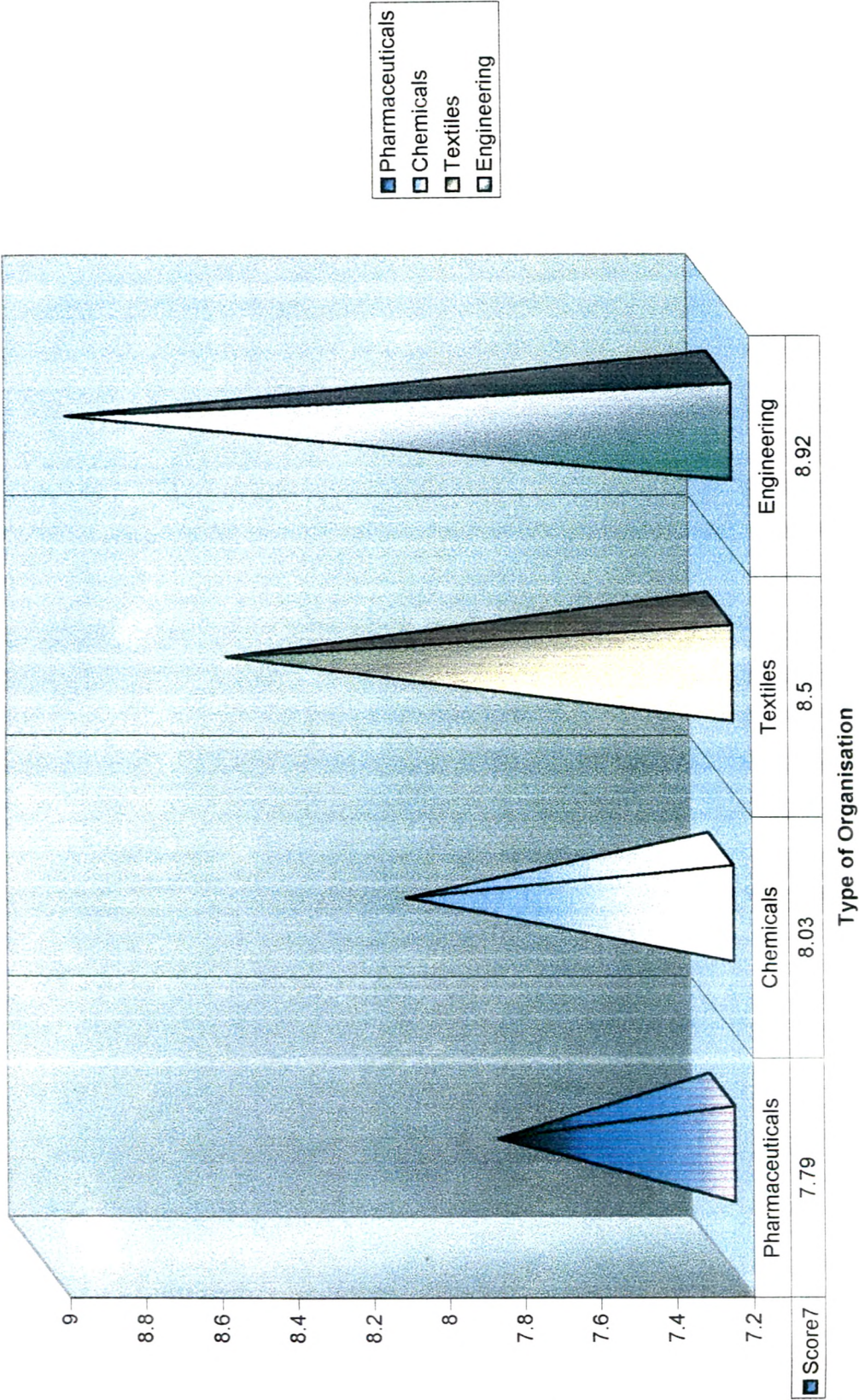
Type of Organization	Influencing Personnel Policies			Total
	Low	Moderate	High	
Pharmaceuticals	06	06	02	14
% within type of Organisation	42.9%	42.9%	14.3%	100.0%
% within Influencing Personnel Policies	20.7%	12.0%	9.1%	13.9%
Chemicals	10	19	07	36
% within type of Organisation	27.8%	52.8%	19.4%	100.0%
% within Influencing Personnel Policies	34.5%	38.0%	31.8%	35.6%
Textiles	03	09	02	14
% within type of Organisation	21.4%	64.3%	14.3%	100.0%
% within Influencing Personnel Policies	10.3%	18.0%	9.1%	13.9%
Engineering	10	16	11	37
% within type of Organisation	27.0%	43.2%	29.7%	100.0%
% within Influencing Personnel Policies	34.5%	32.0%	50.0%	36.6%
Total	29	50	22	101
% within type of Organisation	28.7%	49.5%	21.8%	100.0%
% within Influencing Personnel Policies (HRD A/T)	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.281 ^a	04	0.639
Likelihood Ratio	4.135	04	0.658
Linear– by– Linear Association	1.668	01	0.197
N of Valid Cases	101	-	-

The Chi-Square is not significant. Therefore it can be interpreted that there is no strong association between the type of the organisation and influencing personnel policies.

In the pharmaceutical sector, out of total 14 respondents, 6(42.9%) of the respondents are equally distributed in the low and moderate level group they tend to show a little less indication towards a positive climate. In the chemical sector, out of total 36 respondents 19(52.8%) of the respondents fall in moderate level

Graph:14Influencing Personnel Policies (Score)



group have a less motivation to enhance employees motivation, while in textile sector, out of total 14 respondents, 9(64.3%) of the respondents fall in moderate level of formulating reward & recognition policies. In the engineering sector, out of total 37 respondents, 16(43.2%) of the respondents fall in the moderate level group & have a less positive climate.

Table – 34 Educational Qualification and HRD Philosophy & Liaison with top Management

	HRD Philosophy & Liaison with top Management			
Educational Qualification	Low	Moderate	High	Total
IRPM	05	11	06	22
% within Educational Qualification	22.7%	50.0%	27.3%	100.0%
% within HRD Philosophy & Liaison with top Mgt	16.1%	28.2%	20.0%	22.0%
MSW/MLW/MA – SW	13	20	21	54
% within Educational Qualification	24.1%	37.0%	38.9%	100.0%
% within HRD Philosophy & Liaison with top Mgt	41.9%	51.3%	70.0%	54.0%
Other Degrees (BA/MA/ B.Sc./MSc/MBA etc.)	13	08	03	24
% within Educational Qualification	54.2%	33.3%	12.5%	100.0%
% within HRD Philosophy & Liaison with top Mgt	41.9%	20.5%	10.0%	24.0%
Total	31	39	30	100
% within Educational Qualification	31.0%	39.0%	30.0%	100.0%
% within HRD Philosophy & Liaison with top Mgt	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	10.337 ^a	04	0.035
Likelihood Ratio	10.223	04	0.037
Linear– by- Linear Association	4.258	01	0.039
N of Valid Cases	100	-	-

The chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between educational qualifications and HRD philosophy and liaison with top management.

Out of total 22 respondents, 11(50.0%) of the respondents have a moderate level of developing & articulating HRD philosophy, having I.R.P.M. background. In the M.S.W. / M.L.W./M.A. – S.W. category, out of total 54 respondents, 21 (38.9%) of the respondents have high tendency towards articulating HRD philosophy, while out of total 24 respondents who are in the category of other degrees, 13(54.2%) of the respondents have a low tendency towards formulating & articulating basic HR philosophy.

Table –35 Educational Qualification and Creating Development Motivation in line Manager

Educational Qualification	Creating Development Motivation in line Manager			Total
	Low	Moderate	High	
IRPM	07	10	05	22
% within Educational Qualification	31.8%	45.5%	22.7%	100.0%
% within Creating Devpt. Mitivn in line Manager	22.6%	24.4%	17.9%	22.0%
MSW/MLW/MA – SW	13	22	19	54
% within Educational Qualification	24.1%	40.7%	35.2%	100.0%
% within Creating Devpt. Mitivn in line Manager	41.9%	53.7%	67.9%	54.0%
Other Degrees (BA/MA/ B.Sc./MSc/MBA etc.)	11	09	04	24
% within Educational Qualification	45.8%	37.5%	16.7%	100.0%
% within Creating Devpt. Mitivn in line Manager	35.5%	22.0%	14.3%	24.0%
Total	31	41	28	100
% within Educational Qualification	31.0%	41.0%	28.0%	100.0%
% within Creating Devpt. Mitivn in line Manager	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.038 ^a	04	0.283
Likelihood Ratio	5.014	04	0.286
Linear– by- Linear Association	0.892	01	0.345
N of Valid Cases	100	-	-

The Chi-Square is not significant. Therefore it can be interpreted that there is no strong association between educational qualifications and creating development motivation in line managers.

Out of total 22 respondents, 10(45.5%) of the respondents who are having I.R.P.M. have a moderate tendency towards creating motivation in the line managers such as in-house letters, out of total 24 respondents, 22(40.7%) of the respondents who have M.S.W./M.L.W./M.A.-S.W. have a moderate tendency towards organizing talks, seminars, by outsiders on HRD, while the respondents who have other degrees, out of total 24 respondents, 13(54.2%) of the respondents show low tendency towards learning new things, improving the process.

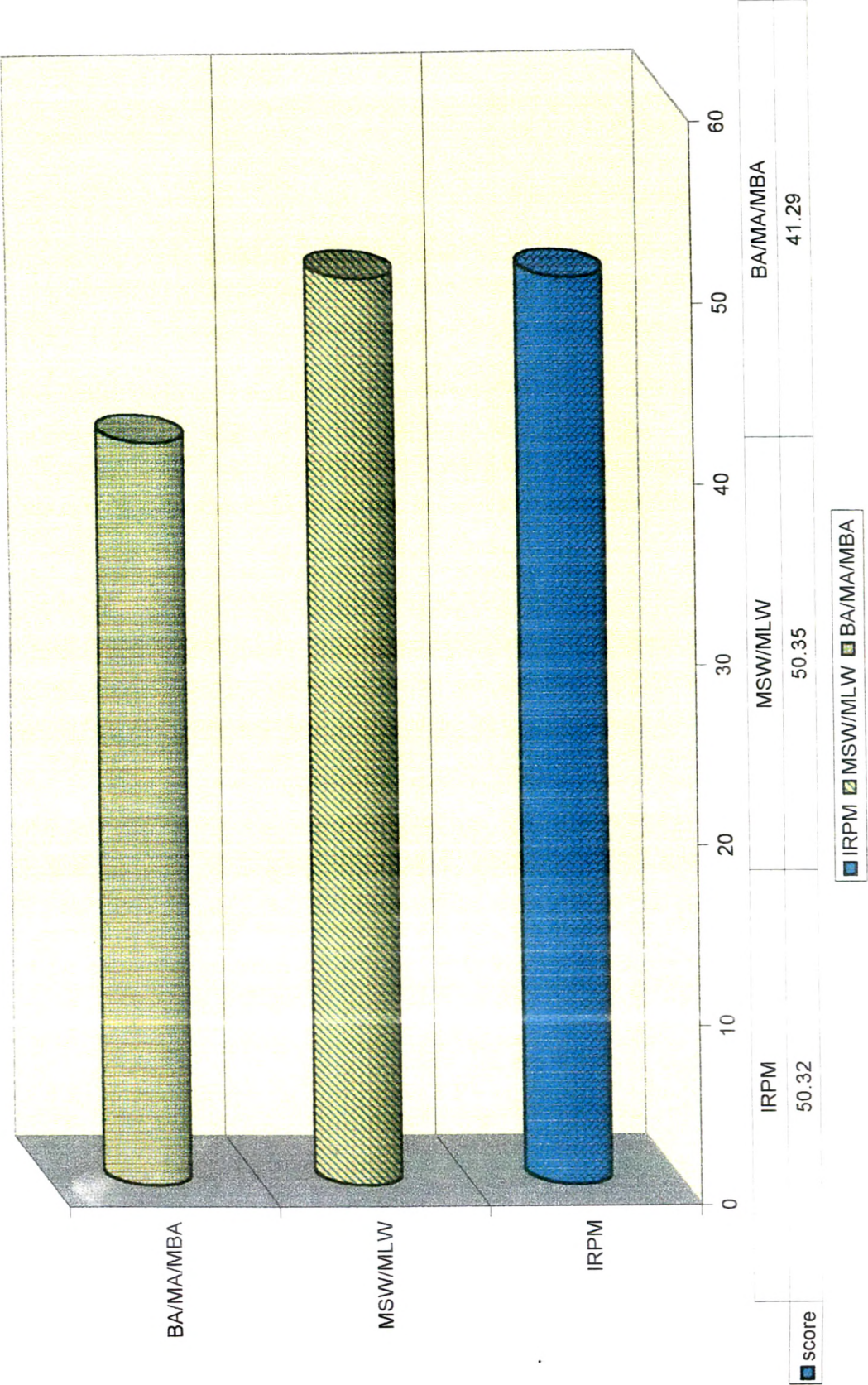
Table – 36 Educational Qualification Strengthening HRD Climate through HRD System

Educational Qualification	Strengthening HRD Climate through HRD System			Total
	Low	Moderate	High	
IRPM	05	08	09	22
% within Educational Qualification	22.7%	36.4%	40.9%	100.0%
% within Strengthening HRD climate thru HRD sys	17.9%	19.5%	29.0%	22.0%
MSW/MLW/MA – SW	15	20	19	54
% within Educational Qualification	27.8%	37.0%	35.2%	100.0%
% within Strengthening HRD climate thru HRD sys	53.6%	48.8%	61.3%	54.0%
Other Degrees (BA/MA/ B.Sc./MSc/MBA etc.)	08	13	03	24
% within Educational Qualification	33.3%	54.2%	12.5%	100.0%
% within Strengthening HRD climate thru HRD sys	28.6%	31.7%	9.7%	24.0%
Total	28	41	31	100
% within Educational Qualification	28.0%	41.0%	31.0%	100.0%
% within Strengthening HRD climate thru HRD sys	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.452 ^a	04	0.244
Likelihood Ratio	6.074	04	0.194
Linear- by- Linear Association	3.001	01	0.083
N of Valid Cases	100	-	-

The Chi-Square is not significant. Therefore it can be interpreted that there is no strong association between educational qualifications and directing HRD efforts to goals and strategies of the organisation.

Graph: Strengthening HRD Climate through HRD Systems by Type of Education



Out of total 22 respondents, 9(40.9%) of the respondents having I.R.P.M. back ground have a high tendency towards designing development oriented appraisal system, out of total 54 respondents, 20(37.0%) of the respondents have a moderate tendency towards designing appraisal system, training etc., while out of total 24 respondents, 13(54.2%) of the respondents who have other degrees have moderate level of discussions & performance counselling, establishing counselling services.

Table – 37 Educational Qualifications and Directing HRD Efforts to goals and Strategies of the organization

	Directing HRD Efforts to goals and Strategies of the organization			
Educational Qualification	Low	Moderate	High	Total
IRPM	04	16	02	22
% within Educational Qualification	18.2%	72.7%	9.1%	100.0%
% within Directing HRD effort to goals & strategies of the Orgn.	17.4%	28.6%	9.5%	22.0%
MSW/MLW/MA – SW	12	27	15	54
% within Educational Qualification	22.2%	50.0%	27.8%	100.0%
% within Directing HRD effort to goals & strategies of the Orgn.	52.2%	48.2%	71.4%	54.0%
Other Degrees (BA/MA/ B.Sc./MSc/MBA etc.)	07	13	04	24
% within Educational Qualification	29.2%	54.2%	16.7%	100.0%
% within Directing HRD effort to goals & strategies of the Orgn.	30.4%	23.2%	19.0%	24.0%
Total	23	56	21	100
% within Educational Qualification	23.0%	56.0%	21.0%	100.0%
% within Directing HRD effort to goals & strategies of the Orgn.	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.976 ^a	04	0.290
Likelihood Ratio	5.191	04	0.268
Linear– by- Linear Association	0.045	01	0.832
N of Valid Cases	100	-	-

The Chi-Square is not significant. Therefore it can be interpreted that there is no strong association between educational qualifications and directing HRD efforts to goals and strategies of the organisation.

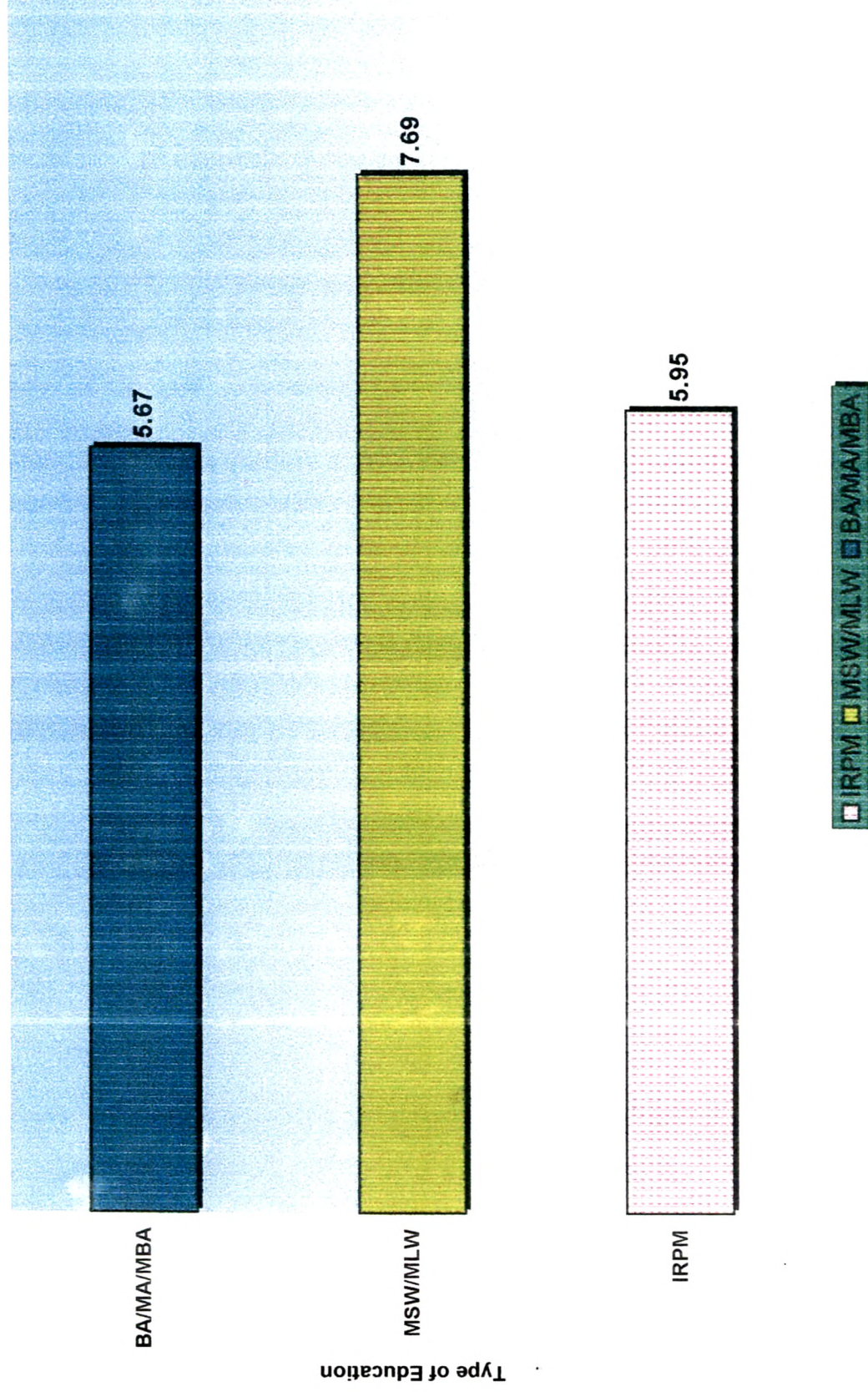
The respondents having I.R.P.M. background out of total 22 respondents, 16(72.7%) of the respondents have moderate knowledge about the vision & business goals of the organisation, while the respondents having M.S.W./M.L.W./M.A.-S.W. background, out of total 54 respondents, 27(50.0%) of the respondents have a moderate tendency towards providing inputs relating to the people whenever strategic shifts are made, while out of total 24 respondents, 13(54.2%) of the respondents who are having other degrees have a moderate knowledge regarding the vision of the organisation.

Table – 38 Educational Qualification and Monitoring HRD Implementation

	Monitoring HRD Implementation			
Educational Qualification	Low	Moderate	High	Total
IRPM	07	13	02	22
% within Educational Qualification	31.8%	59.1%	9.1%	100.0 %
% within Monitoring HRD Implementation	19.4%	35.1%	7.4%	22.0%
MSW/MLW/MA – SW	16	17	21	54
% within Educational Qualification	29.6%	31.5%	38.9%	100.0 %
% within Monitoring HRD Implementation	44.4%	45.9%	77.8%	54.0%
Other Degrees (BA/MA/ B.Sc./MSc/MBA etc.)	13	07	04	24
% within Educational Qualification	54.2%	29.2%	16.7%	100.0 %
% within Monitoring HRD Implementation	36.1%	18.9 %	14.8%	24.0%
Total	36	37	27	100
% within Educational Qualification	36.0%	37.0%	27.0%	100.0 %
% within Monitoring HRD Implementation	100.0 %	100.0%	100.0%	100.0 %

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	13.049 ^a	04	0.011
Likelihood Ratio	13.123	04	0.011
Linear- by- Linear Association	0.505	01	0.477
N of Valid Cases	100	-	-

Graph: 16 Monitoring HRD Implementation (score)



The Chi-Square is significant at 0.05 level of confidence. Therefore it can be interpreted there is a strong association between educational qualifications and monitoring HRD implementation.

Out of total 22 respondents, 13(59.1%) of the respondents having I.R.P.M. background have a moderate tendency towards monitoring the effectiveness of the of the process, out of total 54 respondents, 21(38.9%) the respondents who are having M.S.W./M.L.W./M.A.-S.W. have high tendency towards monitoring HRD systems & use of various task forces for its implementation, while out of total 24 respondents, 13(54.2%) of the respondents having B.A./B.Sc./M.A./M.B.A. have a low tendency towards implementing & monitoring various HR systems.

Table – 39 Educational Qualifications and Inspiring Unions and Associations

Educational Qualification	Inspiring Unions and Associations			Total
	Low	Moderate	High	
IRPM	05	10	07	22
% within Educational Qualification	22.7%	45.5%	31.8%	100.0%
% within Inspiring Unions & Associations	22.7%	23.8%	19.4%	22.0%
MSW/MLW/MA – SW	12	23	19	54
% within Educational Qualification	22.2%	42.6%	35.2%	100.0%
% within Inspiring Unions & Associations	54.5%	54.8%	52.8%	54.0%
Other Degrees (BA/MA/ B.Sc./ MSc/MBA etc.)	05	09	10	24
% within Educational Qualification	20.8%	37.5%	41.7%	100.0%
% within Inspiring Unions & Associations	22.7%	21.4%	27.8%	24.0%
Total	22	42	36	100
% within Educational Qualification	22.0%	42.0%	36.0%	100.0%
% within Inspiring Unions & Associations	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	0.535 ^a	04	0.970
Likelihood Ratio	0.532	04	0.970
Linear– by– Linear Association	0.284	01	0.594
N of Valid Cases	100	-	-

The Chi-Square is not significant. Therefore it can be interpreted that there is no strong association between educational qualifications and inspiring unions and associations.

Out of total 22 respondents, 10(45.5%) of the respondents having I.R.P.M. background have moderate tendency towards clarifying the role of unions & associations for employees development, out of total 54 respondents, 23(42.6%) of the respondents having M.S.W./M.L.W./M.A.-S.W. have a moderate tendency towards working with unions / associations & working with the leaders. While out of total 24 respondents, 10(41.7%) of the respondents have a high tendency for employee development through unions & associations & their leaders with the respondents who are having B.A./B.Sc./M.A. as their educational background.

Table – 40 Educational Qualifications and Human Process Research

	Human Process Research			
Educational Qualification	Low	Moderate	High	Total
IRPM	06	08	08	22
% within Educational Qualification	27.3%	36.4%	36.4%	100.0%
% within Human Process Research	16.7%	33.3%	20.0%	22.0%
MSW/MLW/MA – SW	18	11	25	54
% within Educational Qualification	33.3%	20.4%	46.3%	100.0%
% within Human Process Research	50.0%	45.8%	62.5%	54.0%
Other Degrees (BA/MA/ B.Sc./MSc/MBA etc.)	12	05	07	24
% within Educational Qualification	50.0%	20.8%	29.2%	100.0%
% within Human Process Research	33.3%	20.8%	17.5%	24.0%
Total	36	24	40	100
% within Educational Qualification	36.0%	24.0%	40.0%	100.0%
% within Human Process Research	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.989 ^a	04	0.288
Likelihood Ratio	4.770	04	0.312
Linear– by– Linear Association	1.424	01	0.233
N of Valid Cases	100	-	-

Chi-square is not significant. Therefore it can be interpreted that there is no strong association between educational qualifications and human process research.

Out of total 22 respondents, 8(36.4%) of the respondents with I.R.P.M. as their background have a moderate as well as high tendency towards studying human process & problems & to find out their level of dissatisfaction, out of total 54 respondents, 25(46.3%) of the respondents having MSW/MLW/MA-SW have a high tendency towards conducting surveys, studying leadership styles etc., while out of total 24 respondents, 12(50.0%) of the respondents having other degrees such as BA/B.Sc./MA have a low tendency towards finding out the problems & carrying out various surveys.

Table – 41 Educational Qualifications and Influencing Personnel Policies

Educational Qualification	Influencing Personnel Policies			Total
	Low	Moderate	High	
IRPM	04	14	04	22
% within Educational Qualification	18.2%	63.6%	18.2%	100.0%
% within Influencing Personnel Policies	13.8%	28.6%	18.2%	22.0%
MSW/MLW/MA – SW	14	25	15	54
% within Educational Qualification	25.9%	46.3%	27.8%	100.0%
% within Influencing Personnel Policies	48.3%	51.0%	68.2%	54.0%
Other Degrees (BA/MA/ B.Sc./MSc/MBA etc.)	11	10	03	24
% within Educational Qualification	45.8%	41.7%	12.5%	100.0%
% within Influencing Personnel Policies	37.9%	20.4%	13.6%	24.0%
Total	29	49	22	100
% within Educational Qualification	29.0%	49.0%	22.0%	100.0%
% within Influencing Personnel Policies	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.664 ^a	04	0.155
Likelihood Ratio	6.514	04	0.164
Linear- by- Linear Association	2.635	01	0.105
N of Valid Cases	100	-	-

The Chi-square is not significant. Therefore it can be interpreted that there is no strong association between educational qualifications and influencing personnel policies.

Out of total 22 respondents, 14(63.6%) of the respondents having I.R.P.M. background have a moderate tendency towards formulating reward & recognition policies, out of total 54 respondents, 25(46.3%) of the respondents having MSW/MLW/MA-SW background have a moderate tendency towards creating a positive climate, helping in formulating of personnel policies, while out of total 24 respondents, 11(45.8%) of the respondents having BA/B.Sc./MA have a low tendency towards creating a positive climate.

Table – 42 Designation and HRD Philosophy & Liaison with top Management

	HRD Philosophy & Liaison with top Management			
Designation	Low	Moderate	High	Total
Officer	17	11	14	42
% within Designation	40.5%	26.2%	33.3%	100.0%
% within HRD Philosophy & Liaison with top Mgt	56.7%	27.5%	46.7%	42.0%
Manager / Dy Manager	07	21	08	36
% within Designation	19.4%	58.3%	22.2%	100.0%
% within HRD Philosophy & Liaison with top Mgt	23.3%	52.5%	26.7%	36.0%
Sr Manager/ Executive/ MD etc.	06	08	08	22
% within Designation	27.3%	36.4%	36.4%	100.0%
% within HRD Philosophy & Liaison with top Mgt	20.0%	20.0%	26.7%	22.0%
Total	30	40	30	100
% within Designation	30.0%	40.0%	30.0%	100.0%
% within HRD Philosophy & Liaison with top Mgt	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	9.207 ^a	04	0.056
Likelihood Ratio	9.200	04	0.056
Linear-- by- Linear Association	0.687	01	0.407
N of Valid Cases	100	-	-

The Chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between designation and HRD philosophy and liaison with top management.

Out of total 42 respondents, 17 (40.5%) of the respondents in the officer category have a low tendency towards developing and articulating HRD philosophy for the organisation, out of total 36 respondents, 21(58.3%) of the respondents who are in the category of Manager and Dy.Manager have a moderate tendency towards communicating HRD philosophy to all the employees and also clarifying values of the organisation, while out of total 22 respondents, 8(36.4%) of the respondents who are Sr. executive / Executives / M.D. have a moderate & high tendency towards clarifying organisation values & communicating HRD philosophy across the organisation.

Table – 43 Designation and Creating Development Motivation in line Manager

	Creating Development Motivation in line Manager			
Designation	Low	Moderate	High	Total
Officer	15	14	13	42
% within Designation	35.7%	33.3%	31.0%	100.0%
% within Creating Devpt. Mitivn in line Manager	48.4%	34.1%	46.4%	42.0%
Manager / Dy Manager	08	20	08	36
% within Designation	22.2%	55.6%	22.2%	100.0%
% within Creating Devpt. Mitivn in line Manager	25.8%	48.8%	28.6%	36.0%
Sr Manager/ Executive/ MD etc.	08	07	07	22
% within Designation	36.4%	31.8%	31.8%	100.0%
% within Creating Devpt. Mitivn in line Manager	25.8%	17.1%	25.0%	22.0%
Total	31	41	28	100
% within Designation	31.0%	41.0%	28.0%	100.0%
% within Creating Devpt. Mitivn in line Manager	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.989 ^a	04	0.288
Likelihood Ratio	4.979	04	0.289
Linear– by– Linear Association	0.004	01	0.947
N of Valid Cases	100	-	-

The Chi-square is not significant. Therefore it can be interpreted that there is no strong association between designation and creating development motivation in the line managers.

Out of total 42 respondents, 15(35.7%) of the respondents who are in the officer category have a low tendency towards organizing talks of seminars by outsiders on HRD or use of in-house letters to create a learning environment, out of total 36 respondents, 20(55.6%) of the respondents who are in the category of Manager / Dy. Manager have a moderate tendency towards developing motivation amongst the employees, out of total 22 respondents, 8(36.4%) of the respondents who are Sr. executive / Executive / M.D. have a low tendency towards meeting the employees frequently to understand their problems & concerns.

Table – 44 Designation and Strengthening HRD Climate through HRD System

	Strengthening HRD Climate through HRD System			
Designation	Low	Moderate	High	Total
Officer	12	15	15	42
% within Designation	28.6%	35.7%	35.7%	100.0%
% within Strengthening HRD Climate thru HRD sys	44.4%	35.7%	48.4%	42.0%
Manager / Dy Manager	10	15	11	36
% within Designation	27.8%	41.7%	30.6%	100.0%
% within Strengthening HRD Climate thru HRD sys	37.0%	35.7%	35.5%	36.0%
Sr Manager/ Executive/ MD etc.	05	12	05	22
% within Designation	22.7%	54.5%	22.7%	100.0%
% within Strengthening HRD Climate thru HRD sys	18.5%	28.6%	16.1%	22.0%
Total	27	42	31	100
% within Designation	27.0%	42.0%	31.0%	100.0%
% within Strengthening HRD Climate thru HRD sys	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.205 ^a	04	0.698
Likelihood Ratio	2.198	04	0.699
Linear- by- Linear Association	0.138	01	0.710
N of Valid Cases	100	-	-

There is no strong association between designation and strengthening HRD climate through HRD systems. Hence it can be interpreted that the chi-square is not significant.

Out of total 42 respondents, 15(35.7%) of the respondents who are in the officer grade have moderate and high level tendency towards designing development

appraisal systems, identifying of KPA's/KRA's. Out of total 36 respondents, 15 (41.7%) of the respondents who are in Manager/Dy.Manager cadre have a moderate level tendency towards strengthening of the HRD climate in terms of counselling, or establishing counselling services, out of total 22 respondents, 12(54.5%) of the respondents who are Sr. executive/ Executive/ M.D. have a moderate tendency to identify KPA's/KRA's improving effectiveness of the in-house programmes, formulation of job-rotations & potential development.

Table – 45 Designation and Directing HRD Efforts to goals and Strategies of the organization

	Directing HRD Efforts to goals and Strategies of the organization			
Designation	Low	Moderate	High	Total
Officer	13	22	07	42
% within Designation	31.0%	52.4%	16.7%	100.0%
% within Directing HRD effort to goals & strategies of the orgn.	54.2%	40.0%	33.3%	42.0%
Manager / Dy Manager	05	21	10	36
% within Designation	13.9%	58.3%	27.8%	100.0%
% within Directing HRD effort to goals & strategies of the orgn.	20.8%	38.2%	47.6%	36.0%
Sr Manager/ Executive/ MD etc.	06	12	04	22
% within Designation	27.3%	54.5%	18.2%	100.0%
% within Directing HRD effort to goals & strategies of the orgn.	25.0%	21.8%	19.0%	22.0%
Total	24	55	21	100
% within Designation	24.0%	55.0%	21.0%	100.0%
% within Directing HRD effort to goals & strategies of the orgn.	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	3.850 ^a	04	0.427
Likelihood Ratio	4.010	04	0.405
Linear- by- Linear Association	0.425	01	0.515
N of Valid Cases	100	-	-

The Chi-square is not significant. Therefore it can be interpreted that there is no strong association between designation and directing HRD efforts to goals & strategies of the organisation.

Out of total 42 respondents, 22(52.4%) of the respondents in the officer cadre have a moderate tendency towards clarification of the social objectives of the organisation, out of total 36 respondents, 21(58.3%) of the respondents who are Managers/ Dy. Managers have a moderate level tendency towards providing inputs relating to the people wherever strategic shifts are made, out of total 22 respondents, 12(54.5%) of the respondents who are Sr. executive / Executive / M.D. have a moderate level tendency towards development of HRD plans to suite diversification & other important decisions.

Table – 46 Designation and Monitoring HRD Implementation

	Monitoring HRD Implementation			
Designation	Low	Moderate	High	Total
Officer	15	14	13	42
% within Designation	35.7%	33.3%	31.0%	100.0%
% within Monitoring HRD Implementation	41.7%	37.8%	48.1%	42.0%
Manager / Dy. Manager	13	15	08	36
% within Designation	36.1%	41.7%	22.2%	100.0%
% within Monitoring HRD Implementation	36.1%	40.5%	29.6%	36.0%
Sr. Manager/ Executive/ MD etc.	08	08	06	22
% within Designation	36.4%	36.4%	27.3%	100.0%
% within Monitoring HRD Implementation	22.2%	21.6%	22.2%	22.0%
Total	36	37	27	100
% within Designation	36.0%	37.0%	27.0%	100.0%
% within Monitoring HRD Implementation	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	0.917 ^a	04	0.922
Likelihood Ratio	0.922	04	0.921
Linear– by– Linear Association	0.086	01	0.769
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between designation and monitoring HRD implementation.

15(35.7%) of the respondents, out of total 42 respondents in the officer grade have a low level tendency towards monitoring of the effectiveness of various systems, out of total 36 respondents, 15(41.7%) of the respondents who are in the manager / Dy.Manager cadre have a moderate level tendency towards

implementation of various systems for effective HRD, while out of total 22 respondents, 8(36.4%) of the respondents who are Sr. Executive / Executive / M.D. have a low & moderate level tendency respectively towards use of task forces for implementation and monitoring various workshops for various HRD systems.

Table – 47 Designation and Inspiring Unions and Associations

Designation	Inspiring Unions and Associations			Total
	Low	Moderate	High	
Officer	08	18	16	42
% within Designation	19.0%	42.9%	38.1%	100.0%
% within Inspiring Unions & Associations	38.1%	41.9%	44.4%	42.0%
Manager / Dy Manager	08	15	13	36
% within Designation	22.2%	41.7%	36.1%	100.0%
% within Inspiring Unions & Associations	38.1%	34.9%	36.1%	36.0%
Sr Manager/ Executive/ MD etc.	05	10	07	22
% within Designation	22.7%	45.5%	31.8%	100.0%
% within Inspiring Unions & Associations	23.8%	23.3%	19.4%	22.0%
Total	21	43	36	100
% within Designation	21.0%	43.0%	36.0%	100.0%
% within Inspiring Unions & Associations	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	0.337 ^a	04	0.987
Likelihood Ratio	0.341	04	0.987
Linear– by- Linear Association	0.271	01	0.603
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between designation and inspiring unions and associations.

Out of total 42 respondents, 18(42.9%) of the respondents who are in the officer grade have a moderate level tendency towards clarifying the role of unions & associations in ensuring employee's development, out of total 36 respondents, 15(41.7%) of the respondents who are Manager/ Dy.Manager have a moderate level tendency towards initiating leaders and inspiring them to initiate HRD/QWL activities for the employees, out of total 22 respondents, 10(45.5%) of the respondents who Sr. Executive / Executive / M.D. have a moderate level tendency towards diagnosing organisation health and work conditions and conducting training programmes for unionised categories of employees.

Table – 48 Designation and Human Process Research

	Human Process Research			
Designation	Low	Moderate	High	Total
Officer	16	08	18	42
% within Designation	38.1%	19.0%	42.9%	100.0%
% within Human Process Research	45.7%	32.0%	45.0%	42.0%
Manager / Dy Manager	13	11	12	36
% within Designation	36.1%	30.6%	33.3%	100.0%
% within Human Process Research	37.1%	44.0%	30.0%	36.0%
Sr. Manager/ Executive/ MD etc.	06	06	10	22
% within Designation	27.3%	27.3%	45.5%	100.0%
% within Human Process Research	17.1%	24.0%	25.0%	22.0%
Total	35	25	40	100
% within Designation	35.0%	25.0%	40.0%	100.0%
% within Human Process Research	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.237 ^a	04	0.692
Likelihood Ratio	2.303	04	0.680
Linear-- by- Linear Association	0.199	01	0.656
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between designation and human process research.

Out of total 42 respondents, 18(42.9%) of the respondents who are in the officer category have a high tendency of conducting surveys, learning of the environment and HRD climate, out of total 36 respondents, 13(36.1%) of the Manager/ Dy. Managers have a low level tendency towards analysing exit-interviews, absenteeism, leaves and other data for understanding human processes and problems. Out of total 22 respondents, 10(45.5%) of the respondents who are Sr. Executive / Executive/M.D. have a high level tendency towards studying leadership styles, providing feedback to the employees on survey results, conducting stress audit & stress research.

Graph: 17 Human Process Research (Score)

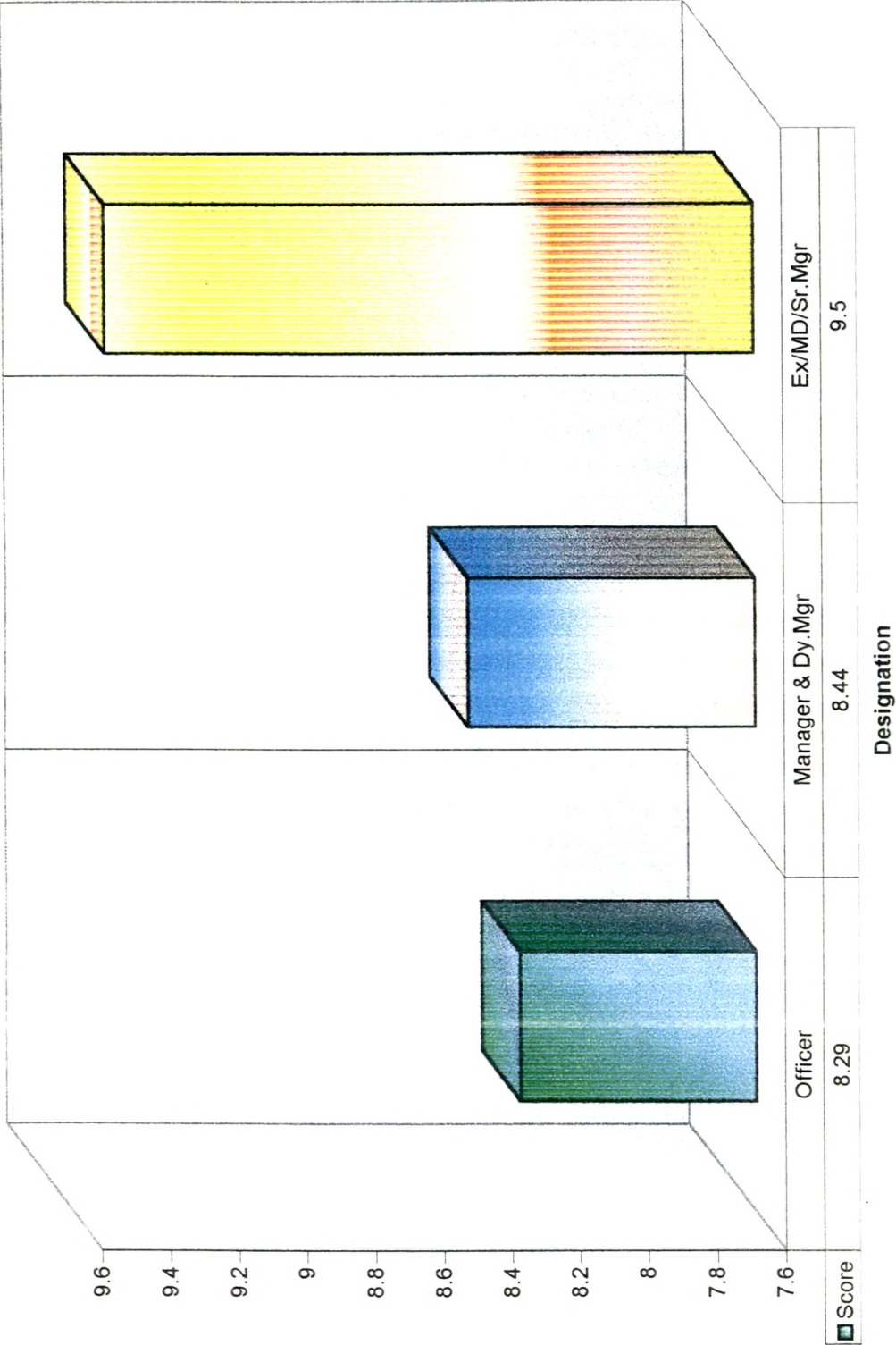


Table – 49 Designation and Influencing Personnel Policies

	Influencing Personnel Policies			
Designation	Low	Moderate	High	Total
Officer	16	16	10	42
% within Designation	38.1%	38.1%	23.8%	100.0%
% within Influencing Personnel Policies	57.1%	32.0%	45.5%	42.0%
Manager / Dy Manager	05	23	08	36
% within Designation	13.9%	63.9%	22.2%	100.0%
% within Influencing Personnel Policies	17.9%	46.0%	36.4%	36.0%
Sr Manager/ Executive/ MD etc.	07	11	04	22
% within Designation	31.8%	50.0%	18.2%	100.0%
% within Influencing Personnel Policies	25.0%	22.0%	18.2%	22.0%
Total	28	50	22	100
% within Designation	28.0%	50.0%	22.0%	100.0%
% within Influencing Personnel Policies	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.992 ^a	04	0.136
Likelihood Ratio	7.421	04	0.115
Linear– by– Linear Association	0.108	01	0.743
N of Valid Cases	100	-	-

Chi-square is not significant. Therefore it can be interpreted that there is no strong association between designation and influencing personnel policies.

Out of total 42 respondents, 16(38.1%) of the respondents in the officer category have a low level tendency towards working for formulation of rewards & recognition which enhances employees motivation, out of total 36 respondents, 23(63.9%) of the respondents who are Managers/Dy. Managers have a moderate level tendency towards creating a positive climate in the organisation, while out of total 22 respondents, 11(50.0%) of the respondents who are in the category of Sr. Executive/ Executive/M.D. are having a moderate level tendency towards creating a positive climate and other such policies which enhances the employee's motivation.

Graph: 18 Influencing Personnel Policies (Score)

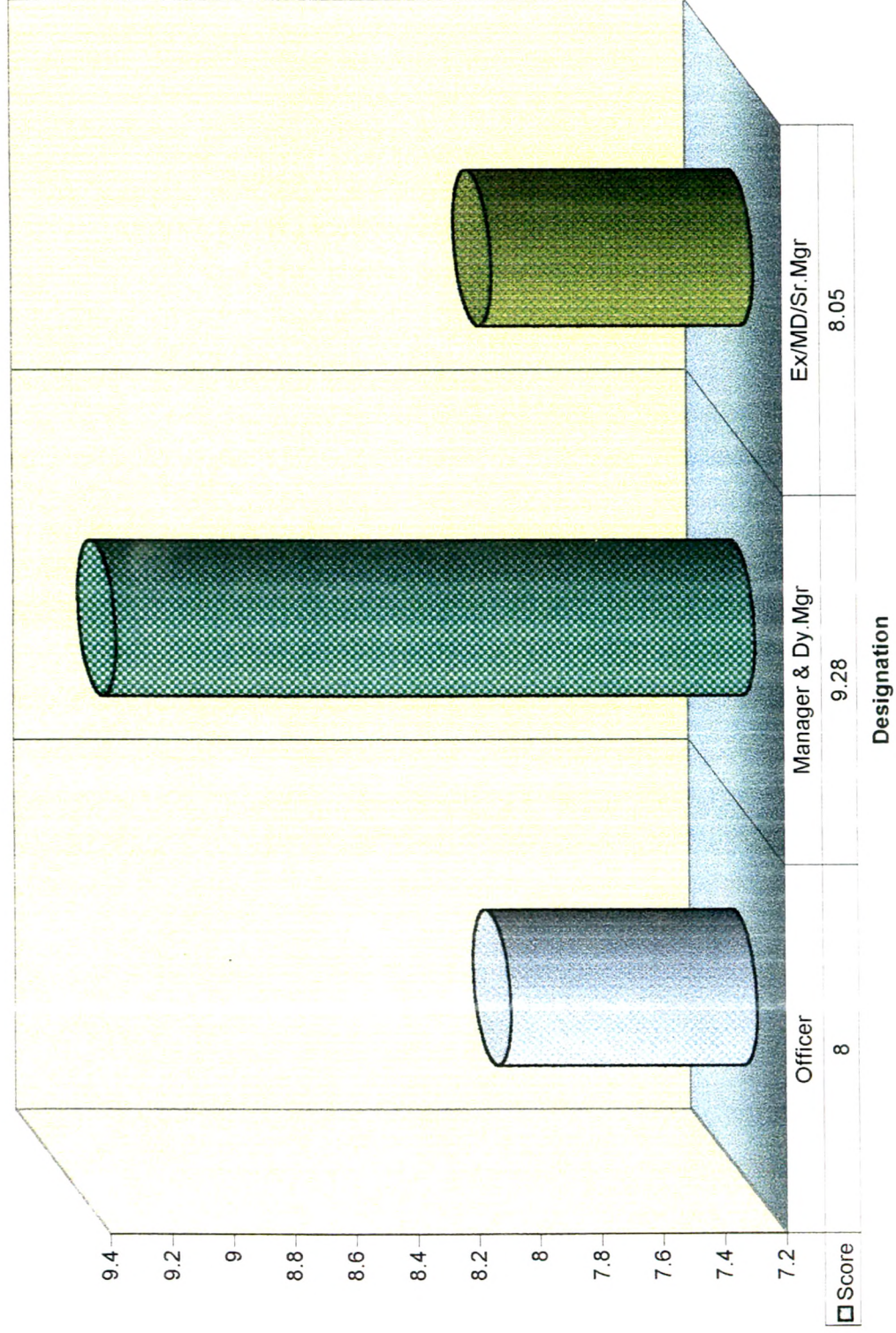


Table – 50 Age and HRD Professional Knowledge

Age in Years	HRD Professional Knowledge			Total
	Low	Moderate	High	
Up to 33 years	14	13	16	43
% within Age in Years	32.6%	30.2%	37.2%	100.0%
% within HRD Professional Knowledge	43.8%	37.1%	48.5%	43.0%
34 to 44 years	09	13	10	32
% within Age in Years	28.1%	40.6%	31.3%	100.0%
% within HRD Professional Knowledge	28.1%	37.1%	30.3%	32.05
45 years & above	09	09	07	25
% within Age in Years	36.0%	36.0%	28.0%	100.0%
% within HRD Professional Knowledge	28.1%	25.7%	21.2%	25.0%
Total	32	35	33	100
% within Age in Years	32.0%	35.0%	33.0%	100.0%
% within HRD Professional Knowledge	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	1.305 ^a	04	0.861
Likelihood Ratio	1.307	04	0.860
Linear-- by- Linear Association	0.343	01	0.558
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between age and HRD professional knowledge.

Out of total 43 respondents, 16(37.2%) of the respondents who are in the age category of 33 years have a high tendency towards knowing new things. Knowledge of HRD philosophy & policies, while in the age group of 34 to 44 years, out of total 32 respondents, 13(40.6%) of the respondents have a moderate level tendency towards knowing the various HR policies, practices and systems, while in the respondents who are in the age category of 45 years & above, out of total 25 respondents, 9(36.0%) of the respondents have a low & moderate level tendency respectively towards understanding the organisation and HR philosophy.

Table – 51 Age and HRD Professional skills

	HRD Professional skills			
Age in Years	Low	Moderate	High	Total
Up to 33 years	9	18	16	43
% within Age in Years	20.9%	41.9%	37.2%	100.0%
% within HRD Professional skills	33.3%	45.0%	48.5%	43.0%
34 to 44 years	10	13	09	32
% within Age in Years	31.3%	40.6%	28.1%	100.0%
% within HRD Professional skills	37.0%	32.5%	27.3%	32.0%
45 years & above	08	09	08	25
% within Age in Years	32.0%	36.0%	32.0%	100.0%
% within HRD Professional skills	29.6%	22.5%	24.2%	25.0%
Total	27	40	33	100
% within Age in Years	27.0%	40.0%	33.0%	100.0%
% within HRD Professional skills	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	1.642 ^a	04	0.801
Likelihood Ratio	1.674	04	0.795
Linear– by- Linear Association	0.898	01	0.343
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between Age and HRD professional skills.

Respondents who are in the age group of 33 years, out of total 43 respondents, 18(41.9%) of the respondents have moderate level of professional skills in terms of communication, persuasive, assertiveness, out of total 32 respondents, 13(40.6%) of the respondents who are in the age group of 34 to 44 years have a moderate level of professional skills in terms of practicing of HRD philosophy, while out of total 25 respondents, 9(36.0%) of the respondents who are in the age group of 45 years & above have moderate level of professional skills such as able to give & receive feedback & good communication.

Table – 52 Age and Personal Attitudes and values

Age in years	Personal Attitudes and Values			Total
	Low	Moderate	High	
Up to 33 years	08	20	15	43
% within Age in Years	18.6%	46.5%	34.9%	100.0%
% within Personal attitudes and Values	32.0%	39.2%	62.5%	43.0%
34 to 44 years	09	18	05	32
% within Age in Years	28.1%	56.3%	15.6%	100.0%
% within Personal attitudes and Values	36.0%	35.3%	20.8%	32.0%
45 years & above	08	13	04	25
% within Age in Years	32.0%	52.0%	16.0%	100.0%
% within Personal attitudes and Values	32.0%	25.5%	16.7%	25.0%
Total	25	51	24	100
% within Age in Years	25.0%	51.0%	24.0%	100.0%
% within Personal attitudes and Values	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.390 ^a	04	0.250
Likelihood Ratio	5.373	04	0.251
Linear- by- Linear Association	3.900	01	0.048
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between Age and personal attitudes and values.

Furthermore it can be interpreted that in the age group of 33 years, out of total 43 respondents, 20(46.5%) of the respondents have a moderate personal attitudes and values such as attitude towards others, helping nature etc., while in the age group of 34 to 44 years, out of total 32 respondents, 18(56.3%) of the respondents have a moderate personal attitudes & values in terms of fairness, responsibility. In the age group of 45 years & above, out of total 25 respondents, 13(52.0%) of the respondents have a moderate level of personal attitudes & values such as empathy & understanding.

Table – 53 Monthly Income and HRD Professional Knowledge

Monthly Income (Rs.)	HRD Professional Knowledge			Total
	Low	Moderate	High	
Up to Rs. 15000 % within Monthly Income (Rs.)	15 33.3%	20 44.4%	10 22.2%	45 100.0%
% within HRD Professional Knowledge	45.5%	58.8%	32.3%	45.9%
Rs.15001 to 20000 % within Monthly Income (Rs.)	15 38.5%	11 28.2%	13 33.3%	39 100.0%
% within HRD Professional Knowledge	45.5%	32.4%	41.9%	39.8%
More than Rs. 20000 % within Monthly Income (Rs.)	03 21.4%	03 21.4%	08 57.1%	14 100.0%
% within HRD Professional Knowledge	9.1%	8.8%	25.8%	14.3%
Total % within Monthly Income (Rs.)	33 33.7%	34 34.7%	31 31.6%	98 100.0%
% within HRD Professional Knowledge	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.483 ^a	04	0.112
Likelihood Ratio	7.194	04	0.126
Linear– by– Linear Association	2.705	01	0.100
N of Valid Cases	98	-	-

Chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income and HRD professional knowledge.

Out of total 45 respondents, 20(44.4%) of the respondents having an income of Rs.15000 have a moderate level of HRD professional knowledge regarding its philosophy & policies, out of total 39 respondents, 15(38.5%) of the respondents having income of Rs.15001 to 20,000 have a low level of HRD professional knowledge regarding its practices and its system, while out of total 14 respondents, 8(57.1%) of the respondents who are having their income of Rs.20,000 and above have a high level of HRD professional knowledge in terms of understanding the organisation & how it is been structured.

Table – 54 Monthly Income and HRD Professional Skills

	HRD Professional Skills			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000 % within Monthly Income (Rs.)	12 26.7%	21 46.7%	12 26.7%	45 100.0%
% within HRD Professional Knowledge	44.4%	55.3%	36.4%	45.9%
Rs.15001 to 20000 % within Monthly Income (Rs.)	13 33.3%	13 33.3%	13 33.3%	39 100.0%
% within HRD Professional Knowledge	48.1%	34.2%	39.4%	39.8%
More than Rs. 20000 % within Monthly Income (Rs.)	02 14.3%	04 28.6%	08 57.1%	14 100.0%
% within HRD Professional Knowledge	7.4%	10.5%	24.2%	14.3%
Total % within Monthly Income (Rs.)	27 27.6%	38 38.8%	33 33.7%	98 100.0%
% within HRD Professional Knowledge	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.724 ^a	04	0.221
Likelihood Ratio	5.547	04	0.236
Linear– by- Linear Association	2.063	01	0.151
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income and HRD professional skills.

Out of total 45 respondents, 21(46.7%) of the respondents in the income group of Rs.15000 have a moderate level of HRD professional skills such as to communicate, assertive, out of total 39 respondents, 13(33.3%) of the respondents in the income range of Rs.15001 to 20000 are equally distributed and each of them have a low, moderate and high level of HRD professional skills such as values, flair for communication, while out of total 14 respondents, 8(57.1%) of the respondents who are having their income of Rs.20000 and above have a high level of professional skills in terms of skills to monitor, implementation of HRD system.

Table – 55 Monthly Income and Personal Attitudes and Values

Monthly Income (Rs.)	Personal attitudes and Values			Total
	Low	Moderate	High	
Up to Rs. 15000 % within Monthly Income (Rs.)	12 26.7%	24 53.3%	09 20.0%	45 100.0%
% within Personal attitudes and Values	48.0%	48.0%	39.1%	45.9%
Rs.15001 to 20000 % within Monthly Income (Rs.)	11 28.2%	20 51.3%	08 20.5%	39 100.0%
% within Personal attitudes and Values	44.0%	40.0%	34.8%	39.8%
More than Rs. 20000 % within Monthly Income (Rs.)	02 14.3%	06 42.9%	06 42.9%	14 100.0%
% within Personal attitudes and Values	8.0%	12.0%	12.0%	14.3%
Total % within Monthly Income (Rs.)	25 25.5%	50 51.0%	23 23.5%	98 100.0%
% within Personal attitudes and Values	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.675 ^a	04	0.452
Likelihood Ratio	3.387	04	0.495
Linear- by- Linear Association	1.667	01	0.197
N of Valid Cases	98	-	-

Chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income and personal attitudes and values.

With the respondents having the income of Rs.15000, out of total 45 respondents, 24(53.3%) of the respondents have a moderate level of personal attitudes & values such as attitudes towards others, out of total 39 respondents, 20(51.3%) of the respondents who are having income of Rs.15001 to 20000 rupees have moderate level of personal attitudes & values such as empathy and understanding etc., while out of total 14 respondents, having their income of Rs.20000 and more have a moderate and high level of personal attitudes & values such as sense of fairness, responsibility i.e.6(42.9%).

Table – 56 Experience and HRD Professional Knowledge

	HRD Professional Knowledge			
Years of Experience	Low	Moderate	High	Total
Up to 10 years % within Years of Experience	14 32.6%	15 34.9%	14 32.6%	43 100.0%
% within HRD Professional Knowledge	43.8%	44.1%	43.8%	43.9%
10 to 20 years % within Years of Experience	11 30.6%	12 33.3%	13 36.1%	36 100.0%
% within HRD Professional Knowledge	34.4%	35.3%	40.6%	36.7%
More than 20 years % within Years of Experience	07 36.8%	07 36.8%	05 26.3%	19 100.0%
% within HRD Professional Knowledge	21.9%	20.6%	15.6%	19.4%
Total % within Years of Experience	32 32.7%	34 34.7%	32 32.7%	98 100.0%
% within HRD Professional Knowledge	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	0.561 ^a	04	0.967
Likelihood Ratio	0.570	04	0.966
Linear– by– Linear Association	0.108	01	0.742
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that experience and HRD professional knowledge do not have a strong association.

Out of total 43 respondents, 15(34.9%) of the respondents who are having an experience of 10 years have a moderate about the performance appraisal system and practices, while out of total 36 respondents, 13(36.1%) of the level of knowledge of respondents who have an experience of 10 to 20 years have a high level knowledge regarding HR philosophy organizations, while out of total 19 respondents, 7(36.8%) of the respondents who have an experience of 20 years & above have low & moderate level of HRD professional knowledge respectively.

Table – 57 Experience and HRD Professional Skills

	HRD Professional Skills			
Years of Experience	Low	Moderate	High	Total
Up to 10 years	09	20	14	43
% within Years of Experience	20.9%	46.5%	32.6%	100.0%
% within HRD Professional Skills	34.6%	50.0%	43.8%	43.9%
10 to 20 years	11	13	12	36
% within Years of Experience	30.6%	36.1%	33.3%	100.0%
% within HRD Professional Skills	42.3%	32.5%	37.5%	36.7%
More than 20 years	06	07	06	19
% within Years of Experience	31.6%	36.8%	31.6%	100.0%
% within HRD Professional Skills	23.1%	17.5%	18.8%	19.4%
Total	26	40	32	98
% within Years of Experience	26.5%	40.8%	32.7%	100.0%
% within HRD Professional Skills	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	1.533 ^a	04	0.821
Likelihood Ratio	1.548	04	0.818
Linear- by- Linear Association	0.374	01	0.541
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between experience and HRD professional skills.

Respondents having 10 years of experience, out of total 43 respondents, 20(46.5%) of the respondents have moderate level of HRD professional skills such as to give & receive feedback & good communication, out of total 36 respondents, 13(36.1%) of the respondents who are having 10 to 20 years of experience have a moderate level of HRD professional skills such as skills to monitor and the implementation of HRD systems, while out of total 19 respondents, those respondents who are having 20 years of experience & more have a moderate level of HRD professional skills i.e. 7(36.8%)

Table – 58 Experience and Personal Attitudes and values

	Personal Attitudes and Values			
Years of Experience	Low	Moderate	High	Total
Up to 10 years % within Years of Experience	11 25.6%	19 44.2%	13 30.2%	43 100.0%
% within Personal Attitudes & Values	42.3%	38.8%	56.5%	43.9%
10 to 20 years % within Years of Experience	10 27.8%	20 55.6%	06 16.7%	36 100.0%
% within Personal Attitudes & Values	38.5%	40.8%	26.1%	36.7%
More than 20 years % within Years of Experience	05 26.3%	10 52.6%	04 21.1%	19 100.0%
% within Personal Attitudes & Values	19.2%	20.4%	17.4%	19.4%
Total % within Years of Experience	26 26.5%	49 50.0%	23 23.5%	98 100.0%
% within Personal Attitudes & Values	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.170 ^a	04	0.704
Likelihood Ratio	2.186	04	0.702
Linear– by- Linear Association	0.493	01	0.483
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between experience and personal attitudes and values.

Out of total 43 respondents, 19(44.2%) of the respondents who are having 10 years of experience have a moderate level of personal attitudes and values such as empathy understanding, attitude towards others, while those respondents who are having an experience of 10 to 20 years, out of total 36 respondents, 20(55.6%) of the respondents have a moderate level of personal attitudes & values while those respondents who have 20 years or more experience, out of total 19 respondents, 10(52.6%) of the respondents have a moderate level of personal attitudes & values such as faith in people & their competencies.

Table – 59 Type of Organization and HRD Professional Knowledge

Type of Organization	HRD Professional Knowledge			Total
	Low	Moderate	High	
Pharmaceuticals % within Type of Organisation	07 (50.0%)	05 (35.7%)	02 (14.3%)	14 (100.0%)
% within HRD Professional Knowledge	21.2%	14.3%	6.1%	13.9%
Chemicals % within Type of Organisation	13 (36.1%)	12 (33.3%)	11 (30.6%)	36 (100.0%)
% within HRD Professional Knowledge	39.4%	34.3%	33.3%	35.6%
Textiles % within Type of Organisation	04 (28.6%)	06 (42.9%)	04 (28.6%)	14 (100.0%)
% within HRD Professional Knowledge	12.1%	17.1%	12.1%	13.9%
Engineering % within Type of Organisation	09 (24.3%)	12 (32.4%)	16 (43.2%)	37(100.0%)
% within HRD Professional Knowledge	27.3%	34.3%	48.5%	36.6%
Total % within Type of Organisation	33 (32.7%)	35 (34.7%)	33 (32.7%)	101 (100.0%)
% within HRD Professional Knowledge	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.461 ^a	06	0.486
Likelihood Ratio	5.615	06	0.468
Linear- by- Linear Association	4.491	01	0.034
N of Valid Cases	101	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between the type of the organisation and HRD professional knowledge.

Out of total 14 respondents, 7(50.0%) of the respondents in the pharmaceutical sector have a low level of professional knowledge about HRD

Philosophy policies & practices, out of total 36 respondents, 13(36.1%) of the respondents in the chemical sector have low level of HRD professional knowledge about organisation & its policies, out of total 14 respondents, 6(42.9%) of the respondents from the textile sector have moderate professional knowledge about the performance appraisal system, while out of total 37 respondents, 16(43.2%) of the respondents in the engineering units have a high level of professional knowledge about the philosophy, practices & group dynamics.

Table – 60 Type of Organization and HRD Professional Skills

Type of Organization	HRD Professional Skills			Total
	Low	Moderate	High	
Pharmaceuticals	05	07	02	14
% within Type of Organisation	35.7%	50.0%	14.3%	100.0%
% within HRD Professional Skills	18.5%	17.1%	6.1%	13.9%
Chemicals	11	14	11	36
% within Type of Organisation	30.6%	38.9%	30.6%	100.0%
% within HRD Professional Skills	40.7%	34.1%	33.3%	35.6%
Textiles	02	10	02	14
% within Type of Organisation	14.3%	71.4%	14.3%	100.0%
% within HRD Professional Skills	7.4%	24.4%	6.1%	13.9%
Engineering	09	10	18	37
% within Type of Organisation	24.3%	27.0%	48.6%	100.0%
% within HRD Professional Skills	33.3%	24.4%	54.5%	36.6%
Total	27	41	33	101
% within Type of Organisation	26.7%	40.6%	32.7%	100.0%
% within HRD Professional Skills	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	12.635 ^a	06	0.049
Likelihood Ratio	12.751	06	0.047
Linear– by– Linear Association	3.796	01	0.051
N of Valid Cases	101	-	-

Chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between the type of the organisation and HRD professional skills such as to give & receive feedback, good communication.

Out of total 36 respondents, 14(38.9%) of the respondents from chemical sector have moderate HRD professional skills as to give & receive feedback, out of total 14 respondents, 10(71.4%) of the respondents in the textile sector have a moderate HRD professional skills, while out of total 37 respondents, 18(48.6%) the respondents in the engineering unit have a high HRD professional skills such as implementation of HRD systems & are good at counselling, out of total 14 respondents, 7(50.0%) of the respondents from pharmaceutical industry have moderate level of HRD professional skills.

Table – 61 Type of Organization and Personal Attitudes and Values

Type of Organization	Personal Attitudes and Values			Total
	Low	Moderate	High	
Pharmaceuticals	02	08	04	14
% within Type of Organisation	14.3%	57.1%	28.6%	100.0%
% within Personal attitudes & Values	7.7%	15.7%	16.7%	13.9%
Chemicals	11	22	03	36
% within Type of Organisation	30.6%	61.1%	8.3%	100.0%
% within Personal attitudes & Values	42.3%	43.1%	12.5%	35.6%
Textiles	04	09	01	14
% within Type of Organisation	28.6%	64.3%	7.1%	100.0%
% within Personal attitudes & Values	15.4%	17.6%	4.2%	13.9%
Engineering	09	12	16	37
% within Type of Organisation	24.3%	32.4%	43.2%	100.0%
% within Personal attitudes & Values	34.6%	23.5%	66.7%	36.6%
Total	26	51	24	101
% within Type of Organisation	25.7%	50.5%	23.8%	100.0%
% within Personal attitudes & Values	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	16.234 ^a	06	0.013
Likelihood Ratio	17.268	06	0.008
Linear– by- Linear Association	1.800	01	0.180
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between type of the organisation and personal attitudes & values.

In the pharmaceutical industries, out of total 14 respondents, 8(57.1%) of the respondents have a moderate level of personal attitudes & values, out of total 36 respondents, 22(61.1%) of the respondents from the chemical units have moderate personal attitudes & values such as of trust and trustworthiness, while out of total 14 respondents, 9(64.3%) of the respondents from the textile sector have a moderate personal attitudes & values such as sense of fairness & responsibility, out of total 37 respondents, 16(43.2%) of the respondents from the engineering sector have a high level of personal attitudes & values as openness & interpersonal trust.

Table – 62 Educational Qualifications and HRD Professional Knowledge

Educational Qualification	HRD Professional Knowledge			Total
	Low	Moderate	High	
IRPM % within Educational Qualification	08 36.4%	07 31.8%	07 31.8%	22 100.0%
% within HRD Professional Knowledge	25.0%	20.0%	21.2%	22.0%
MSW/MLW/MA – SW % within Educational Qualification	15 27.8%	19 35.2%	20 37.0%	54 100.0%
% within HRD Professional Knowledge	46.9%	54.3%	60.6%	54.0%
Other Degrees (BA/MA/ B.Sc./MSc/MBA etc.) % within Educational Qualification	09 37.5%	09 37.5%	06 25.0%	24 100.0%
% within HRD Professional Knowledge	28.1%	25.7%	18.2%	24.0%
Total % within Educational Qualification	32 32.0%	35 35.0%	33 33.0%	100 100.0%
% within HRD Professional Knowledge	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	1.507 ^a	04	0.825
Likelihood Ratio	1.538	04	0.820
Linear– by- Linear Association	0.135	01	0.713
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between educational qualification and HRD professional knowledge.

Out of total 22 respondents, 8(36.4%) of IRPM graduates have low HRD knowledge about the philosophy & policies, out of total 54 respondents, 20(37.0%) of MSW/MLW/MA-SW have a high level of HRD professional knowledge such as the performance appraisal systems, understanding of the organizations, while out of total 24 respondents, who are having other

degrees such as BA/B.Sc./MA have a low as well as moderate level of HRD professional knowledge respectively i.e. 9(37.5%).

Table – 63 Educational Qualification and HRD Professional Skills

Educational Qualification	HRD Professional Skills			Total
	Low	Moderate	High	
IRPM	06	09	07	22
% within Educational Qualification	27.3%	40.9%	31.8%	100.0%
% within HRD Professional Skills	23.1%	22.0%	21.2%	22.0%
MSW/MLW/MA – SW	13	20	21	54
% within Educational Qualification	24.1%	37.0%	38.9%	100.0%
% within HRD Professional Skills	50.0%	48.8%	63.6%	54.0%
Other Degrees (BA/MA/ B.Sc./MSc/MBA etc.)	07	12	05	24
% within Educational Qualification	29.2%	50.0%	20.8%	100.0%
% within HRD Professional Skills	26.9%	29.3%	15.2%	24.0%
Total	26	41	33	100
% within Educational Qualification	26.0%	41.0%	33.0%	100.0%
% within HRD Professional Skills	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	2.518 ^a	04	0.641
Likelihood Ratio	2.625	04	0.622
Linear– by- Linear Association	0.363	01	0.547
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between education qualifications and HRD professional skills.

The respondents who are IRPM graduates, out of total 22 respondents, 9(40.9%) of the respondents have a moderate HRD professional skills to monitor & implementation of the system, out of total 54 respondents, 21(38.9%) of MSW/MLW/MA-SW respondents have a high professional skills such as having an interpersonal sensitivity & ability to give and receive

feedback, while those respondents who have BA/B.Sc./ M.Sc. degrees, out of total 24 respondents, 12 (50.0%) of the respondents have a moderate HRD professional skills.

Table – 64 Educational Qualifications and Personal Attitudes and Values

	Personal Attitudes and Values			
Educational Qualification	Low	Moderate	High	Total
IRPM	04	12	06	22
% within Educational Qualification	18.2%	54.5%	27.3%	100.0%
% within HRD Professional Knowledge	16.0%	23.5%	25.0%	22.0%
MSW/MLW/MA – SW	13	26	15	54
% within Educational Qualification	24.1%	48.1%	27.8%	100.0%
% within HRD Professional Knowledge	52.0%	51.0%	62.5%	54.0%
Other Degrees (BA/MA/ B.Sc./ M.Sc./MBA etc.)	08	13	03	24
% within Educational Qualification	33.3%	54.2%	12.5%	100.0%
% within HRD Professional Knowledge	32.0%	25.5%	12.5%	24.0%
Total	25	51	24	100
% within Educational Qualification	25.0%	51.0%	24.0%	100.0%
% within HRD Professional Knowledge	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.024 ^a	04	0.554
Likelihood Ratio	3.267	04	0.514
Linear– by-Linear Association	2.142	01	0.143
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between educational qualifications and personal attitudes & values.

out of total 22 respondents, 12(54.5%) of the respondents those who are IRPM graduate have a moderate level of personal attitudes & values such as empathy & understanding, out of total 54 respondents, 26(48.1%) of the respondents who are MSW/MLW/MA-SW have a moderate level of personal attitudes & values such as positive & helpful attitude, while the respondents having other degrees such as BA/MA/BSc/MSc, out of total 24 respondents, 13(54.2%) of the respondents have a moderate level of personal attitudes & values such as empathy & understanding.

Table – 65 Designation and HRD Professional Knowledge

Designation	HRD Professional Knowledge			Total
	Low	Moderate	High	
Officer	13	17	12	42
% within Designation	31.0%	40.5%	28.6%	100.0%
% within HRD Professional Knowledge	39.4%	50.0%	36.4%	42.0%
Manager / Dy Manager	11	13	12	36
% within Designation	30.6%	36.1%	33.3%	100.0%
% within HRD Professional Knowledge	33.3%	38.2%	36.4%	36.0%
Sr Manager/ Executive/ MD etc.	09	04	09	22
% within Designation	40.9%	18.2%	40.9%	100.0%
% within HRD Professional Knowledge	27.3%	11.8%	27.3%	22.0%
Total	33	34	33	100
% within Designation	33.0%	34.0%	33.0%	100.0%
% within HRD Professional Knowledge	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.388 ^a	04	0.495
Likelihood Ratio	3.645	04	0.456
Linear- by- Linear Association	0.025	01	0.874
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that designation and HRD professional knowledge have no strong association between them.

Out of total 42 respondents, 17(40.5%) of the respondents from the officer category have a moderate HRD professional knowledge such as understanding of the group dynamics & group functioning, while out of total 36 respondents, 13(36.1%) of the respondents who are Manager / Dy. Manager have a moderate HRD professional knowledge about HRD philosophy & organizations, while those respondents who are in the category of Sr.Manager/Executive/M.D., out of total 22 respondents, 9(40.9%) of the respondents have low & high level of HRD professional knowledge respectively.

Table – 66 Designation and HRD Professional Skills

	HRD Professional Skills			
Designation	Low	Moderate	High	Total
Officer	12	16	14	42
% within Designation	28.6%	38.1%	33.3%	100.0%
% within HRD Professional Skills	44.4%	40.0%	42.4%	42.0%
Manager / Dy Manager	07	18	11	36
% within Designation	19.4%	50.0%	30.6%	100.0%
% within HRD Professional Skills	25.9%	45.0%	33.3%	36.0%
Sr Manager/Executive/ MD etc.	08	06	08	22
% within Designation	36.4%	27.3%	36.4%	100.0%
% within HRD Professional Skills	29.6%	15.0%	24.2%	22.0%
Total	27	40	33	100
% within Designation	27.0%	40.0%	33.0%	100.0%
% within HRD Professional Skills	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.485 ^a	04	0.480
Likelihood Ratio	3.543	04	0.471
Linear– by– Linear Association	0.018	01	0.894
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between designation and HRD professional skills.

The respondents who are in the officer category, out of total 42 respondents, 16(38.1%) of the respondents have a moderate HRD professional skills such as values and have a flair for communication, while out of total 36 respondents, 18(50.0%) of the respondents who are managers/Dy. Managers have a moderate professional skills such as skills to monitor the implementation of HRD systems, while out of total 22 respondents, of the respondents who are Sr. Manager /Executive / M.D. have a low as well as high HRD professional skills i.e. 8(36.4%).

Table – 67 Designation and Personal Attitudes and Values

Designation	Personal Attitudes and Values			Total
	Low	Moderate	High	
Officer	11	19	12	42
% within Designation	26.2%	45.2%	28.6%	100.0%
% within Personal attitudes & Values	44.0%	37.3%	50.0%	42.0%
Manager / Dy Manager	07	21	08	36
% within Designation	19.4%	58.3%	22.2%	100.0%
% within Personal attitudes & Values	28.0%	41.2%	33.3%	36.0%
Sr Manager/ Executive/ MD etc.	07	11	04	22
% within Designation	31.8%	50.0%	18.2%	100.0%
% within Personal attitudes & Values	28.0%	21.6%	16.7%	22.0%
Total	25	51	24	100
% within Designation	25.0%	51.0%	24.0%	100.0%
% within Personal attitudes & Values	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.258 ^a	04	0.688
Likelihood Ratio	2.265	04	0.687
Linear– by– Linear Association	0.594	01	0.441
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between designation and personal attitudes and values.

Out of total 42 respondents, 19(45.2%) of the respondents who are in the officer grade have a moderate level of personal attitudes & values such as trust and trustworthiness, while out of total 36 respondents, 21(58.3%) of the respondents who are manager / Dy. Manager have a moderate level of personal attitudes & values such as respect for others and responsibility, out of total 22 respondents, 11(50.0%) of the respondents who are Sr. Manager /Executive /M.D. have a moderate level of personal attitudes & values such as empathy & understanding.

Table – 68 Age and Leadership

	LEADERSHIP			
Age in Years	Low	Moderate	High	Total
Upto 33 Years	09	20	14	43
% within Age in years	20.9%	46.5%	32.6%	100.0%
% within LEADERSHIP	36.0%	40.0%	56.0%	43.0%
34 to 44 Years	04	19	09	32
% within Age in years	12.5%	59.4%	28.1%	100.0%
% within LEADERSHIP	16.0%	38.0%	36.0%	32.0%
45 Years & above	12	11	02	25
% within Age in years	48.0%	44.0%	8.0%	100.0%
% within LEADERSHIP	48.0%	22.0%	8.0%	25.0%
Total	25	50	25	100
% within Age in years	25.0%	50.0%	25.0%	100.0%
% within LEADERSHIP	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	12.420 ^a	04	0.014
Likelihood Ratio	12.696	04	0.013
Linear– by- Linear Association	6.879	01	0.009
N of Valid Cases	100	-	-

The chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between age and leadership.

Out of total 43 respondents, 20(46.5%) of the respondents who are in the age group of 33 years have moderate leadership qualities, out of total 32 respondents, 19(59.4%) of the respondents who are in the age group of 34 to 44 years have moderate type of leadership qualities, while out of total 25 respondents, 12(48.0%) of the respondents who are 45 years & above have a low leadership qualities in order to control the organisation and as a team leader.

Table – 69 Age and Participative - Leadership

Age in Years	Participative – Leadership			Total
	Low	Moderate	High	
Upto 33 Years	01	-	42	43
% within Age in years	2.3%		97.7%	100.0%
% within Participative Leadership	50.0%		43.3%	43.0%
34 to 44 Years	01	-	31	32
% within Age in years	3.1%		96.9%	100.0%
% within Participative Leadership	50.0%		32.0%	32.0%
45 Years & above	-	01	24	25
% within Age in years		4.0%	96.0%	100.0%
% within Participative Leadership		100.0%	24.7%	25.0%
Total	02	01	97	100
% within Age in years	2.0%	1.0%	97.0%	100.0%
% within Participative Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.730 ^a	04	0.444
Likelihood Ratio	3.971	04	0.410
Linear– by- Linear Association	0.002	01	0.967
N of Valid Cases	100	-	-

Chi-square is not significant. Therefore it can be interpreted that there is no strong association between age and participative leadership.

Out of total 43 respondents, 42(97.7%) of the respondents who are in the age group of 33 years have high participative leadership qualities such as which are carried out in the organizations, out of total 32 respondents, 31(96.9%) of the respondents who are in the age group of 34-44 years have a high level of participative quality of leadership, out of total 25 respondents, 24(96.0%) of the respondents who are 45 years and above have a high level of participative leadership such as discussion on every issues and power equalizations.

Table – 70 Age and Authoritative - Leadership

Age in Years	Authoritative - Leadership			Total
	Low	Moderate	High	
Up to 33 years	09	14	20	43
% within Age in years	20.9%	32.6%	46.5%	100.0%
% within Authoritative Leadership	34.6%	45.2%	46.5%	43.0%
34 to 44 years	08	09	15	32
% within Age in years	25.0%	28.1%	46.9%	100.0%
% within Authoritative Leadership	30.8%	29.0%	34.9%	32.0%
45 Years & above	09	08	08	25
% within Age in years	36.0%	32.0%	32.0%	100.0%
% within Authoritative Leadership	34.6%	25.8%	18.6%	25.0%
Total	26	31	43	100
% within Age in years	26.0%	31.0%	43.0%	100.0%
% within Authoritative Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.465 ^a	04	0.651
Likelihood Ratio	2.456	04	0.652
Linear- by- Linear Association	1.848	01	0.174
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between age and authoritative leadership.

out of total 43 respondents, 20(46.5%) of the respondents from the age group of 33 years have high authoritative leadership such as personal vanity, status & power. In the age group of 34 to 44 years, out of total 32 respondents, 15(46.9%) of respondents practice authoritative leadership style by yielding the power over the followers and true leaders, while out of total 25 respondents, 9(36.0%) of the respondents who are in the age group of 45 years & above have low tendency towards practising of the authoritative leadership.

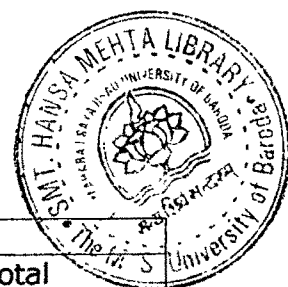


Table – 71 Age and Nurturant – Leadership

Age in Years	Nurturant – Leadership			Total
	Low	Moderate	High	
Up to 33 years	06	09	28	43
% within Age in years	14.0%	20.9%	65.1%	100.0%
% within Nurturant Leadership	42.9%	47.4%	41.8%	43.0%
34 to 44 Years	04	02	26	32
% within Age in years	12.5%	6.3%	81.3%	100.0%
% within Nurturant Leadership	28.6%	42.1%	19.4%	32.0%
45 Years & above	04	08	13	25
% within Age in years	16.0%	32.0%	52.0%	100.0%
% within Nurturant Leadership	28.6%	42.1%	19.4%	25.0%
Total	14	19	67	100
% within Age in years	14.0%	19.0%	67.0%	100.0%
% within Nurturant Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.001 ^a	04	0.136
Likelihood Ratio	7.598	04	0.107
Linear– by– Linear Association	0.346	01	0.556
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between age and Nurturant Leadership style.

Out of total 43 respondents, 28 (65.1%) of the respondents who are in the age of 33 years have a high tendency to practice Nurturant Leadership style such as not to discourage his subordinates, the respondents who are in the age of 34 to 44 years, out of total 32 respondents, 26(81.3%) of the respondents have high tendency towards Nurturant Leadership style such as emphasizing on the training & see that the subordinate grows, while out of total 25 respondents, 13(52.0%) of the respondents who are in the age group of 45 years & above have high level of Nurturant Leadership style such as to perform as a fatherly figure.

Table – 72 Age and P + A + N - Leadership

	P + A + N - Leadership			
Age in Years	Low	Moderate	High	Total
Up to 33 years	01	01	41	43
% within Age in years	2.3%	2.3%	95.3%	100.0%
% within P+A+N - Leadership	11.1%	11.1%	50.0%	43.0%
34 to 44 years	02	04	26	32
% within Age in years	6.3%	12.5%	81.3%	100.0%
% within P+A+N - Leadership	22.2%	44.4%	31.7%	32.0%
45 years & above	06	04	15	25
% within Age in years	24.0%	16.0%	60.0%	100.0%
% within P+A+N - Leadership	66.7%	44.4%	18.3%	25.0%
Total	09	09	82	100
% within Age in years	9.0%	9.0%	82.0%	100.0%
% within P+A+N - Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 - sided)
Pearson Chi-Square	14.985 ^a	04	0.005
Likelihood Ratio	14.648	04	0.005
Linear- by- Linear Association	12.931	01	0.000
N of Valid Cases	100	-	-

The chi-square is significant at 0.01 level of confidence. Therefore it can be interpreted that there is a strong association between age & P+A+N leadership style.

Out of total 43 respondents, 41(95.3%) of the respondents who are in the age group of 33 years practice high level of P+A+N leadership style such as to make group members work according to his direction, out of total 32 respondents, 26(81.3%) of the respondents who are in the age group of 34 to 44 years practice high level of P+A+N leadership style such as seeking co-operation, listening to his advice, while out of total 25 respondents, 15(60.0%) of the respondents who are in the age group of 45 years & above practice high level of P+A+N leadership style such as he is open to discussion & decision making process.

Table – 73 Age and Bureaucratic Leadership

Age in Years	Bureaucratic Leadership			Total
	Low	Moderate	High	
Up to 33 years	26	07	10	43
% within Age in years	60.5%	16.3%	23.3%	100.0%
% within Bureaucratic Leadership	44.8%	38.9%	41.7%	43.0%
34 to 44 years	13	08	11	32
% within Age in years	40.6%	25.0%	34.4%	100.0%
% within Bureaucratic Leadership	22.4%	44.4%	45.8%	32.0%
45 years & above	19	03	03	25
% within Age in years	76.0%	12.0%	12.0%	100.0%
% within Bureaucratic Leadership	32.8%	16.7%	12.5%	25.0%
Total	58	18	24	100
% within Age in years	58.0%	18.0%	24.0%	100.0%
% within Bureaucratic Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.494 ^a	04	0.112
Likelihood Ratio	7.710	04	0.103
Linear- by- Linear Association	0.813	01	0.367
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between age and bureaucratic leadership style.

Out of total 43 respondents, 26(60.5%) of the respondents who are in the age group of 33 years perceived low level of bureaucratic leadership style such as by giving excessive importance to written rules & regulations, out of total 32 respondents, 13(40.6%) of the respondents who are in the age group of 34 to 44 years perceived low level of bureaucratic leadership style where in role is mightier than the task holds true here, while in the age group of 45 years & above, out of total 25 respondents, 19(76.0%) of the respondents have perceived a low level of bureaucratic leadership.

Table – 74 Age and Task Oriented - Leadership

	Task Oriented – Leadership			
Age in Years	Low	Moderate	High	Total
Up to 33 Years	07	07	29	43
% within Age in years	16.3%	16.3%	67.4%	100.0%
% within Task Oriented Leadership	38.9%	41.2%	44.6%	43.0%
34 to 44 Years	05	05	22	32
% within Age in years	15.6%	15.6%	68.8%	100.0%
% within Task Oriented Leadership	27.8%	29.4%	33.8%	32.0%
45 years & above	06	05	14	25
% within Age in years	24.0%	20.0%	56.0%	100.0%
% within Task Oriented Leadership	33.3%	29.4%	21.5%	25.0%
Total	18	17	65	100
% within Age in years	18.0%	17.0%	65.0%	100.0%
% within Task Oriented Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	1.272 ^a	04	0.866
Likelihood Ratio	1.239	04	0.872
Linear- by- Linear Association	0.770	01	0.380
N of Valid Cases	100	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between Age and Task oriented leadership style.

Out of total 43 respondents, 29(67.4%) of the respondents from the age of 33 years perceive a high level of Task oriented leadership style such as the leaders become tense when the task is high & supervises on task rather than the people, out of total 32 respondents, 22(68.8%) of the respondents who are in the age group Of 34 to 44 years perceive high level of Task oriented leadership style such as paying no attention to the human aspects & human feelings while those respondents who are 46 years & above, out of total 25 respondents, 14(56%) of the respondents have perceived a high level of Task oriented leadership such as using unhealthy or inhuman methods which can harm organisation in long run.

Table – 75 Age and Personal Relations - Leadership

Age in Years	Personal Relations – Leadership			Total
	Low	Moderate	High	
Up to 33 Years	05	13	25	43
% within Age in years	11.6%	30.2%	58.1%	100.0%
% within Personal Relations - Leadership	35.7%	61.9%	38.5%	43.0%
34 to 44 Years	08	03	21	32
% within Age in years	25.0%	9.4%	65.6%	100.0%
% within Personal Relations – Leadership	57.1%	14.3%	32.3%	32.0%
45 Years & above	01	05	19	25
% within Age in years	4.0%	20.0%	76.0%	100.0%
% within Personal Relations – Leadership	7.1%	23.8%	29.2%	25.0%
Total	14	21	65	100
% within Age in years	14.0%	21.0%	65.0%	100.0%
% within Personal Relations – Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	9.320 ^a	04	0.054
Likelihood Ratio	9.829	04	0.043
Linear– by- Linear Association	1.487	01	0.223
N of Valid Cases	100	-	-

The chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between age & personal relations leadership style.

Out of total 43 respondents, 25(58.1%) of the respondents who are in the age group of 33 years perceive a high level of personal relations leadership style, out of total 32 respondents, 21(65.6%) of the respondents who are in the age group of 34 to 44 years practice high level of personal relations leadership style such as by developing social relationships, while in the age category of 45 years & above, out of total 25 respondents, 19(76.0%) of the respondents practice high type of personal relations leadership style which could also have a positive as well as negative effect on the productions.

Table – 76 Monthly Income and Participative - Leadership

Monthly Income (Rs.)	Participative – Leadership			Total
	Low	Moderate	High	
Up to Rs.15000 % within Monthly Income (Rs.)	01 2.2%	-	44 97.8%	45 100.0%
% within Participative Leadership	50.0%		46.3%	45.9%
Rs. 15001 to 20000 % within Monthly Income (Rs.)	01 2.6%	01 2.6%	37 94.9%	39 100.0%
% within Participative Leadership	50.0%	100.0%	38.9%	39.8%
More than Rs.20000 % within Monthly Income (Rs.)	-	-	14 100.0%	14 100.0%
% within Participative Leadership			14.7%	14.3%
Total % within Monthly Income (Rs.)	02 2.0%	01 1.0%	95 96.9%	98 100.0%
% within Participative Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	1.892 ^a	04	0.756
Likelihood Ratio	2.504	04	0.644
Linear- by-Linear Association	0.039	01	0.843
N of Valid Cases	98	-	-

Chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income and participative leadership.

Out of total 45 respondents, 44(97.8%) of the respondents who are drawing a income of Rs.15000 practice a high level of participative leadership style, out of total 39 respondents, 37(94.9%) of the respondents who have an monthly income of Rs.15001 to 20000 practice a high level of participative leadership style such as sharing of the information & arriving at a proper decision, while those respondents who have a monthly income of Rs.20000 and above, out of total 14 respondents, 14(100%) of the respondents have a high level of participative leadership style such as taking actions & on power equalizations.

Table – 77 Monthly Income and Authoritative - Leadership

	Authoritative – Leadership			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs.15000	11	11	23	45
% within Monthly Income (Rs.)	24.4%	24.4%	51.1%	100.0%
% within Authoritative Leadership	45.8%	35.5%	53.5%	45.9%
Rs. 15001 to 20000	06	16	17	39
% within Monthly Income (Rs.)	15.4%	41.0%	43.6%	100.0%
% within Authoritative Leadership	25.0%	51.6%	39.5%	39.8%
More than Rs.20000	07	04	03	14
% within Monthly Income (Rs.)	50.0%	28.6%	21.4%	100.0%
% within Authoritative Leadership	29.2%	12.9%	7.0%	14.3%
Total	24	31	43	98
% within Monthly Income (Rs.)	24.5%	31.6%	43.9%	100.0%
% within Authoritative Leadership	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	9.050 ^a	04	0.060
Likelihood Ratio	8.704	04	0.069
Linear– by– Linear Association	3.108	01	0.078
N of Valid Cases	98	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between monthly income and authoritative leadership style.

Out of total 45 respondents, 23(51.1%) of the respondents who draw a monthly income of Rs.15000 perceive a high level of authoritative leadership style such as status, power, out of total 39 respondents, 17(43.6%) of the respondents who draw monthly income of Rs.15001 to 20000 perceive a high level of authoritative leadership style such as using of relatively high power while out of total 14 respondents, those respondents who are drawing a monthly income of Rs.20000 & above relatively perceive a low authoritative leadership style such as regarding to personal vanity, status & power i.e. 7(50.0%).

Table – 78 Monthly Income and Nurturant – Leadership

Monthly Income (Rs.)	Nurturant – Leadership			Total
	Low	Moderate	High	
Up to Rs.15000 % within Monthly Income (Rs.)	07 15.6%	05 11.1%	33 73.3%	45 100.0%
% within Nurturant Leadership	50.0%	29.4%	49.3%	45.9%
Rs. 15001 to 20000 % within Monthly Income (Rs.)	04 10.3%	11 28.2%	24 61.5%	39 100.0%
% within Nurturant Leadership	28.6%	64.7%	35.8%	39.8%
More than Rs. 20000 % within Monthly Income (Rs.)	03 21.4%	01 7.1%	10 71.4%	14 100.0%
% within Nurturant Leadership	21.4%	5.9%	14.9%	14.3%
Total % within Monthly Income (Rs.)	14 14.3%	17 17.3%	67 68.4%	98 100.0%
% within Nurturant Leadership	100.0 %	100.0%	100.0 %	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.941 ^a	04	0.204
Likelihood Ratio	5.892	04	0.207
Linear– by- Linear Association	0.188	01	0.664
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income and nurturant leadership.

Out of total 45 respondents, 33(73.3%) of the respondents who draw monthly income of Rs.15000 perceive a high level of nurturant leadership style, while out of total 39 respondents, 24(61.5%) of the respondents who draw a monthly income of Rs. 15001 to 20000 perceive a high nurturant leadership style such as wherein the major thrust is on the growth and development of the subordinates, out of total 14 respondents, 10(71.4%) of the respondents who draw their monthly income of Rs. 20000 & above perceive high level of nurturant leadership where he functions as a typical father figure.

Table – 79 Monthly Income and P + A + N - Leadership

	P + A + N – Leadership			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000 % within Monthly Income (Rs.)	01 2.2%	05 11.1%	39 86.7%	45 100.0%
% within P+A+N – Leadership	11.1%	55.6%	48.8%	45.9%
Rs. 15001 to 20000 % within Monthly Income (Rs.)	06 15.4%	02 5.1%	31 79.5%	39 100.0%
% within P+A+N – Leadership	66.7%	22.2%	38.8%	39.8%
More than Rs. 20000 % within Monthly Income (Rs.)	02 14.3%	02 14.3%	10 71.4%	14 100.0%
% within P+A+N – Leadership	22.2%	22.2%	12.5%	14.3%
Total % within Monthly Income (Rs.)	09 9.2%	09 9.2%	80 81.6%	98 100.0%
% within P+A+N – Leadership	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.022 ^a	04	0.198
Likelihood Ratio	6.808	04	0.146
Linear– by– Linear Association	2.985	01	0.084
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income and P+A+N leadership.

Out of total 45 respondents, 39(86.7%) of the respondents who draw a monthly income of Rs.15000 perceive a mixed leadership style of P+A+N, out of total 39 respondents, 31 (79.5%) of the respondents who draw an monthly income of Rs.15001 to 20000 perceive a high level of P+A+N leadership such as seeking the co-operation as well as listening to his subordinates, while out of total 14 respondents, the respondents who are drawing Rs.20000 & above perceive a high level of P+A+N leadership who is generally nurturant in his outlook i.e.10 (71.4%).

Table – 80 Monthly Income and Bureaucratic Leadership

	Bureaucratic Leadership			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000	23	06	16	45
% within Monthly Income (Rs.)	51.1%	13.3%	35.6%	100.0%
% within Bureaucratic Leadership	39.7%	37.5%	66.7%	45.9%
Rs. 15001 to 20000	25	07	07	39
% within Monthly Income (Rs.)	64.1%	17.9%	17.9%	100.0%
% within Bureaucratic Leadership	43.1%	43.8%	29.2%	39.8%
More than Rs. 20000	10	03	01	14
% within Monthly Income (Rs.)	71.4%	21.4%	7.1%	100.0%
% within Bureaucratic Leadership	17.2%	18.8%	4.2%	14.3%
Total	58	16	24	98
% within Monthly Income (Rs.)	59.2%	16.3%	24.5%	100.0%
% within Bureaucratic Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 - sided)
Pearson Chi-Square	6.194 ^a	04	0.185
Likelihood Ratio	6.651	04	0.156
Linear- by- Linear Association	4.569	01	0.033
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income & bureaucratic leadership.

Out of total 45 respondents, 23(51.1%) of the respondents who are in the income group of Rs.15000 perceive a low level of bureaucratic leadership of guidelines & day-to-day affairs, out of total 39 respondents, 25(64.1%) of the respondents who draw an monthly income of Rs. 15001 to 20000 perceive a low level of bureaucratic leadership such as by simply complying with the orders & demands, while out of total 14 respondents, 10(71.4%) of the respondents who are drawing an monthly income of Rs.20000 and above perceive a low level of bureaucratic leadership such as excessive dependence on the roles & task.

Table – 81 Monthly Income and Task Oriented - Leadership

	Task Oriented – Leadership			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs.15000	06	09	30	45
% within Monthly Income (Rs.)	13.3%	20.0%	66.7%	100.0%
% within Task Oriented Leadership	33.3%	50.0%	48.4%	45.9%
Rs.15001 to 20000	08	07	24	39
% within Monthly Income (Rs.)	20.5%	17.9%	61.5%	100.0%
% within Task Oriented Leadership	44.4%	38.9%	38.7%	39.8%
More than Rs. 20000	04	02	08	14
% within Monthly Income (Rs.)	28.6%	14.3%	57.1%	100.0%
% within Task Oriented Leadership	22.2%	11.1%	12.9%	14.3%
Total	18	18	62	98
% within Monthly Income (Rs.)	18.4%	18.4%	63.3%	100.0%
% within Task Oriented Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	1.892 ^a	04	0.756
Likelihood Ratio	1.849	04	0.764
Linear– by- Linear Association	1.211	01	0.271
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income and task-oriented leadership.

With the respondents who are drawing a monthly income of Rs.15000, out of total 45 respondents, 30(66.7%) of the respondents perceive a high level of task-oriented leadership such as use of repressive measures, restrict communication, out of total 39 respondents, 24(61.5%) of the respondents who draw a monthly income of Rs. 15001 to 20000 feel that a high level of task oriented leadership style such as employment of fear & threat among the subordinates while those respondents who are drawing a monthly income of Rs.20000, out of total 14 respondents, 8(57.1%) of the respondents perceive a high level of task oriented leadership style & mistrust.

Table – 82 Monthly Income and Personal Relations - Leadership

	Personal Relations - Leadership			
Monthly Income (Rs.)	Low	Moderate	High	Total
Up to Rs. 15000 % within Monthly Income (Rs.)	06 13.3%	06 13.3%	33 73.3%	45 100.0%
% within Personal Relations – Leadership	42.9%	28.6%	52.4%	45.9%
Rs. 15001 to 20000 % within Monthly Income (Rs.)	05 12.8%	14 35.9%	20 51.3%	39 100.0%
% within Personal Relations – Leadership	35.7%	66.7%	31.7%	39.8%
More than Rs. 20000 % within Monthly Income (Rs.)	03 21.4%	01 7.1%	10 71.4%	14 100.0%
% within Personal Relations – Leadership	21.4%	4.8%	15.9%	14.3%
Total % within Monthly Income (Rs.)	14 14.3%	21 21.4%	63 64.3%	98 100.0%
% within Personal Relations – Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	8.817 ^a	04	0.066
Likelihood Ratio	8.836	04	0.065
Linear– by- Linear Association	0.761	01	0.383
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income and personal relation leadership style.

Out of total 45 respondents, 33(73.3%) of the respondents who have a monthly income of Rs.15000 perceived a high level of personal relation leadership such as doing personal favours in the work, out of total 39 respondents, 20(51.3%) of the respondents who have a monthly income of Rs.15001 to 20000 perceived a high level of personal relation style of leadership such as tendency of develop social relations, while out of total 14 respondents, 10(71.4%) of the respondents who have their monthly income of Rs.20,000 and above perceived a high level of personal relations leadership style.

Table – 83 Monthly Income and LEADERSHIP

Monthly Income (Rs.)	LEADERSHIP			Total
	Low	Moderate	High	
Up to Rs. 15000	08	22	15	45
% within Monthly Income (Rs.)	17.8%	48.9%	33.3%	100.0%
% within LEADERSHIP	32.0%	45.8%	60.0%	45.9%
Rs. 15001 to 20000	13	17	09	39
% within Monthly Income (Rs.)	33.3%	43.6%	23.1%	100.0%
% within LEADERSHIP	52.0%	35.4%	36.0%	39.8%
More than Rs.20000	04	09	01	14
% within Monthly Income (Rs.)	28.6%	64.3%	7.1%	100.0%
% within LEADERSHIP	16.0%	18.8%	4.0%	14.3%
Total	25	48	25	98
% within Monthly Income (Rs.)	25.5%	49.0%	25.5%	100.0%
% within LEADERSHIP	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.964 ^a	04	0.202
Likelihood Ratio	6.607	04	0.158
Linear– by– Linear Association	3.944	01	0.047
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between monthly income and leadership.

Out of total 45 respondents, 22(48.9%) of the respondents who have a monthly income of Rs.15000 perceived a moderate type of leadership qualities, out of total 39 respondents, 17(43.6%) of the respondents who draw a monthly income of Rs.15001 to 20000 perceived a moderate type of leadership qualities, while out of total 14 respondents, of the respondents who have a monthly income of Rs.20,000 and above perceived moderate type of leadership qualities i.e. 9(64.3%).

Table – 84 Experience and Participative - Leadership

Years of Experience	Participative – Leadership			Total
	Low	Moderate	High	
Up to 10 years % within Years of experience	01 2.3%	-	42 97.7%	43 100.0%
% within Participative Leadership	50.0%		44.2%	43.9%
10 to 20 Years % within Years of experience	01 2.8%	01 2.8%	34 94.4%	36 100.0%
% within Participative Leadership	50.0%	100.0%	35.8%	36.7%
More than 20 Years % within Years of experience	-	-	19 100.0%	19 100.0%
% within Participative Leadership			20.0%	19.4%
Total % within Years of experience	02 2.0%	01 1.0%	95 96.9%	98 100.0%
% within Participative Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.267 ^a	04	0.687
Likelihood Ratio	2.925	04	0.571
Linear– by- Linear Association	0.119	01	0.730
N of Valid Cases	98	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between experience and participative leadership.

Out of total 43 respondents, 42(97.7%) of the respondents who have and experience up to 10 years perceive a high level of participative leadership style such as sharing of the information & takes action, out of total 36 respondents, 34(94.4%) of the respondents who have an experience of 10 to 20 years perceive a high level of participative leadership style such as giving the emphasis on the decision making process, while out of total 19 respondents, 19(100%) of the respondents perceive a high participative leadership style such as discussions are taken place across the table & go for a higher performance with the help & participation of each & every member.

Table – 85 Experience and Leadership

	LEADERSHIP			
Years of Experience	Low	Moderate	High	Total
Up to 10 Years	09	20	14	43
% within Years of experience	20.9%	46.5%	32.6%	100.0%
% within LEADERSHIP	36.0%	41.7%	56.0%	43.9%
10 to 20 Years	07	20	09	36
% within Years of experience	19.4%	55.6%	25.0%	100.0%
% within LEADERSHIP	28.0%	41.7%	36.0%	36.7%
More than 20 Years	09	08	02	19
% within Years of experience	47.4%	42.1%	10.5%	100.0%
% within LEADERSHIP	36.0%	16.7%	8.0%	19.4%
Total	25	48	25	98
% within Years of experience	25.5%	49.0%	25.5%	100.0%
% within LEADERSHIP	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.499 ^a	04	0.112
Likelihood Ratio	7.254	04	0.123
Linear– by- Linear Association	4.978	01	0.026
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between experience and leadership.

It can be further more interpreted that, out of total 43 respondents, 20(46.5%) of the respondents who have a experience of 10 years perceive a moderate leadership style, out of total 36 respondents, 20(55.6%) of the respondents who have an experience of 10 to 20 years practice moderate type of leadership, while those respondents who have 20 years & more experience, out of total 19 respondents, 9(47.4%) of the respondents perceive low level leadership style.

Table – 86 Experience and Authoritative - Leadership

	Authoritative – Leadership			
Years of Experience	Low	Moderate	High	Total
Up to 10 Years	09	12	22	43
% within Years of experience	20.9%	27.9%	51.2%	100.0%
% within Authoritative Leadership	36.0%	40.0%	51.2%	43.9%
10 to 20 Years	09	12	15	36
% within Years of experience	25.0%	33.3%	41.7%	100.0%
% within Authoritative Leadership	36.0%	40.0%	34.9%	36.7%
More than 20 Years	07	06	06	19
% within Years of experience	36.8%	31.6%	31.6%	100.0%
% within Authoritative Leadership	28.0%	20.0%	14.0%	19.4%
Total	25	30	43	98
% within Years of experience	25.5%	30.6%	43.9%	100.0%
% within Authoritative Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.725 ^a	04	0.605
Likelihood Ratio	2.677	04	0.613
Linear– by– Linear Association	2.458	01	0117
N of Valid Cases	98	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between experience and authoritative leadership style.

Out of total 43 respondents, 22(51.2%) of the respondents who have an experience of 10 years perceive a high level of authoritative leadership style such as of personal power and vanity, out of total 36 respondents, 15(41.7%) of the respondents who have an experience of 10 to 20 years perceive a high level of authoritative leadership style which is predominantly bit lenient, while out of total 19 respondents, 7(36.8%) of the respondents who have 20 years or more experience perceive a low level of authoritative leadership style such as those which is characterized by relatively high degree of power.

Table – 87 Experience and Nurturant – Leadership

	Nurturant – Leadership			
Years of Experience	Low	Moderate	High	Total
Up to 10 Years	07	07	29	43
% within Years of experience	16.3%	16.3%	67.4%	100.0%
% within Nurturant Leadership	50.0%	38.9%	43.9%	43.9%
10 to 20 Years	04	05	27	36
% within Years of experience	11.1%	13.9%	75.0%	100.0%
% within Nurturant Leadership	28.6%	27.8%	40.9%	36.7%
More than 20 Years	03	06	10	19
% within Years of experience	15.8%	31.6%	52.6%	100.0%
% within Nurturant Leadership	21.4%	33.3%	15.2%	19.4%
Total	14	18	66	98
% within Years of experience	14.3%	18.4%	67.3%	100.0%
% within Nurturant Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.628 ^a	04	0.459
Likelihood Ratio	3.400	04	0.493
Linear- by- Linear Association	0.169	01	0.681
N of Valid Cases	98	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between experience and nurturant leadership style.

Out of total 43 respondents, 29(67.4%) of the respondents who have 10 years of experience perceive a high level of nurturant leadership style such as who wants to function in a way that his subordinates are not discouraged, out of total 36 respondents, 27(75.0%) of those respondents who have an experience of 10 to 20 years perceive high nurturant leadership style, while out of total 19 respondents, 10(52.6%) of the respondents who are having an experience of 20 years and more perceive a high nurturant leadership style such as giving a major emphasis on the growth & development of his subordinates.

Table – 88 Experience and P + A + N - Leadership

	P + A + N - Leadership			
Years of Experience	Low	Moderate	High	Total
Up to 10 Years	02	01	40	43
% within Years of experience	4.7%	2.3%	93.0%	100.0%
% within P+A+N – Leadership	22.2%	12.5%	49.4%	43.9%
10 to 20 Years	02	04	30	36
% within Years of experience	5.6%	11.1%	83.3%	100.0%
% within P+A+N – Leadership	22.2%	50.0%	37.0%	36.7%
More than 20 Years	05	03	11	19
% within Years of experience	26.3%	15.8%	57.9%	100.0%
% within P+A+N – Leadership	55.6%	37.5%	13.6%	19.4%
Total	09	08	81	98
% within Years of experience	9.2%	8.2%	82.7%	100.0%
% within P+A+N – Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	13.053 ^a	04	0.011
Likelihood Ratio	11.824	04	0.019
Linear– by– Linear Association	9.616	01	0.002
N of Valid Cases	98	-	-

The chi-square is significant at 0.05 level of confidence. Hence it can be interpreted that there is a strong association between experience and P+A+N leadership.

Out of total 43 respondents, 40(93.0%) of the respondents who have an experience of 10 years perceive a high P+A+N leadership style such as by exercising his power & authority, out of total 36 respondents, 30(83.3%) of the respondents who have an experience of 10 to 20 years perceive a high P+A+N style of leadership such respondents are generally nurturant in their out look, while out of total 19 respondents, 11(57.9%) of the respondents who are having 20 years & more of experience perceive a high P+A+N leadership who are always open to discussions & suggestions.

Table – 89 Experience and Bureaucratic Leadership

	Bureaucratic Leadership			
Years of Experience	Low	Moderate	High	Total
Up to 10 Years	23	07	13	43
% within Years of experience	53.5%	16.3%	30.2%	100.0%
% within Bureaucratic Leadership	41.1%	41.2%	52.0%	43.9%
10 to 20 Years	19	08	09	36
% within Years of experience	52.8%	22.2%	25.0%	100.0%
% within Bureaucratic Leadership	33.9%	47.1%	36.0%	36.7%
More than 20 Years	14	02	03	19
% within Years of experience	73.7%	10.5%	15.8%	100.0%
% within Bureaucratic Leadership	25.0%	11.8%	12.0%	19.4%
Total	56	17	25	98
% within Years of experience	57.1%	17.3%	25.5%	100.0%
% within Bureaucratic Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.245 ^a	04	0.518
Likelihood Ratio	3.308	04	0.508
Linear- by- Linear Association	1.792	01	0.181
N of Valid Cases	98	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between experience and bureaucratic leadership.

Out of total 43 respondents, 23(53.5%) of the respondents who have an experience of 10 years perceive a low type of bureaucratic leadership style such as giving excessive importance to the rules & regulations, out of total 36 respondents, 19(52.8%) of the respondents who have an experience of 10 to 20 years perceive a low type of bureaucratic leadership style such as importance to the guidelines & evidences in day-to-day matters, while out of total 19 respondents, 14(73.7%) of the respondents who are having 20 years & more experience perceive a low type of bureaucratic leadership style.

Table – 90 Experience and Task Oriented - Leadership

	Task Oriented – Leadership			
Years of Experience	Low	Moderate	High	Total
Up to 10 Years	08	08	27	43
% within Years of experience	18.6%	18.6%	62.8%	100.0%
% within Task Oriented Leadership	44.4%	44.4%	43.5%	43.9%
10 to 20 Years	04	08	24	36
% within Years of experience	11.1%	22.2%	66.7%	100.0%
% within Task Oriented Leadership	22.2%	44.4%	38.7%	36.7%
More than 20 Years	06	02	11	19
% within Years of experience	31.6%	10.5%	57.9%	100.0%
% within Task Oriented Leadership	33.3%	11.1%	17.7%	19.4%
Total	18	18	62	98
% within Years of experience	18.4%	18.4%	63.3%	100.0%
% within Task Oriented Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.921 ^a	04	0.417
Likelihood Ratio	3.870	04	0.424
Linear- by-Linear Association	0.298	01	0.585
N of Valid Cases	98	-	-

Chi-square is not significant. Hence it can be interpreted that there is no strong association between experience and Task oriented leadership.

Out of total 43 respondents, 27(62.8%) of the respondents who are having an experience of 10 years, perceive a high level of Task oriented leadership style such as creating a climate of mistrust, wherein the subordinates became defensive and seal themselves of, out of total 36 respondents, 24(66.7%) of the respondents who are having an experience of 10 to 20 years perceive a high Task oriented leadership style wherein there is no proper communication and is less generous, while out of total 19 respondents, 11(57.9%) of the respondents who are having 20 years & above experience perceive a high Task oriented leadership style.

Table – 91 Experience and Personal Relations - Leadership

	Personal Relations – Leadership			
Years of Experience	Low	Moderate	High	Total
Up to 10 Years % within Years of experience	06 14.0%	13 30.2%	24 55.8%	43 100.0%
% within Personal Relations – Leadership	42.9%	61.9%	38.1%	43.9%
10 to 20 Years % within Years of experience	08 22.2%	06 16.7%	22 61.1%	36 100.0%
% within Personal Relations – Leadership	57.1%	28.6%	34.9%	36.7%
More than 20 Years % within Years of experience	-	02 10.5%	17 89.5%	19 100.0%
% within Personal Relations – Leadership		9.5%	27.0%	19.4%
Total % within Years of experience	14 14.3%	21 21.4%	63 64.3%	98 100.0%
% within Personal Relations – Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	9.707 ^a	04	0.046
Likelihood Ratio	12.106	04	0.017
Linear- by- Linear Association	3.983	01	0.046
N of Valid Cases	98	-	-

The chi-square is significant at 0.05 level of confidence. Hence it can be interpreted that there is a strong association between experience and personal relations leadership style.

With those respondents who have 10 years of experience, out of total 43 respondents, 24(55.8%) of the respondents perceive a high personal relation leadership style where in they expect some results, out of total 36 respondents, 22(61.1%) of the respondents who have an experience of 10 to 20 years perceive a high level of personal relation leadership style wherein the subordinate feels rejection, while those respondents who have 20 years & more experience, out of total 19 respondents, 17(89.5%) of the respondents perceive a high level of personal relation leadership style.

Table – 92 Type of Organization and Leadership

	LEADERSHIP			
Type of Organization	Low	Moderate	High	Total
Pharmaceuticals	03	08	03	14
% within Type of Organisation	21.4%	57.1%	21.4%	100.0%
% within LEADERSHIP	12.0%	16.0%	11.5%	13.9%
Chemicals	16	17	03	36
% within Type of Organisation	44.4%	47.2%	8.3%	100.0%
% within LEADERSHIP	64.0%	34.0%	11.5%	35.6%
Textiles	02	05	07	14
% within Type of Organisation	14.3%	35.7%	50.0%	100.0%
% within LEADERSHIP	8.0%	10.0%	26.9%	13.9%
Engineering	04	20	13	37
% within Type of Organisation	10.8%	54.1%	35.1%	100.0%
% within LEADERSHIP	16.0%	40.0%	50.0%	36.6%
Total	25	50	26	101
% within Type of Organisation	24.8%	49.5%	25.7%	100.0%
% within LEADERSHIP	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	18.931 ^a	06	0.004
Likelihood Ratio	19.495	06	0.003
Linear– by– Linear Association	7.985	01	0.005
N of Valid Cases	101	-	-

The chi-square is significant at 0.01 level of confidence. Hence it can be interpreted that there is a strong association between the type of the organisation and leadership.

Out of total 14 respondents, 8(57.1%) of the respondents who are in pharmaceutical sector perceive moderate leadership style, out of total 36 respondents, 17(47.2%) of the respondents who are in the chemical sector practice a moderate leadership style, out of total 14 respondents, 7(50.0%) of the majority of the respondents who are in the textile sector perceive a high leadership style while those respondents who are in the engineering sector, out of total 37 respondents, 20(54.1%) of the respondents perceive a moderate leadership style.

Table – 93 Type of Organization and Participative - Leadership

	Participative – Leadership			
Type of Organization	Low	Moderate	High	Total
Pharmaceuticals	-	-	14	14
% within Type of Organisation			100.0%	100.0%
% within Participative Leadership			14.3%	13.9%
Chemicals	02	01	33	36
% within Type of Organisation	5.6%	2.8%	91.7%	100.0%
% within Participative Leadership	100.0%	100.0%	33.7%	35.6%
Textiles	-	-	14	14
% within Type of Organisation			100.0%	100.0%
% within Participative Leadership			14.3%	13.9%
Engineering	-	-	37	37
% within Type of Organisation			100.0%	100.0%
% within Participative Leadership			37.8%	36.6%
Total	02	01	98	101
% within Type of Organisation	2.0%	1.0%	97.0%	100.0%
% within Participative Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.582 ^a	06	0.472
Likelihood Ratio	6.357	06	0.384
Linear- by- Linear Association	1.259	01	0.262
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between the type of the organisation and participative leadership style.

Out of total 14 respondents, 14(100%) of the respondents from the pharmaceutical sector perceive a high participative leadership style wherein there is sharing of the information and discussion takes place across the table, out of total 36 respondents, 33(91.7%) of the respondents who are in the chemical sector perceive a high level of participative leadership style

where emphasis is given on the power equalization, out of total 14 respondents, 14(100%) of the respondents from the textile sector perceive a high level of the participative leadership wherein the leaders take in good time to arrive at the consensus, while out of total 37 respondents, 37(100.0%) of the respondents who are in the engineering sector perceive a high participative leadership style of having sharing of the information & working together with the subordinates.

Table – 94 Type of Organization and Authoritative - Leadership

Type of Organization	Authoritative – Leadership			Total
	Low	Moderate	High	
Pharmaceuticals	03	04	07	14
% within Type of Organisation	21.4%	28.6%	50.0%	100.0%
% within Authoritative Leadership	11.5%	12.9%	15.9%	13.9%
Chemicals	11	13	12	36
% within Type of Organisation	30.6%	36.1%	33.3%	100.0%
% within Authoritative Leadership	42.3%	41.9%	27.3%	35.6%
Textiles	03	03	08	14
% within Type of Organisation	21.4%	21.4%	57.1%	100.0%
% within Authoritative Leadership	11.5%	9.7%	18.2%	13.9%
Engineering	09	11	17	37
% within Type of Organisation	24.3%	29.7%	45.9%	100.0%
% within Authoritative Leadership	34.6%	35.5%	38.6%	36.6%
Total	26	31	44	101
% within Type of Organisation	25.7%	30.7%	43.6%	100.0%
% within Authoritative Leadership	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.962 ^a	06	0.814
Likelihood Ratio	3.001	06	0.809
Linear– by– Linear Association	0.179	01	0.673
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between the type of the organisation and authoritative leadership.

Out of total 14 respondents, 7(50.0%) of the respondents who are in the pharmaceutical sector perceive a high authoritative leadership regarding the status and the power, out of total 36 respondents, 13(36.1%) of the respondents who are in the chemical sector perceive a moderate authoritative leadership style, out of total 14 respondents, 8(57.1%) of the respondents who are in the textile sector perceive a high authoritative leadership wherein the main concern is personal vanity, status & power, out of total 37 respondents, 17(45.9%) of the respondents who are in the engineering sector perceive a high authoritative leadership style.

Table – 95 Type of Organization and Nurturant – Leadership

	Nurturant – Leadership			
Type of Organization	Low	Moderate	High	Total
Pharmaceuticals	03	05	06	14
% within Type of Organisation	21.4%	35.7%	42.9%	100.0%
% within Nurturant Leadership	21.4%	26.3%	8.8%	13.9%
Chemicals	03	09	24	36
% within Type of Organisation	8.3%	25.0%	66.7%	100.0%
% within Nurturant Leadership	21.4%	47.4%	35.3%	35.6%
Textiles	03	01	10	14
% within Type of Organisation	21.4%	7.1%	71.4%	100.0%
% within Nurturant Leadership	21.4%	5.3%	14.7%	13.9%
Engineering	05	04	28	37
% within Type of Organisation	13.5%	10.8%	75.7%	100.0%
% within Nurturant Leadership	35.7%	21.1%	41.2%	36.6%
Total	14	19	68	101
% within Type of Organisation	13.9%	18.8%	67.3%	100.0%
% within Nurturant Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	8.750 ^a	06	0.188
Likelihood Ratio	8.918	06	0.178
Linear– by- Linear Association	1.683	01	0.195
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between the type of the organisation and nurturant leadership style.

Out of total 14 respondents, 6(42.9%) of the respondents who are in the pharmaceutical sector perceive a high nurturant leadership style wherein emphasis is given on training of the subordinates, out of total 36 respondents, 24(66.7%) of the respondents wherein the chemical sector perceive a high nurturant leadership style wherein they want their subordinates are not discouraged, out of total 14 respondents, 10(71.4%) of the respondents who are in the textile sector perceive a high nurturant leadership style, while those respondents who are in the engineering sector, out of total 37 respondents, 28(75.7%) of the respondents perceive a high nurturant leadership.

Table – 96 Type of Organization and P + A + N - Leadership

Type of Organization	P + A + N – Leadership			Total
	Low	Moderate	High	
Pharmaceuticals % within Type of Organisation	01 7.1%	02 14.3%	11 78.6%	14 100.0%
% within P+A+N – Leadership	11.1%	22.2%	13.3%	13.9%
Chemicals % within Type of Organisation	06 16.7%	02 5.6%	28 77.8%	36 100.0%
% within P+A+N – Leadership	66.7%	22.2%	33.7%	35.6%
Textiles % within Type of Organisation	-	01 7.1%	13 92.9%	14 100.0%
% within P+A+N – Leadership		11.1%	15.7%	13.9%
Engineering % within Type of Organisation	02 5.4%	04 10.8%	31 83.8%	37 100.0%
% within P+A+N – Leadership	22.2%	44.4%	37.3%	36.6%
Total % within Type of Organisation	09 8.9%	09 8.9%	83 82.2%	101 100.0%
% within P+A+N – Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.658 ^a	06	0.463
Likelihood Ratio	6.480	06	0.372
Linear– by- Linear Association	1.000	01	0.317
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between the type of the organisation and P+A+N leadership.

Out of total 14 respondents, 11(78.6%) of the respondents who are in the pharmaceutical sector, perceive a high level of P+A+N leadership wherein co-operation is sought and a patient listening is given, out of total 36 respondents, 28(77.8%) of the respondents who are in the chemical sector perceive a high level of P+A+N leadership style where there the leader has generally a genuine nurturant in his outlook, out of total 14 respondents, 13 (92.9%) of the respondents who are in the textile sector perceive a high

level of P+A+N leadership style where suggestion are given & action is taken, out of total 37 respondents, 31(83.8%) of the respondents who are in the engineering sector perceive a high level of P+A+N leadership where they seek the co-operation & work together.

Table – 97 Type of Organization and Bureaucratic Leadership

Type of Organization	Bureaucratic Leadership			Total
	Low	Moderate	High	
Pharmaceuticals % within Type of Organisation	09 64.3%	02 14.3%	03 21.4%	14 100.0%
% within Bureaucratic Leadership	15.5%	11.1%	12.0%	13.9%
Chemicals % within Type of Organisation	22 61.1%	08 22.2%	06 16.7%	36 100.0%
% within Bureaucratic Leadership	37.9%	44.4%	24.0%	35.6%
Textiles % within Type of Organisation	05 35.7%	04 28.6%	05 35.7%	14 100.0%
% within Bureaucratic Leadership	8.6%	22.2%	44.0%	36.6%
Engineering % within Type of Organisation	22 59.5%	04 10.8%	11 29.7%	37 100.0%
% within Bureaucratic Leadership	37.9%	22.2%	44.0%	36.6%
Total % within Type of Organisation	58 57.4%	18 17.8%	25 24.8%	101 100.0%
% within Bureaucratic Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.857 ^a	06	0.439
Likelihood Ratio	6.059	06	0.417
Linear– by– Linear Association	0.760	01	0.383
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between the type of the organisation and bureaucratic leadership style.

Out of total 14 respondents, 9(64.3%) of the respondents from the pharmaceutical group perceive a low level of bureaucratic leadership style where there is excessive dependence on the role, while out of total 36 respondents, 22(61.1%) of the respondents who are in the chemical sector perceive a low level of bureaucratic leadership style where the orders are given from the top & has to be followed at the bottom line, out of total 14 respondents, 5(35.7%) of the respondents who are in the textile sector perceive a low as well as a high level of bureaucratic leadership style where there a importance is given to written rules & regulations, while out of total 37 respondents, 22(59.5%) of the respondents from the engineering sector perceive a low level of bureaucratic leadership.

Table – 98 Type of Organization and Task Oriented - Leadership

Type of Organization	Task Oriented – Leadership			Total
	Low	Moderate	High	
Pharmaceuticals	02	04	08	14
% within Type of Organisation	14.3%	28.6%	57.1%	100.0 %
% within Task Oriented Leadership	11.1%	22.2%	12.3%	13.9%
Chemicals	09	09	18	36
% within Type of Organisation	25.0%	25.0%	50.0%	100.0 %
% within Task Oriented Leadership	50.0%	50.0%	27.7%	35.6%
Textiles	02	02	10	14
% within Type of Organisation	14.3%	14.3%	71.4%	100.0 %
% within Task Oriented Leadership	11.1%	11.1%	15.4%	13.9%
Engineering	05	03	29	37
% within Type of Organisation	13.5%	8.1%	78.4%	100.0 %
% within Task Oriented Leadership	27.8%	16.7%	44.6%	36.6%
Total	18	18	65	101
% within Type of Organisation	17.8%	17.8%	64.4%	100.0 %
% within Task Oriented Leadership	100.0%	100.0%	100.0%	100.0 %

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	8.134 ^a	06	0.228
Likelihood Ratio	8.342	06	0.214
Linear– by– Linear Association	3.254	01	0.071
N of Valid Cases	101	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between the type of the organisation and Task oriented leadership style.

Out of total 14 respondents, 8(57.1%) of the respondents who are in the pharmaceutical sector perceive a high level of Task oriented leadership where emphasis is on the task than the people, use repressive measures, out of total 36 respondents, 18(50.0%) of the respondents who are in the chemical sector perceive a high level of Task oriented leadership style where there the leader has time bound targets, is less generous in the evaluation, while out of total 14 respondents, 10(71.4%) of the respondents who are in the textile sector perceive a high level of Task oriented leadership where there is a climate of mistrust & as a result the subordinates become defensive, while out of total 37 respondents, who are in the engineering sector, 29(78.4%) of the respondents perceive a high level of Task oriented leadership style.

Table – 99 Type of Organization and Personal Relations Leadership

	Personal Relations - Leadership			
Type of Organization	Low	Moderate	High	Total
Pharmaceuticals	01	05	08	14
% within Type of Organisation	7.1%	35.7%	57.1%	100.0%
% within Personal Relations – Leadership	7.1%	23.8%	12.1%	13.9%
Chemicals	07	07	22	36
% within Type of Organisation	19.4%	19.4%	61.1%	100.0%
% within Personal Relations – Leadership	50.0%	33.3%	33.3%	35.6%
Textiles	02	04	08	14
% within Type of Organisation	14.3%	28.6%	57.1%	100.0%
% within Personal Relations – Leadership	14.3%	19.0%	12.1%	13.9%
Engineering	04	05	28	37
% within Type of Organisation	10.8%	13.5%	75.7%	100.0%
% within Personal Relations – Leadership	28.6%	23.8%	42.4%	36.6%
Total	14	21	66	101
% within Type of Organisation	13.9%	20.8%	65.3%	100.0%
% within Personal Relations – Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.388 ^a	06	0.495
Likelihood Ratio	5.227	06	0.515
Linear- by- Linear Association	1.222	01	0.269
N of Valid Cases	101	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between the type of the organisation and personal relation style of leadership.

Out of total 14 respondents, 8(57.1%) of the respondents who are in the pharmaceutical sector perceive a high level of personal relation leadership style where they tend to go for the personal favours, out of total 36 respondents, 22(61.1%) of the respondents who are from the chemical sector perceive a high level of personal relation style where much emphasis

is given on social relationships & does not exercise this, while out of total 14 respondents, 8(57.1%) of the respondents who are in the textile sector perceive a high level of personal relation style of leadership where personal favours are done To the selected group of the people, while out of total 37 respondents, 28(75.7%) of the respondents who are in the engineering sector perceive a high level of personal relations style of leadership.

Table – 100 Educational Qualifications and Leadership

	LEADERSHIP			
Education Qualification	Low	Moderate	High	Total
IRPM	08	10	04	22
% within Educational Qualification	36.4%	45.5%	18.2%	100.0%
% within LEADERSHIP	33.3%	20.0%	15.4%	22.0%
MSW/MLW/MA – SW	13	24	17	54
% within Educational Qualification	24.1%	44.4%	31.5%	100.0%
% within LEADERSHIP	54.2%	48.0%	65.4%	54.0%
Other Degrees (BA/MA/ B.Sc./M.Sc./MBA etc.)	03	16	05	24
% within Educational Qualification	12.5%	66.7%	20.8%	100.0%
% within LEADERSHIP	12.5%	32.0%	19.2%	24.0%
Total	24	50	26	100
% within Educational Qualification	24.0%	50.0%	26.0%	100.0%
% within LEADERSHIP	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.869 ^a	04	0.209
Likelihood Ratio	5.888	04	0.208
Linear- by- Linear Association	1.532	01	0.216
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between education qualifications and leadership.

Out of total 22 respondents, 10(45.5%) of the respondents who have IRPM as their educational background perceive moderate level of leadership, out of total 54 respondents, 24(44.4%) of the respondents who are MSW/MLW/MA-SW perceive a moderate level of leadership, while out of total 24 respondents, who have other degrees such as BA/MA/BSc/MSc/MBA, 16(66.7%) of the respondents perceive a moderate level of leadership.

Table – 101 Educational Qualifications and Participative - Leadership

Education Qualification	Participative – Leadership			Total
	Low	Moderate	High	
IRPM	02	01	19	22
% within Educational Qualification	9.1%	4.5%	86.4%	100.0%
% within Participative Leadership	100.0%	100.0%	19.6%	22.0%
MSW/MLW/ MA – SW	-	-	54	54
% within Educational Qualification			100.0%	100.0%
% within Participative Leadership			55.7%	54.0%
Other Degrees (BA/MA/ B.Sc./M.Sc./MBA etc.)	-	-	24	24
% within Educational Qualification			100.0%	100.0%
% within Participative Leadership			24.7%	24.0%
Total	02	01	97	100
% within Educational Qualification	2.0%	1.0%	97.0%	100.0%
% within Participative Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	10.965 ^a	06	0.027
Likelihood Ratio	9.423	06	0.051
Linear- by- Linear Association	6.403	01	0.011
N of Valid Cases	100	-	-

The chi-square is significant at 0.05 level of confidence. Hence it can be interpreted that there is a strong association between educational qualifications and participative leadership.

Out of total 22 respondents, 19(86.4%) of the IRPM graduates respondents perceive a high level of participative leadership style where the information is shared & there is discussion on various issues, out of total 54 respondents, 54(100.0%) the respondents who are having MSW/MLW/MA-SW educational background respondents perceive a high level of participative leadership wherein discussion & sharing of the information on day to day affairs takes place & are very open, while out of total 24 respondents, 24(100%) of the respondents having other degrees such as BA/BSc/MSc/MBA perceive high participative leadership style.

Table-102 Educational Qualifications and Authoritative - Leadership

	Authoritative – Leadership			
Education Qualification	Low	Moderate	High	Total
IRPM	09	04	09	22
% within Educational Qualification	40.9%	18.2%	40.9%	100.0%
% within Authoritative Leadership	34.6%	13.3%	20.5%	22.0%
MSW/MLW/MA – SW	12	18	24	54
% within Educational Qualification	22.2%	33.3%	44.4%	100.0%
% within Authoritative Leadership	46.2%	60.0%	54.5%	54.0%
Other Degrees (BA/MA/ B.Sc./MSc/MBA etc.)	05	08	11	24
% within Educational Qualification	20.8%	33.3%	45.8%	100.0%
% within Authoritative Leadership	19.2%	26.7%	25.0%	24.0%
Total	26	30	44	100
% within Educational Qualification	26.0%	30.0%	44.0%	100.0%
% within Authoritative Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.805 ^a	04	0.433
Likelihood Ratio	3.717	04	0.446
Linear- by- Linear Association	1.026	01	0.311
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between educational qualifications & authoritative leadership.

Out of total 22 respondents, 9(40.9%) of those who are having their IRPM background perceive a low as well as high authoritative leadership such as use of power & personal vanity, out of total 54 respondents, 24(44.4%) of the respondents who are having MSW/MLW/MA-SW educational background perceive a high level of authoritative leadership, while those respondents who are having other degrees such as BA/MA/BSc/MSc/MBA, out of total 24 respondents, 11(45.8%) of the respondents perceive a high authoritative leadership which is predominantly directive in nature.

Table – 103 Educational Qualifications and Nurturant – Leadership

Education Qualification	Nurturant – Leadership			Total
	Low	Moderate	High	
IRPM	05	04	13	22
% within Educational Qualification	22.7%	18.2%	59.1%	100.0%
% within Nurturant Leadership	35.7%	22.2%	19.1%	22.0%
MSW/MLW/MA – SW	04	11	39	54
% within Educational Qualification	7.4%	20.4%	72.2%	100.0%
% within Nurturant Leadership	28.6%	61.1%	57.4%	54.0%
Other Degrees (BA/MA/ B.Sc./M.Sc./MBA etc.)	05	03	16	24
% within Educational Qualification	20.8%	12.5%	66.7%	100.0%
% within Nurturant Leadership	35.7%	16.7%	23.5%	24.0%
Total	14	18	68	100
% within Educational Qualification	14.0%	18.0%	68.0%	100.0%
% within Nurturant Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	4.651 ^a	04	0.325
Likelihood Ratio	4.755	04	0.313
Linear- by- Linear Association	0.150	01	0.698
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between educational qualifications and nurturant leadership style.

Out of total 22 respondents, 13(59.1%) of the respondents who are having their IRPM background perceive a high level of nurturant style where his subordinates are not discouraged, out of total 54 respondents, 39(72.2%) of those respondents who are having MSW/MLW/MA-SW AS their educational background perceive a high level of nurturant style where he is like a typical father figure, while out of total 24 respondents, 16(66.7%) of the respondents who are having BA/BSc/MA/MBA degrees perceive a high level of nurturant leadership wherein the major emphasis is on training & development of the subordinates.

Table – 104 Education Qualifications and P + A + N - Leadership

Education Qualification	P + A + N – Leadership			Total
	Low	Moderate	High	
IRPM % within Educational Qualification	04 18.2%	04 18.2%	14 63.6%	22 100.0%
% within P+A+N – Leadership	50.0%	44.4%	16.9%	22.0%
MSW/MLW/ MA – SW % within Educational Qualification	03 5.6%	03 5.6%	48 88.9%	54 100.0%
% within P+A+N – Leadership	37.5%	33.3%	57.8%	54.0%
Other Degrees (BA/MA/ B.Sc./ M.Sc./ MBA etc) % within Educational Qualification	01 4.2%	02 8.3%	21 87.55	24 100.0%
% within P+A+N – Leadership	12.5%	22.2%	25.3%	24.0%
Total % within Educational Qualification	08 8.0%	09 9.0%	83 83.0%	100 100.0%
% within P+A+N – Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.758 ^a	04	0.101
Likelihood Ratio	6.858	04	0.144
Linear- by- Linear Association	4.479	01	0.034
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between educational qualifications and P+A+N leadership.

Out of total 22 respondents, 14(63.6%) of those respondents who are IRPM graduates perceive a high level of P+A+N leadership style wherein there is use of power and authority in order to make group members work, while the MSW/MLW/MA-SW graduates, out of total 54 respondents, 48(88.9%) of the respondents perceive a high level of P+A+N Leadership style, while out of total 24 respondents, who are BA/BSc/MSc/MBA graduate, 21(87.5%) of the respondents perceive a high level of P+A+N Leadership style wherein the leader is generally nurturant in his outlook.

Table –105 Educational Qualifications and Bureaucratic - Leadership

Education Qualification	Bureaucratic Leadership			Total
	Low	Moderate	High	
IRPM % within Educational Qualification	14 63.6%	02 9.1%	06 27.3%	22 100.0%
% within Bureaucratic Leadership	24.6%	11.1%	24.0%	22.0%
MSW/MLW/MA –SW % within Educational Qualification	32 59.3%	11 20.4%	11 20.4%	54 100.0%
% within Bureaucratic Leadership	56.1%	61.1%	44.0%	54.0%
Other Degrees (BA/MA/ B.Sc./M.Sc./MBA etc.) % within Educational Qualification	11 45.8%	05 20.4%	08 33.3%	24 100.0%
% within Bureaucratic Leadership	19.3%	27.8%	32.0%	24.0%
Total % within Educational Qualification	57 57.0%	18 18.0%	25 25.0%	100 100.0%
% within Bureaucratic Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.164 ^a	04	0.531
Likelihood Ratio	3.367	04	0.498
Linear– by- Linear Association	0.955	01	0.328
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between educational qualifications and bureaucratic leadership.

Out of total 22 respondents, 14(63.6%) of the respondents who are IRPM graduates perceive a low level of bureaucratic style where the role is mightier than the task hold goods, out of total 54 respondents, 32 (59.3%) of the respondents who are having their MSW/MLW/MA-SW perceive a low level of bureaucratic leadership where manager simply comply with the orders & demands, while those respondents who are having BA/BSc/MA/MBA, out of total 24 respondents, 11(45.8%) of the respondents perceive a low level of bureaucratic style where there is less amount of job satisfaction.

Table-106 Educational Qualifications and Task Oriented - Leadership

Education Qualification	Task Oriented – Leadership			Total
	Low	Moderate	High	
IRPM	07	03	12	22
% within Educational Qualification	31.8%	13.6%	54.5%	100.0%
% within Task Oriented Leadership	38.9%	17.6%	18.5%	22.0%
MSW/MLW/MA –SW	08	09	37	54
% within Educational Qualification	14.8%	16.7%	68.5%	100.0%
% within Task Oriented Leadership	44.4%	52.9%	56.9%	54.0%
Other Degrees (BA/MA/ B.Sc./M.Sc./MBA etc.)	03	05	16	24
% within Educational Qualification	12.5%	20.8%	66.7%	100.0%
% within Task Oriented Leadership	16.7%	29.4%	24.6%	24.0%
Total	18	17	65	100
% within Educational Qualification	18.0%	17.0%	65.0%	100.0%
% within Task Oriented Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	3.882 ^a	04	0.422
Likelihood Ratio	3.528	04	0.474
Linear– by- Linear Association	1.763	01	0.184
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between education qualifications and Task oriented leadership.

Out of total 22 respondents, 12(54.5%) of the respondents who are IRPM graduates perceive a high level of Task oriented leadership style such as are very less generous in the evaluation, out of total 54 respondents, 37(68.5%) of the respondents who are having MSW/MLW/MA-SW as their educational background perceive a high level of Task oriented leadership style where there is more use of repressive methods & communication is not proper, while out of total 24 respondents, 16(66.7%) of the respondents who are having BA/MA/MSc/MBA perceive a high level of Task oriented leadership style such as no paying attention to the human aspects & use of unhealthy methods.

Table – 107 Education Qualifications and Personal Relations - Leadership

Education Qualification	Personal Relations – Leadership			Total
	Low	Moderate	High	
IRPM % within Educational Qualification	04 18.2%	06 27.3%	12 54.5%	22 100.0%
% within Personal Relations – Leadership	28.6%	30.0%	18.2%	22.0%
MSW/MLW/MA – SW % within Educational Qualification	10 18.5%	10 18.6%	34 63.0%	54 100.0%
% within Personal Relations – Leadership	71.4%	50.0%	51.5%	54.0%
Other Degrees (BA/MA/ B.Sc./M.Sc./ MBA etc.) % within Educational Qualification	-	04 16.7%	20 83.3%	24 100.0%
% within Personal Relations – Leadership		20.0%	30.3%	24.0%
Total % within Educational Qualification	14 14.0%	20 20.0%	66 66.0%	100 100.0%
% within Personal Relations – Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	6.802 ^a	04	0.147
Likelihood Ratio	9.959	04	0.041
Linear– by- Linear Association	4.886	01	0.027
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between educational qualifications and personal relation leadership style.

It can be further more interpreted that, out of total 22 respondents, 12(54.5%) of the respondents who are having IRPM as their educational background perceive a high level of personal relation style of leadership wherein which of personal favours are done, out of total 54 respondents, 34(63.0%) of the respondents who are having MSW/MLW/MA-SW background perceive a high level of personal relation leadership style where personal favours are done to selected group of people, while those with BA/BSc/MBA, out of total 24 respondents, 20(83.3%) of the respondents perceive a high level of personal relation style of leadership.

Table – 108 Designation and Leadership

	LEADERSHIP			
Designation	Low	Moderate	High	Total
Officer	10	16	16	42
% within Designation	23.8%	38.1%	38.1%	100.0%
% within LEADERSHIP	40.0%	32.7%	61.5%	42.0%
Manager / Dy Manager	10	22	04	36
% within Designation	27.8%	61.1%	11.1%	100.0%
% within LEADERSHIP	40.0%	44.9%	15.4%	36.0%
Sr Manager / Executive/ MD etc.	05	11	06	22
% within Designation	22.7%	50.0%	27.3%	100.0%
% within LEADERSHIP	20.0%	22.4%	23.1%	22.0%
Total	25	49	26	100
% within Designation	25.0%	49.0%	26.0%	100.0%
% within LEADERSHIP	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	7.728 ^a	04	0.102
Likelihood Ratio	8.282	04	0.082
Linear– by- Linear Association	0.746	01	0.388
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between designation and leadership.

Out of total 42 respondents, 16(38.1%) of the respondents who are in the officer category have perceived moderate & high level of leadership respectively, while out of total 36 respondents, 22(61.1%) of those respondents who are Managers/ Dy. Managers perceive a moderate level of leadership, while those respondents who are Sr. Manager/Executive/M.D. out of total 22 respondents, 11(50.0%) of the respondents perceive a moderate level of leadership.

Table – 109 Designation and Participative - Leadership

Designation	Participative – Leadership			Total
	Low	Moderate	High	
Officer	01	-	41	42
% within Designation	2.4%		97.6%	100.0%
% within Participative Leadership	50.0%		42.3%	42.0%
Manager/ Dy Manager	01	-	35	36
% within Designation	2.8%		97.2%	100.0%
% within Participative Leadership	50.0%		36.1%	36.0%
Sr Manager / Executive/ MD etc.	-	01	21	22
% within Designation		4.5%	95.5%	100.0%
% within Participative Leadership		100.0%	21.6%	22.0%
Total	02	01	97	100
% within Designation	2.0%	1.0%	97.0%	100.0%
% within Participative Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.132 ^a	04	0.388
Likelihood Ratio	4.041	04	0.400
Linear– by– Linear Association	0.000	01	1.000
N of Valid Cases	100	-	-

Chi-square is not significant. Hence it can be interpreted that there is no strong association between designation and participative leadership.

Out of total 42 respondents, 41(97.6%) of the respondents who are in the category of officer level perceive a high level of participative style of leadership such as there is sharing of the information, while out of total 22 respondents, 21(95.5%) of the respondents who are at the level of Sr. Manager / Executive / M.D. perceive a high level of participative style of leadership such as coming at consensus, listening to each & every one, out of total 36 respondents, 35(97.2%) of respondents who are in Manager / Dy. Manager perceive a high level of Participative leadership style.

Table – 110 Designation and Authoritative - Leadership

Designation	Authoritative – Leadership			Total
	Low	Moderate	High	
Officer	09	13	20	42
% within Designation	21.4%	31.0%	47.6%	100.0%
% within Authoritative Leadership	34.6%	41.9%	46.5%	42.0%
Manager / Dy Manager	10	13	13	36
% within Designation	27.8%	36.1%	36.1%	100.0%
% within Authoritative Leadership	38.5%	41.9%	30.2%	36.0%
Sr Manager / Executive/ MD etc.	07	05	10	22
% within Designation	31.8%	22.7%	45.5%	100.0%
% within Authoritative Leadership	26.9%	16.1%	23.3%	22.0%
Total	26	31	43	100
% within Designation	26.0%	31.0%	43.0%	100.0%
% within Authoritative Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.093 ^a	04	0.719
Likelihood Ratio	2.145	04	0.709
Linear– by- Linear Association	0.528	01	0.467
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between designation and authoritative style of leadership.

Out of total 42 respondents, 20(47.6%) of the respondents who in the officer category perceive a high level of authoritative style of leadership wherein more emphasis is given on the rules & regulations, out of total 36 respondents, 13(36.1%) of the respondents who are Managers/Dy. Managers perceive a moderate as well as high level of authoritative leadership style where the leader is always playing a dominate role on the followers & the workers, while out of total 22 respondents, 10(45.5%) of the respondents who are Sr. Managers / Executive/M.D. perceive a high level of authoritative leadership where the main concern is personal power & status.

Table – 111 Designation and Nurturant – Leadership

Designation	Nurturant – Leadership			Total
	Low	Moderate	High	
Officer	06	09	27	42
% within Designation	14.3%	21.4%	64.3%	100.0%
% within Nurturant Leadership	42.9%	47.4%	40.3%	42.0%
Manager / Dy Manager	05	06	25	36
% within Designation	13.9%	16.7%	69.45	100.0%
% within Nurturant Leadership	35.7%	31.6%	37.3%	36.0%
Sr Manager / Executive/ MD etc.	03	04	15	22
% within Designation	13.6%	18.2%	68.2%	100.0%
% within Nurturant Leadership	21.4%	21.1%	22.4%	22.0%
Total	14	19	67	100
% within Designation	14.0%	19.0%	67.0%	100.0%
% within Nurturant Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	0.329 ^a	04	0.988
Likelihood Ratio	0.329	04	0.988
Linear- by- Linear Association	0.080	01	0.778
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between designation and nurturant leadership style.

Out of total 42 respondents, 27(64.3%) of the respondents who are in the officer cadre perceive a high level of nurturant style of leadership wherein the leader is generally nurturant in his outlook, out of total 36 respondents, 25(69.4%) of the respondents who are Managers/ Dy. Managers perceive a high level of nurturant style such as giving more emphasis on the training of the subordinates, while out of total 22 respondents, 15(68.2%) Sr. Manager/ Executive/ M.D. level group respondents perceived a high level of nurturant style where the leaders work as a typical father figure.

Table – 112 Designation and P + A + N - Leadership

	P + A + N – Leadership			
Designation	Low	Moderate	High	Total
Officer	03	04	35	42
% within Designation	7.1%	9.5%	83.3%	100.0%
% within P+A+N – Leadership	33.3%	50.0%	42.2%	42.0%
Manager / Dy Manager	04	02	30	36
% within Designation	11.1%	5.6%	63.3%	100.0%
% within P+A+N – Leadership	44.4%	25.0%	36.1%	36.0%
Sr Manager / Executive/ MD etc.	02	02	18	22
% within Designation	9.1%	9.1%	81.8%	100.0%
% within P+A+N – Leadership	22.2%	25.0%	21.7%	22.0%
Total	09	08	83	100
% within Designation	9.0%	8.0%	83.0%	100.0%
% within P+A+N – Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	0.768 ^a	04	0.943
Likelihood Ratio	0.792	04	0.940
Linear– by– Linear Association	0.064	01	0.801
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between designation & P+A+N leadership.

Out of total 42 respondents, 35(83.3%) of the respondents who are in the officer category perceive a high level of P+A+N style where the leader seeks the co-operation & listens to the advice of his subordinates, out of total 36 respondents, 30(63.3%) of Managers/ Dy. Managers respondents perceive a high level of P+A+N style where he is generally nurturant in his out look, while out of total 22 respondents, 18(81.8%) of the respondents who are Sr. Managers/ Executive/ M.D. perceive a high level of P+A+N style where they listen & give suggestion in the final decision making process.

Table – 113 Designation and Bureaucratic - Leadership

Designation	Bureaucratic Leadership			Total
	Low	Moderate	High	
Officer	20	05	17	42
% within Designation	47.6%	11.9%	40.5%	100.0%
% within Bureaucratic Leadership	35.1%	27.8%	68.0%	42.0%
Manager / Dy Manager	21	10	05	36
% within Designation	58.3%	27.8%	13.9%	100.0%
% within Bureaucratic Leadership	36.8%	55.6%	20.0%	36.0%
Sr Manager / Executive/ MD etc.	16	03	03	22
% within Designation	72.7%	13.6%	13.6%	100.0%
% within Bureaucratic Leadership	28.1%	16.7%	12.0%	22.0%
Total	57	18	25	100
% within Designation	57.0%	18.0%	25.0%	100.0%
% within Bureaucratic Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	11.564 ^a	04	0.021
Likelihood Ratio	11.321	04	0.023
Linear– by-Linear Association	6.184	01	0.013
N of Valid Cases	100	-	-

The chi-square is significant at 0.05 level of confidence. Hence it can be interpreted that there is a strong association between designation & bureaucratic style of leadership.

Out of total 42 respondents, 20(47.6%) of the officer level respondents perceive a low level of bureaucratic style where there is excessive dependence on the roles, out of total 36 respondents, 21(58.3%) of the respondents who are Manager & Dy. Managers perceive a low level of bureaucratic style where the managers simply comply with the written rules & regulations, while out of total 22 respondents, 16(72.7%) of the respondents who are in the category of Sr. Manager / Executive/ M.D. level perceive a low level of bureaucratic style of leadership.

Table – 114 Designation and Task Oriented – Leadership

	Task Oriented – Leadership			
Designation	Low	Moderate	High	Total
Officer	07	08	27	42
% within Designation	16.7%	19.0%	64.3%	100.0%
% within Task Oriented Leadership	38.9%	44.4%	42.2%	42.0%
Manager / Dy Manager	08	07	21	36
% within Designation	22.2%	19.4%	58.3%	100.0%
% within Task Oriented Leadership	44.4%	38.9%	32.8%	36.0%
Sr Manager / Executive/ MD etc.	03	03	16	22
% within Designation	13.6%	13.6%	72.7%	100.0%
% within Task Oriented Leadership	16.7%	16.7%	25.0%	22.0%
Total	18	18	64	100
% within Designation	18.0%	18.0%	64.0%	100.0%
% within Task Oriented Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	1.374 ^a	04	0.849
Likelihood Ratio	1.386	04	0.847
Linear- by-Linear Association	0.131	01	0.717
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between designation and Task oriented leadership.

Out of total 42 respondents, 27(64.3%) of the respondents who are in the officer category perceive a high level of Task oriented style where more emphasis is given to the task rather than the people who are to be supervised, out of total 36 respondents, 21(58.3%) of the respondents who are Managers/ Dy. Managers perceive a high level of Task oriented style where there no proper attention is given to the process as the concern far the task is high, while out of total 22 respondents, 16(72.7%) of the respondents who are in the category of Sr. Manager / Executive/M.D. level perceive a high level of Task oriented style where there is employment of fear & threat.

Table – 115 Designation and Personal Relations – Leadership

	Personal Relations – Leadership			
Designation	Low	Moderate	High	Total
Officer	04	06	32	42
% within Designation	9.5%	14.3%	76.2%	100.0%
% within Personal Relations – Leadership	28.6%	28.6%	49.2%	42.0%
Manager / Dy Manager	06	09	21	36
% within Designation	16.7%	25.0%	58.3%	100.0%
% within Personal Relations – Leadership	42.9%	42.9%	32.3%	36.0%
Sr Manager / Executive/ MD etc.	04	06	12	22
% within Designation	18.2%	27.3%	54.5%	100.0%
% within Personal Relations – Leadership	28.6%	28.6%	18.5%	22.0%
Total	14	21	65	100
% within Designation	14.0%	21.0%	65.0%	100.0%
% within Personal Relations – Leadership	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.072 ^a	04	0.396
Likelihood Ratio	4.166	04	0.384
Linear– by– Linear Association	2.990	01	0.084
N of Valid Cases	100	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between designation and personal relations style of leadership.

Out of total 42 respondents, 32(76.2%) of the respondents who are in the officer grade perceive a high level of personal relations style of leadership, out of total 36 respondents, 21(58.3%) of the respondents who are in the category of Manager/ Dy. Manager perceive a high level of personal relation style where in there is development of the social relationships, while out of total 22 respondents, 12(54.5%) of the respondents who are in the category of Sr. Manager/ Executive/M.D. level perceive a high level of personal relation style where the personal relations can have both positive & negative effects on the productivity.

Table – 116 Productivity and HRD Professional Knowledge

	HRD Professional Knowledge			
Productivity	Low	Moderate	High	Total
Low	14	11	06	31
% within Productivity	45.2%	35.5%	19.4%	100.0%
% within HRD Professional Knowledge	42.4%	31.4%	18.2%	30.7%
Moderate	15	15	07	37
% within Productivity	40.5%	40.5%	18.9%	100.0%
% within HRD Professional Knowledge	45.5%	42.9%	21.2%	36.6%
High	04	09	20	33
% within Productivity	12.1%	27.3%	60.0%	100.0%
% within HRD Professional Knowledge	12.1%	25.7%	60.6%	32.7%
Total	33	35	33	101
% within Productivity	32.7%	34.7%	32.7%	100.0%
% within HRD Professional Knowledge	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	19.047 ^a	04	0.001
Likelihood Ratio	19.300	04	0.001
Linear- by- Linear Association	13.645	01	0.000
N of Valid Cases	101	-	-

The chi-square is significant at 0.01 level of confidence. Hence it can be interpreted that there is a strong association between Productivity and HRD professional knowledge.

Out of total 31 respondents, 14(45.2%) of the respondents having low productivity have a low HRD professional knowledge regarding HRD philosophy, practices & systems, with moderate productivity, out of total 37 respondents, 15(40.5%) of the respondents have low as well as moderate HRD professional knowledge about HRD philosophy, policies & practices, while with high productivity, out of total 33 respondents, 20(60.6%) of the respondents have a high HRD professional knowledge about the policies, practices of the organizations.

Graph:19Productivity (Total Score)

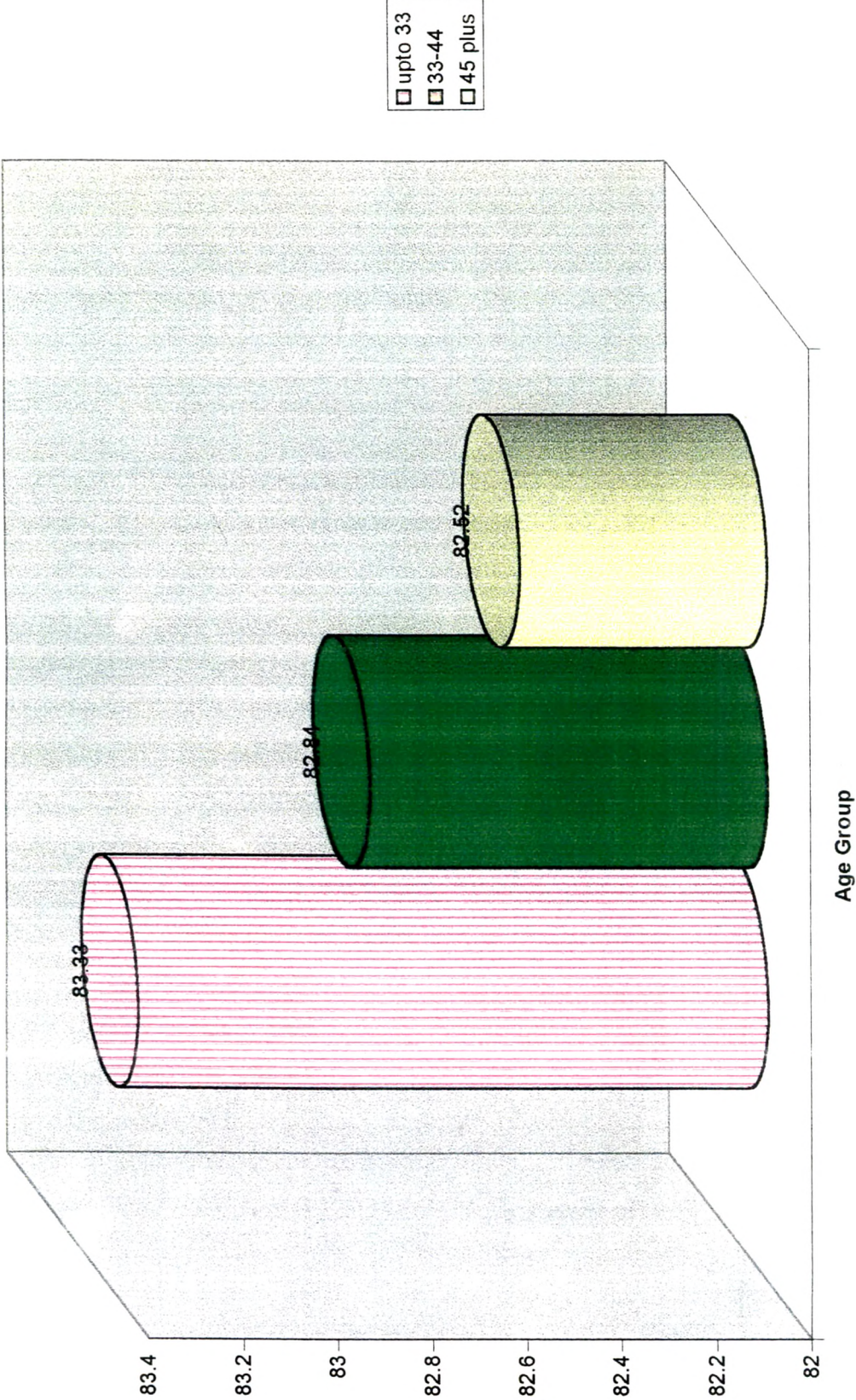


Table – 117 Productivity and HRD Professional skills

	HRD Professional skills			
Productivity	Low	Moderate	High	Total
Low	12	14	05	31
% within Productivity	38.7%	45.2%	16.1%	100.0%
% within Professional Skills	44.4%	34.1%	15.2%	30.7%
Moderate	10	18	09	37
% within Productivity	27.0%	48.6%	24.3%	100.0%
% within Professional Skills	37.0%	43.9%	27.3%	36.6%
High	05	09	19	33
% within Productivity	15.2%	27.3%	57.6%	100.0%
% within Professional Skills	18.5%	22.0%	57.6%	32.7%
Total	27	41	33	101
% within Productivity	26.7%	40.6%	32.7%	100.0%
% within Professional Skills	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	15.163 ^a	04	0.004
Likelihood Ratio	14.926	04	0.005
Linear- by- Linear Association	11.430	01	0.001
N of Valid Cases	101	-	-

The chi-square is significant at 0.01 level of confidence. Hence it can be interpreted that there is a strong association between Productivity and HRD professional skills.

Out of total 31 respondents with low productivity, 14(45.2%) of the respondents have a moderate HRD professional skills such as ability to influence, communication, out of total 37 respondents with moderate productivity, 18(48.6%) of the respondents have perceive a moderate level of professional skills to monitor the implementation of HRD systems, out of total 33 respondents with high productivity, 19(57.6%) of the respondents have a high level of professional skills such as of counseling, giving and receiving feedback & good communication.

Table – 118 Productivity and Personal Attitudes and values

	Personal Attitudes and values			
Productivity	Low	Moderate	High	Total
Low	13	13	05	31
% within Productivity	41.9%	41.9%	16.1%	100.0%
% within Personal attitudes & values	50.0%	25.5%	20.8%	30.7%
Moderate	11	21	05	37
% within Productivity	29.7%	56.8%	13.5%	100.0%
% within Personal attitudes & values	42.3%	41.2%	20.8%	36.6%
High	02	17	14	33
% within Productivity	6.1%	51.5%	42.4%	100.0%
% within Personal attitudes & values	7.7%	33.3%	58.3%	32.7%
Total	26	51	24	101
% within Productivity	25.7%	50.5%	23.8%	100.0%
% within Personal attitudes & values	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	16.328 ^a	04	0.003
Likelihood Ratio	17.541	04	0.002
Linear– by– Linear Association	12.567	01	0.000
N of Valid Cases	101	-	-

The chi-square is significant at 0.01 level of confidence. Hence it can be interpreted that there is a strong association between productivity and personal attitudes & values.

Out of total 31 respondents with low productivity, 13(41.9%) of the respondents have perceived a low as well as moderate level of personal attitudes & values such as empathy & understanding towards others respectively, out of total 37 respondents with moderate productivity, 21(56.8%) of the respondents have perceived have a moderate level of personal attitudes & values such as respect trust & responsibility, while out of total 33 respondents with high productivity, 17(51.5%) of the respondents have perceived a moderate level of personal attitudes & values such as sense of fairness, faith in the people & their competencies.

Graph: 20Productivity (Total Score)

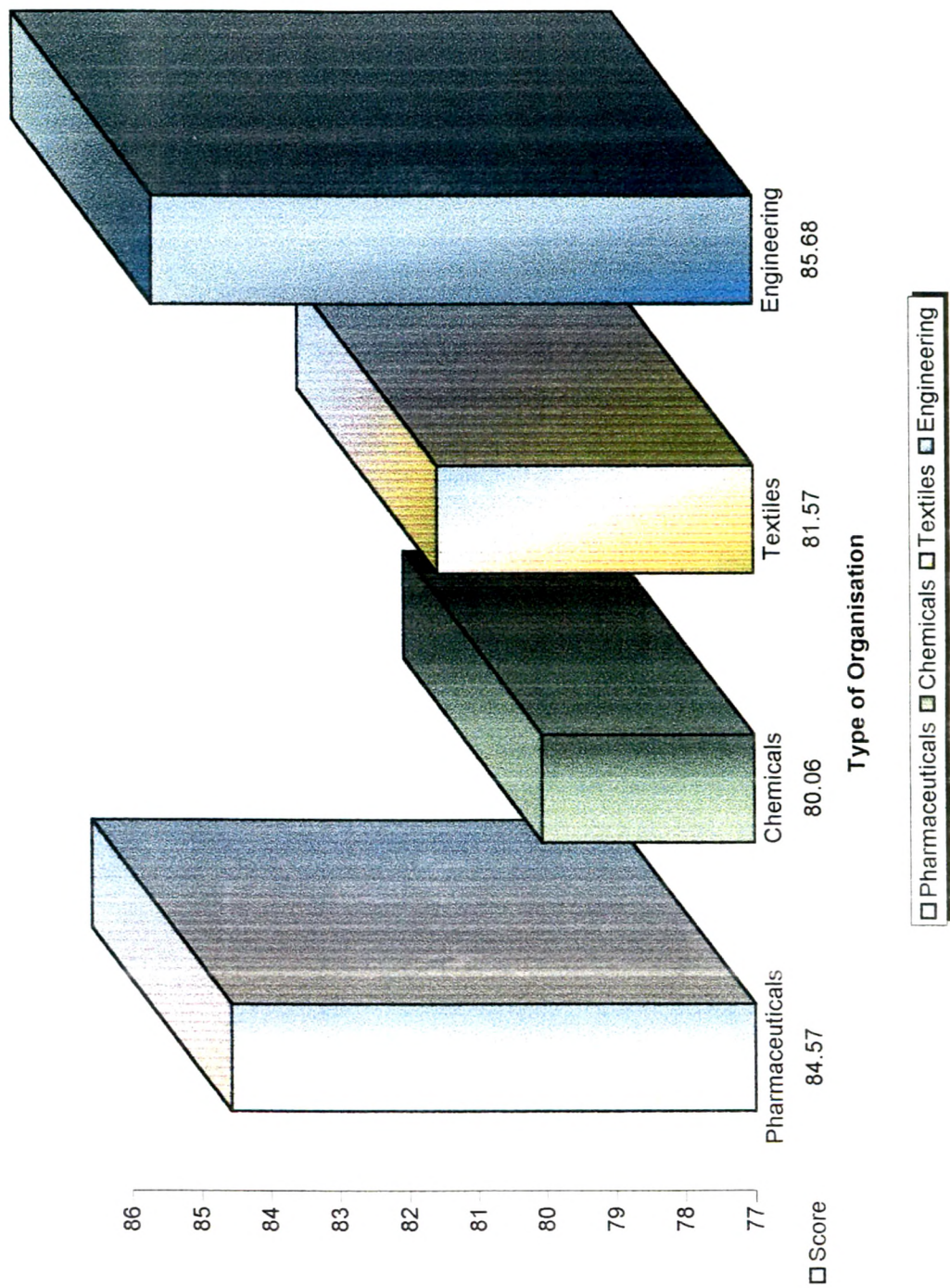


Table -119 HRD Professional Knowledge and Consensus – Organizational Effectiveness



	Consensus - Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	17	09	07	33
% within HRD Professional Knowledge	51.5%	27.3%	21.2%	100.0%
% within Consensus – OE	53.1%	26.5%	20.0%	32.7%
Moderate	10	14	11	35
% within HRD Professional Knowledge	28.6%	40.0%	31.4%	100.0%
% within Consensus – OE	31.3%	41.2%	31.4%	34.7%
High	05	11	17	33
% within HRD Professional Knowledge	15.2%	33.3%	51.5%	100.0%
% within Consensus – OE	15.6%	32.4%	48.6%	32.7%
Total	32	34	35	101
% within HRD Professional Knowledge	31.7%	33.7%	34.7%	100.0%
% within Consensus – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	12.402 ^a	04	0.015
Likelihood Ratio	12.365	04	0.015
Linear- by- Linear Association	10.960	01	0.001
N of Valid Cases	101	-	-

Chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between HRD professional knowledge and consensus variable of organisation effectiveness.

Out of total 33 respondents with low HRD professional knowledge, 17(51.5%) of the respondents have low level of consensus, out of total 35 respondents with moderate HRD professional knowledge, 14(40.0%) of the respondents have perceived moderate extent of uniformity and perception on a particular issue, out of total 33 respondents with high HRD professional knowledge, 17(51.5%) of the respondents have perceived existence of high level of consensus.

Table – 120 HRD Professional Knowledge and Legitimization - Organizational Effectiveness

	Legitimization - Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low % within HRD Professional Knowledge	07 21.2%	13 39.4%	13 39.4%	33 100.0%
% within Legitimization - OE	17.1%	33.3%	61.9%	32.7%
Moderate % within HRD Professional Knowledge	19 54.3%	14 40.0%	02 5.7%	35 100.0%
% within Legitimization - OE	46.3%	35.9%	9.5%	34.7%
High % within HRD Professional Knowledge	15 45.5%	12 36.4%	06 18.2%	33 100.0%
% within Legitimization - OE	36.6%	30.8%	28.6%	32.7%
Total % within HRD Professional Knowledge	41 40.6%	39 38.6%	21 20.8%	101 100.0%
% within Legitimization - OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 - sided)
Pearson Chi-Square	14.355 ^a	04	0.006
Likelihood Ratio	15.256	04	0.004
Linear- by- Linear Association	5.874	01	0.015
N of Valid Cases	101	-	-

The chi-square is significant at 0.01 level of confidence. Hence it can be interpreted that there is a strong association between Legitimization and HRD professional knowledge.

Out of total 33 respondents, 13(39.4%) respondents with low HRD professional knowledge have perceived existence of superiors right to exercise control at moderate as well as high level respectively, out of total 35 respondents, 19(54.3%) respondents who are having moderate HRD professional knowledge have perceived existence of low level of Legitimization, out of total 33 respondents, 15(45.5%) of the respondents who are having high HRD professional knowledge have perceived existence of low degree of supervisors right to exercise control.

Table –121 HRD Professional Knowledge and Need for Independence Organizational Effectiveness

	Need for Independence- Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	12	14	07	33
% within HRD Professional Knowledge	36.4%	42.4%	21.2%	100.0%
% within Need for Independence -OE	36.4%	38.9%	21.9%	32.7%
Moderate	10	09	16	35
% within HRD Professional Knowledge	28.6%	25.7%	45.7%	100.0%
% within Need for Independence -OE	30.3%	25.0%	50.0%	34.7%
High	11	13	09	33
% within HRD Professional Knowledge	33.3%	39.4%	27.3%	100.0%
% within Need for Independence -OE	33.3%	36.1%	28.1%	32.7%
Total	33	36	32	101
% within HRD Professional Knowledge	32.7%	35.6%	31.7%	100.0%
% within Need for Independence -OE	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.366 ^a	04	0.252
Likelihood Ratio	5.342	04	0.254
Linear- by- Linear Association	0.210	01	0.647
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional knowledge and need for independence as a variable of Organizational Effectiveness.

Out of total 33 respondents, 14(42.4%) of the respondents with low HRD professional knowledge have moderate level of need for independence which makes him like to think independently about his job problems, out of total 35 respondents, 16(45.7%) of the respondents with moderate level of HRD professional knowledge have a high level of need for independence regarding his job & make his own judgement & his assessment, out of total 33 respondents with high HRD professional knowledge, 13(39.4%) of the respondents have a moderate level of need for independence regarding evaluations of his own job.

**Table – 122 HRD Professional Knowledge and Self Control
Organizational Effectiveness**

	Self Control - Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	07	21	05	33
% within HRD Professional Knowledge	21.2%	63.6%	15.2%	100.0%
% within Self Control – OE	26.9%	41.2%	20.8%	32.7%
Moderate	05	20	10	35
% within HRD Professional Knowledge	14.3%	57.1%	28.6%	100.0%
% within Self Control – OE	19.2%	39.2%	41.7%	34.7%
High	14	10	09	33
% within HRD Professional Knowledge	42.4%	30.3%	27.3%	100.0%
% within Self Control – OE	53.8%	19.6%	37.5%	32.7%
Total	26	51	24	101
% within HRD Professional Knowledge	25.7%	50.5%	23.8%	100.0%
% within Self Control - OE	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	11.256 ^a	04	0.024
Likelihood Ratio	11.505	04	0.021
Linear– by– Linear Association	0.273	01	0.601
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. Hence it can be interpreted that there is a strong association between HRD professional knowledge and Self-Control.

Out of total 33 respondents with low HRD professional knowledge, 21(63.6%) of the respondents have a moderate level of self control regarding the respondents felt responsibility towards the job, Out of total 35 respondents, 20(57.1%) of the respondents with moderate HRD professional knowledge have a moderate level of self control regarding their job, while Out of total 33 respondents, with high HRD professional knowledge have a low level of self control on themselves regarding their job i.e.14 (42.4%).

Table – 123 HRD Professional Knowledge and Job Involvement - Organizational Effectiveness

	Job Involvement - Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	10	18	05	33
% within HRD Professional Knowledge	30.3%	54.5%	15.2%	100.0%
% within Job Involvement – OE	34.5%	42.9%	16.7%	32.7%
Moderate	11	12	12	35
% within HRD Professional Knowledge	31.4%	34.3%	34.3%	100.0%
% within Job Involvement – OE	37.9%	28.6%	40.0%	34.7%
High	08	12	13	33
% within HRD Professional Knowledge	24.2%	36.4%	39.4%	100.0%
% within Job Involvement – OE	27.6%	28.6%	43.3%	32.7%
Total	29	42	30	101
% within HRD Professional Knowledge	28.7%	41.6%	29.7%	100.0%
% within Job Involvement – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.990 ^a	04	0.200
Likelihood Ratio	6.328	04	0.176
Linear– by- Linear Association	2.568	01	0.109
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional knowledge and Job involvement.

Out of total 33 respondents, with low HRD professional knowledge, 18(54.5%) of the respondents have a moderate level of job involvement where he is identified psychologically with his work, Out of total 35 respondents, 12 (34.3%) of the respondents have perceived moderate level of HRD professional knowledge have moderate as well as high level of job involvement regarding his own total self-image while those respondents with high HRD professional knowledge, Out of total 33 respondents, 13(39.4%) of the respondents have a high level of job involvement.

Table – 124 HRD Professional Knowledge and Innovation - Organizational Effectiveness

	Innovation - Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	23	04	06	33
% within HRD Professional Knowledge	69.7%	12.1%	18.2%	100.0%
% within Innovation - OE	56.1%	11.4%	24.0%	32.7%
Moderate	09	17	09	35
% within HRD Professional Knowledge	25.7%	48.6%	25.7%	100.0%
% within Innovation - OE	22.0%	48.6%	36.0%	34.7%
High	09	14	10	33
% within HRD Professional Knowledge	27.3%	42.4%	30.3%	100.0%
% within Innovation - OE	22.0%	40.0%	40.0%	32.7%
Total	41	35	25	101
% within HRD Professional Knowledge	40.6%	34.7%	24.8%	100.0%
% within Innovation - OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	18.603 ^a	04	0.001
Likelihood Ratio	19.259	04	0.001
Linear– by-Linear Association	7.735	01	0.005
N of Valid Cases	101	-	-

The chi-square is significant at 0.01 level of confidence. Hence it can be interpreted that there is a strong association between HRD professional knowledge and innovation.

Out of total 33 respondents, with low HRD professional knowledge, 23(69.7%) of the respondents have a low level of innovation the respondents come forward with a low views & creative ideas, while out of total 35 respondents with the moderate HRD professional knowledge have moderate level of innovation in the job & creativity i.e. 17(48.6%), out of total 33 respondents, with high HRD professional knowledge, 14(42.4%) of the respondents have a moderate level of new & creative ideas. Innovation helps in finding solutions and new ways of dealing with complex problems.

Table – 125 HRD Professional Knowledge and Organization Commitment-Organizational Effectiveness

	Organization Commitment - Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low % within HRD Professional Knowledge	14 42.4%	08 24.2%	11 33.3%	33 100.0%
% within Organisation Commitment - OE	60.9%	30.8%	21.2%	32.7%
Moderate % within HRD Professional Knowledge	05 14.3%	11 31.4%	19 54.3%	35 100.0%
% within Organisation Commitment - OE	21.7%	42.3%	36.5%	34.7%
High % within HRD Professional Knowledge	04 12.1%	07 21.2%	22 66.7%	33 100.0%
% within Organisation Commitment - OE	17.4%	26.9%	42.3%	32.7%
Total % within HRD Professional Knowledge	23 22.8%	26 25.7%	52 51.5%	101 100.0%
% within Organisation Commitment - OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	12.721 ^a	04	0.013
Likelihood Ratio	12.252	04	0.016
Linear- by- Linear Association	10.022	01	0.002
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. Hence it can be interpreted that there is a strong association between HRD professional knowledge and Organisation Commitment.

Out of total 33 respondents, with low HRD professional knowledge, 14(42.4%) of the respondents have a low level of organisation commitment regarding care for the prosperity of the organisational & are willing to work, Out of total 35 respondents, 19(54.3%) with moderate level of HRD professional knowledge respondents have a high level of organisation commitment towards the vision and the goal of their organisation, Out of total 33 respondents with high HRD professional knowledge, 22(66.7%) of the respondents have a high willingness for the work for their organisation.

Table – 126 HRD Professional Knowledge and Organization Attachment - Organizational Effectiveness

	Organization Attachment - Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low % within HRD Professional Knowledge	13 39.4%	13 39.4%	07 21.2%	33 100.0%
% within Organization Attachment – OE	31.0%	31.7%	28.9%	32.7%
Moderate % within HRD Professional Knowledge	14 40.0%	13 37.1%	08 22.9%	35 100.0%
% within Organization Attachment – OE	33.3%	31.7%	44.4%	34.7%
High % within HRD Professional Knowledge	15 45.5%	15 45.5%	03 9.1%	33 100.0%
% within Organization Attachment – OE	35.7%	36.6%	16.7%	32.7%
Total % within HRD Professional Knowledge	42 41.6%	41 40.6%	18 17.8%	101 100.0%
% within Organization Attachment – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.607 ^a	04	0.626
Likelihood Ratio	2.859	04	0.582
Linear– by- Linear Association	1.005	01	0.316
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional knowledge and organisation attachment

Out of total 33 respondents with low HRD professional knowledge, 13(39.4%) of the respondents have a low as well as moderate level of feeling of attachment with the organisation respectively, while out of total 35 respondents, with moderate HRD professional knowledge, 14(40.0%) of the respondents have a low level of organisation attachment wherein indicates the feeling of identification with the organisation, while Out of total 33 respondents, with the high level of HRD professional knowledge, 15(45.5%) of the respondents have a low as well as moderate level of organisation attachment which generates out of owning of the organisation.

Table – 127 HRD Professional Knowledge and Job Satisfaction – Organizational Effectiveness

	Job Satisfaction- Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low % within HRD Professional Knowledge	05 15.2%	14 42.4%	14 42.4%	33 100.0%
% within Job Satisfaction -OE	22.7%	32.6%	38.9%	32.7%
Moderate % within HRD Professional Knowledge	10 28.6%	14 40.0%	11 31.4%	35 100.0%
% within Job Satisfaction – OE	45.5%	32.6%	30.6%	34.7%
High % within HRD Professional Knowledge	07 21.2%	15 45.5%	11 33.3%	33 100.0%
% within Job Satisfaction –OE	31.8%	34.9%	30.6%	32.7%
Total % within HRD Professional Knowledge	22 21.8%	43 42.6%	36 35.6%	101 100.0%
% within Job Satisfaction –OE	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	2.180 ^a	04	0.703
Likelihood Ratio	2.177	04	0.703
Linear- by- Linear Association	0.676	01	0.411
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional knowledge and Job satisfaction.

Out of total 33 respondents, with low HRD professional knowledge, 14 (42.4%) of the respondents have a moderate as well as a high level of job satisfaction respectively with a positive attitude towards various aspects of job, Out of total 35 respondents, with moderate HRD professional knowledge, 14(40.0%) of the respondents have a moderate job satisfaction level. Positive attitude towards work helps an individual to take an challenges of the work, while Out of total 33 respondents, with high HRD professional knowledge, 15(45.5%) of the respondents have a high level of positive attitude towards work who accept the challenges & are highly committed.

Table –128 HRD Professional Knowledge and Job Satisfaction – Work as Whole - Organizational Effectiveness

	Job Satisfaction – Work as Whole - Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	03	22	08	33
% within HRD Professional Knowledge	9.1%	66.7%	24.2%	100.0%
% within Job Satisfaction-work as Whole - OE	18.8%	33.3%	42.1%	32.7%
Moderate	07	20	08	35
% within HRD Professional Knowledge	20.0%	57.1%	22.9%	100.0%
% within Job Satisfaction-work as Whole – OE	43.8%	30.3%	42.1%	34.7%
High	06	24	03	33
% within HRD Professional Knowledge	18.2%	72.7%	9.1%	100.0%
% within Job Satisfaction-work as Whole – OE	37.5%	36.4%	15.8%	32.7%
Total	16	66	19	101
% within HRD Professional Knowledge	15.8%	65.3%	18.8%	100.0%
% within Job Satisfaction-work as Whole – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.569 ^a	04	0.334
Likelihood Ratio	5.046	04	0.283
Linear– by- Linear Association	2.778	01	0.096
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional knowledge and job satisfaction work as whole.

Out of total 33 respondents, with low HRD professional knowledge, 22(66.7%) of the respondents have a moderate level of job satisfaction work as a whole an positive attitude which indicates complete satisfaction that an individual is able to draw from the work, out of total 35 respondents with moderate HRD professional knowledge, 20(57.1%) of the respondents have a moderate level of job satisfaction – work as a whole, while Out of total 33 respondents, with high HRD professional knowledge, 24(72.7%) of the respondents have a moderate level of job satisfaction where there are various facets of work which may be explicit and implied, defined and undefined.

Table – 129 HRD Professional Knowledge and Job Satisfaction – Organization as Whole - Organizational Effectiveness

	Job Satisfaction – Orgn. as Whole - Organizational Effectiveness			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	04	20	09	33
% within HRD Professional Knowledge	12.1%	60.6%	27.3%	100.0%
% within Job Satisfaction – Orgn as Whole - OE	23.5%	29.9%	52.9%	32.7%
Moderate	07	24	04	35
% within HRD Professional Knowledge	20.0%	68.6%	11.4%	100.0%
% within Job Satisfaction – Orgn as Whole – OE	41.2%	35.8%	23.5%	34.7%
High	06	23	04	33
% within HRD Professional Knowledge	18.2%	69.7%	12.1%	100.0%
% within Job Satisfaction – Orgn as Whole – OE	35.3%	34.3%	23.5%	32.7%
Total	17	67	17	101
% within HRD Professional Knowledge	16.8%	66.3%	16.8%	100.0%
% within Job Satisfaction – Orgn as Whole – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.105 ^a	04	0.392
Likelihood Ratio	3.927	04	0.416
Linear- by- Linear Association	2.184	01	0.139
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional knowledge and job satisfaction organisation.

Out of total 33 respondents with low HRD professional knowledge, 20(60.6%) of respondents have a moderate level of job satisfaction organisation as a whole which indicates the contentment of employees in the respective assignment / job, while out of total 35 respondents with moderate HRD professional knowledge, 24(68.6%) of the respondents have a moderate level of satisfaction with their working conditions, while out of total 33 respondents with high HRD professional knowledge, 23(69.7%) of the respondents have a moderate level of job satisfaction – organisation as a whole which would result in higher contentment to the organisation & the employees would always think in the positive direction.

Table – 130 HRD Professional skills and Consensus- Organizational Effectiveness

	Consensus- Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low	13	07	07	27
% within Professional Skills	48.1%	25.9%	25.9%	100.0%
% within Consensus – OE	40.6%	20.6%	20.0%	26.7%
Moderate	16	15	10	41
% within Professional Skills	39.0%	36.6%	24.4%	100.0%
% within Consensus – OE	50.0%	44.1%	28.6%	40.6%
High	03	12	18	33
% within Professional Skills	9.1%	36.4%	54.5%	100.0%
% within Consensus – OE	9.4%	35.3%	51.4%	32.7%
Total	32	34	35	101
% within Professional Skills	31.7%	33.7%	34.7%	100.0%
% within Consensus – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	14.587 ^a	04	0.006
Likelihood Ratio	15.996	04	0.003
Linear- by- Linear Association	10.864	01	0.001
N of Valid Cases	101	-	-

The chi-square is significant at 0.01 level of confidence. Hence it can be interpreted that there is a strong association between HRD professional skills and Consensus.

With low HRD professional skills, out of total 27 respondents, 13(48.1%) of the respondents have a low level of uniformity in the perception & attitude of the employees, while with moderate HRD professional skills, out of total 41 respondents, 16(39.0%) of the respondents have a high level of consensus. Consensus is important for coming at any decision in an organisation; while Out of total 33 respondents, with high HRD professional skills, 18(54.5%) of the respondents have a high level of uniformity in perception and attitude and this is very important for the growth of the organisation.

**Table – 131 HRD Professional skills and Legitimation-
Organizational Effectiveness**

	Legitimation- Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low	05	12	10	27
% within Professional Skills	18.5%	44.4%	37.0%	100.0%
% within Legitimation – OE	12.2%	30.8%	47.6%	26.7%
Moderate	22	13	06	41
% within Professional Skills	53.7%	31.7%	14.6%	100.0%
% within Legitimation – OE	53.7%	33.3%	28.6%	40.6%
High	14	14	05	33
% within Professional Skills	42.4%	42.4%	15.2%	100.0%
% within Legitimation – OE	34.1%	35.9%	23.8%	32.7%
Total	41	39	21	101
% within Professional Skills	40.6%	38.6%	20.8%	100.0%
% within Legitimation – OE	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	10.540 ^a	04	0.032
Likelihood Ratio	10.717	04	0.030
Linear– by- Linear Association	4.742	01	0.029
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. Hence it can be interpreted that there is a strong association between HRD professional skills and Legitimization.

With low HRD professional skills, out of total 27 respondents, 12(44.4%) of the respondents have a moderate level of superiors right to exercise control, while with moderate level of HRD professional skills, out of total 41 respondents, 22(53.7%) of the respondents have low level of legitimisation where the acceptance by subordinates of the legitimisation right of the superior to exercise control develops an atmosphere of mutual respect while with high HRD professional skills, out of total 33 respondents, 14(42.4%) of the respondents have a low as well as moderate level of Legitimation where there is mutual respect & helps the superior in exercising the control rationally.

Table – 132 HRD Professional skills and Need for Independence-Organizational Effectiveness

	Need for Independence - Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low	09	14	04	27
% within Professional Skills	33.3%	51.9%	14.8%	100.0%
% within Need for Independence –OE	27.3%	38.9%	12.5%	26.7%
Moderate	12	14	15	41
% within Professional Skills	29.3%	34.1%	36.6%	100.0%
% within Need for Independence –OE	36.4%	22.2%	46.9%	40.6%
High	12	08	13	33
% within Professional Skills	36.4%	24.2%	39.4%	100.0%
% within Need for Independence –OE	36.4%	22.2%	40.6%	32.7%
Total	33	36	32	101
% within Professional Skills	32.7%	35.6%	31.7%	100.0%
% within Need for Independence –OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.861 ^a	04	0.143
Likelihood Ratio	7.311	04	0.120
Linear– by- Linear Association	0.947	01	0.330
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional skills and Need for Independence.

With low HRD professional skills, out of total 27 respondents, 14(51.9%) of the respondents liked to think independently about their job problems and act accordingly to their own judgement, with moderate HRD professional skills, out of total 41 respondents, 15(36.6%) of the respondents practice a high level of need for independence wherein they do their own evaluation without much of superiors interaction, while with high HRD professional skills, out of total 33 respondents, 13(39.4%) of the respondents have a high level of independence & the initiative on part of employees to take responsibility for resolving the problems related to their job & approaching the superiors only when required.

Table –133 HRD Professional skills and Self Control- Organizational Effectiveness

	Self Control- Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low % within Professional Skills	05 18.5%	16 59.3%	06 22.2%	27 100.0%
% within Self Control – OE	19.2%	31.4%	25.0%	26.7%
Moderate % within Professional Skills	07 17.1%	26 63.4%	08 19.5%	41 100.0%
% within Self Control – OE	26.9%	51.0%	33.3%	40.6%
High % within Professional Skills	14 42.4%	09 27.3%	10 30.3%	33 100.0%
% within Self Control – OE	53.8%	17.6%	41.7%	32.7%
Total % within Professional Skills	26 25.7%	51 50.5%	24 23.8%	101 100.0%
% within Self Control – OE	100.0 %	100.0 %	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	11.535 ^a	04	0.021
Likelihood Ratio	11.731	04	0.019
Linear– by- Linear Association	0.800	01	0.371
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between HRD professional skills and self control.

With low HRD professional skills, out of total 27 respondents, 16(59.3%) of the respondents have moderate level of responsibility towards job without managerial control, with moderate HRD professional skills, out of total 41 respondents, 26(63.4%) of the respondents have a moderate level of the responsibility towards the job without managerial control, while with high HRD professional skills, out of total 33 respondents, 14(42.4%) of the respondents have a low level of responsibility towards the job self-control indicates the commitment of employees towards the job, they don't require the directions of the managers for doing their work.

**Table – 134 HRD Professional skills and Job Involvement-
Organizational Effectiveness**

	Job Involvement- Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low	08	13	06	27
% within Professional Skills	29.6%	48.1%	22.2%	100.0%
% within Job Involvement – OE	27.6%	31.0%	20.0%	26.7%
Moderate	11	19	11	41
% within Professional Skills	26.8%	46.3%	26.8%	100.0%
% within Job Involvement – OE	37.9%	45.2%	36.7%	40.6%
High	10	10	13	33
% within Professional Skills	30.3%	30.3%	39.4%	100.0%
% within Job Involvement – OE	34.5%	23.8%	43.3%	32.7%
Total	29	42	30	101
% within Professional Skills	28.7%	41.6%	29.7%	100.0%
% within Job Involvement – OE	100.0 %	100.0%	100.0 %	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.267 ^a	04	0.514
Likelihood Ratio	3.307	04	0.508
Linear– by- Linear Association	0.694	01	0.405
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional skills and job involvement.

With low HRD professional skills, out of total 27 respondents, 13(48.1%) of the respondents have a moderate level of their association with the job, with moderate HRD professional skills, out of total 41 respondents, 19(46.3%) of the respondents have a moderate level of satisfaction & involvement of employees in their work, while with high HRD professional skills, out of total 33 respondents, 13(39.4%) of the respondents have a high level of job satisfaction & involvement in their work. It also helps in doing justification to the assignment that one is handling.

Table – 135 HRD Professional skills and Innovation- Organizational Effectiveness

	Innovation - Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low % within Professional Skills	15 55.6%	06 22.2%	06 22.2%	27 100.0%
% within Innovation – OE	36.6%	17.1%	24.0%	26.7%
Moderate % within Professional Skills	20 48.8%	14 34.1%	07 17.1%	41 100.0%
% within Innovation – OE	48.8%	40.0%	28.0%	40.6%
High % within Professional Skills	06 18.2%	15 45.5%	12 36.4%	33 100.0%
% within Innovation – OE	14.6%	42.9%	48.0%	32.7%
Total % within Professional Skills	41 40.6%	35 34.7%	25 24.8%	101 100.0%
% within Innovation – OE	100.0%	100.0%	100.0%	100.0%

	Value	Dfs	Asymp.Sig. (2 – sided)
Pearson Chi-Square	11.411 ^a	04	0.022
Likelihood Ratio	12.255	04	0.016
Linear– by- Linear Association	6.721	01	0.010
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between HRD professional skills and innovation.

With low HRD professional skills, out of total 27 respondents, 15(55.6%) of the respondents have a low level of new & creative ideas at their work place, with moderate HRD professional skills, out of total 41 respondents, 20 (48.8%) of the respondents have a low level of creativity & innovation to deal with the job. They just use the old rudimentary methods, while with high HRD professional skills, out of total 33 respondents, 15(45.5%) of the respondents have a moderate level of innovation & creativity, which helps in finding solutions & new ways of dealing with complex problem.

Table – 136 HRD Professional skills and Organization Commitment-Organizational Effectiveness

	Organization Commitment-Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low	10	06	11	27
% within Professional Skills	37.0%	22.2%	40.7%	100.0%
% within Organisation Commitment – OE	43.5%	23.1%	21.2%	26.7%
Moderate	08	12	21	41
% within Professional Skills	19.5%	29.3%	51.2%	100.0%
% within Organisation Commitment – OE	34.8%	46.2%	40.4%	40.6%
High	05	08	20	33
% within Professional Skills	15.2%	24.2%	60.6%	100.0%
% within Organisation Commitment – OE	21.7%	30.8%	38.5%	32.7%
Total	23	26	52	101
% within Professional Skills	22.8%	25.7%	51.5%	100.0%
% within Organisation Commitment - OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	4.942 ^a	04	0.293
Likelihood Ratio	4.694	04	0.320
Linear- by- Linear Association	3.790	01	0.052
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional skills and Organisation Commitment.

With low HRD professional skills, out of total 27 respondents, 11(40.7%) of the respondents have a high level of care & prosperity of the organisation & are willing to work for their goal (organisation commitment), with moderate HRD professional skills, out of total 41 respondents, 21(51.2%) of the respondents have a high level of commitment to the organisation & their goals. While with high HRD professional skills, out of total 33 respondents, 20(60.6%) of the respondents have a high level of intent among the employees regarding the prosperity, which is an important sign in growth & progress of the organisation.

Table – 137 HRD Professional skills and Organization Attachment - Organizational Effectiveness

	Organization Attachment – Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low	10	10	07	27
% within HRD Professional Skills	37.0%	37.0%	25.9%	100.0%
% within Organization Attachment – OE	23.8%	24.4%	38.9%	26.7%
Moderate	11	20	10	41
% within HRD Professional Skills	26.8%	48.8%	24.4%	100.0%
% within Organization Attachment – OE	26.2%	48.8%	55.6%	40.6%
High	21	11	01	33
% within HRD Professional Skills	63.6%	33.3%	3.0%	100.0%
% within Organization Attachment – OE	50.0%	26.8%	5.6%	32.7%
Total	42	41	18	101
% within HRD Professional Skills	41.6%	40.6%	17.8%	100.0%
% within Organization Attachment – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	13.368 ^a	04	0.010
Likelihood Ratio	15.071	04	0.005
Linear– by- Linear Assoc.	7.490	01	0.006
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. Therefore it can be interpreted that there is a strong association between HRD professional skills and organisational attachment.

With low HRD professional skills, out of total 27 respondents, 10(37.0%) of the respondents have a low as well as moderate level of attachment to the organisation respectively, with moderate level of HRD professional skills, out of total 41 respondents, 20(48.8%) of the respondents have a moderate level of feeling of identification with the organisation which means that all the actions of an individual will be taken in the best interest of the organisation, with high HRD professional skills, out of total 33 respondents, 21(63.6%) of the respondents have a low level of feeling towards the organisation. This feeling plays an important role during the times of crises when organisation wants more & more commitments of its employers.

Table – 138 HRD Professional skills and Job Satisfaction - Organizational Effectiveness

	Job Satisfaction - Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low	06	08	13	27
% within HRD Professional Skills	22.2%	29.6%	48.1%	100.0%
% within Job Satisfaction – OE	27.3%	18.6%	36.1%	26.7%
Moderate	07	21	13	41
% within HRD Professional Skills	17.1%	51.2%	31.7%	100.0%
% within Job Satisfaction – OE	31.8%	48.8%	36.1%	40.6%
High	09	14	10	33
% within HRD Professional Skills	27.3%	42.4%	30.3%	100.0%
% within Job Satisfaction – OE	40.9%	32.6%	27.8%	32.7%
Total	22	43	36	101
% within HRD Professional Skills	21.8%	42.6%	35.6%	100.0%
% within Job Satisfaction – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.286 ^a	04	0.369
Likelihood Ratio	4.272	04	0.370
Linear– by- Linear Association	1.396	01	0.237
N of Valid Cases	101	-	-

The chi-square is not significant. Therefore it can be interpreted that there is no strong association between HRD professional skills and job satisfaction.

With low HRD professional skills, out of total 27 respondents, 13(48.1%) of the respondents have a high level of job satisfaction a positive attitude towards various aspects of the job, with moderate level of HRD professional skills, out of total 41 respondents, 21(51.2%) of the respondents have a moderate level of job satisfaction out of total 41 respondents, with high HRD professional skills, out of total 33 respondents, 14(42.4%) of the respondents have a moderate level of job satisfaction such as positive attitude & who are not afraid of taking more responsibility.

Table – 139 HRD Professional skills and Job Satisfaction – work as Whole – Organizational Effectiveness

	Job Satisfaction – work as Whole - Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low	05	15	07	27
% within HRD Professional Skills	18.5%	55.6%	25.9%	100.0%
% within Job Satisfaction- work as Whole – OE	31.3%	22.7%	36.8%	26.7%
Moderate	05	27	09	41
% within HRD Professional Skills	12.2%	65.9%	22.0%	100.0%
% within Job Satisfaction- work as Whole – OE	31.3%	40.9%	47.4%	40.6%
High	06	24	03	33
% within HRD Professional Skills	18.2%	72.7%	9.1%	100.0%
% within Job Satisfaction- work as Whole – OE	37.5%	36.4%	15.8%	32.7%
Total	16	66	19	101
% within HRD Professional Skills	15.8%	65.3%	18.8%	100.0%
% within Job Satisfaction- work as Whole – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	3.852 ^a	04	0.426
Likelihood Ratio	40188	04	0.381
Linear– by- Linear Association	1.288	01	0.256
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional skills and job satisfaction work as whole.

With low HRD professional skills, out of total 27 respondents 15(55.6%) of the respondents have a moderate level of job satisfaction a positive attitude towards work as a whole, with moderate HRD professional skills, out of total 41 respondents, 21(65.9%) have a moderate level of satisfaction an individual is able to draw from the work he is doing. While with high HRD professional skills, out of total 33 respondents 24(72.7%) of the respondents have a moderate level of job satisfaction work as a whole.

**Table – 140 HRD Professional skills and Job Satisfaction –
Organisation as Whole - Organizational Effectiveness**

	Job Satisfaction – Orgn. as Whole - Organizational Effectiveness			
HRD Professional skills	Low	Moderate	High	Total
Low	04	16	07	27
% within HRD Professional Skills	14.8%	59.3%	25.9%	100.0%
% within Job Satisfaction – Orgn as Whole – OE	23.5%	23.9%	41.2%	26.7%
Moderate	06	30	05	41
% within HRD Professional Skills	14.6%	73.2%	12.2%	100.0%
% within Job Satisfaction – Orgn as Whole – OE	35.3%	44.8%	29.4%	40.6%
High	07	21	05	33
% within HRD Professional Skills	21.2%	63.6%	15.2%	100.0%
% within Job Satisfaction – Orgn as Whole – OE	41.2%	31.3%	29.4%	32.7%
Total	17	67	17	101
% within HRD Professional Skills	16.8%	66.3%	16.8%	100.0%
% within Job Satisfaction – Orgn as Whole – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.994 ^a	04	0.559
Likelihood Ratio	2.840	04	0.585
Linear-- by- Linear Association	1.233	01	0.267
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that there is no strong association between HRD professional skills and job satisfaction organisation as a whole.

With low HRD professional skills, out of total 27 respondents 16(59.3%) of the respondents have a moderate degree of satisfaction in terms of organisation as a whole, with moderate HRD professional skills, out of 41 respondents, 36(73.2%) of the respondents have a moderate level of contentment of employees in the respective assignment /job. While with high HRD professional skills, out of total 33 respondents, 21(63.6%) of the respondents have a moderate level of satisfaction which includes their working conditions, relationship with superior / subordinates, satisfaction in terms of organisation as whole would result in higher commitment to the organisation & the employees would always think in positive direction.

Table - 141 Personal Attitudes and values and Consensus-Organizational Effectiveness

	Consensus- Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low % within Personal attitudes & values	16 61.5%	05 19.2%	05 19.2%	26 100.0%
% within Consensus – OE	50.0%	14.7%	14.3%	25.7%
Moderate % within Personal attitudes & values	13 25.5%	20 39.2%	18 35.3%	51 100.0%
% within Consensus – OE	40.6%	58.8%	51.4%	50.5%
High % within Personal attitudes & values	03 12.5%	09 37.5%	12 50.0%	24 100.0%
% within Consensus – OE	9.4%	26.5%	34.3%	23.8%
Total % within Personal attitudes & values	32 31.7%	34 33.7%	35 34.7%	101 100.0%
% within Consensus – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	16.322 ^a	04	0.003
Likelihood Ratio	16.029	04	0.003
Linear– by- Linear Association	12.037	01	0.001
N of Valid Cases	101	-	-

Referring to the above table it can be interpreted that chi-square is significant at 0.01 level of confidence. Hence there is a strong association between Personal Attitudes & Values & Consensus.

From the above table it can be interpreted that with low personal attitudes & values, out of total 26 respondents, 16(61.5%) of the respondents have a low level of uniformity in their perception, with moderate personal attitudes & values, out of total 51 respondents, 20(39.2%) of the respondents have a moderate level of consensus in their organisation while with high personal attitudes & values, out of total 24 respondents, 12(50.0%) of the respondents have a high level of positive uniformity in perception and a positive attitude of respondents.

Table –142 Personal Attitudes and Values and Legitimation-Organizational Effectiveness

	Legitimation- Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low % within Personal attitudes & values	08 30.8%	08 30.8%	10 38.5%	26 100.0%
% within Legitimization – OE	19.5%	20.5%	47.6%	25.7%
Moderate % within Personal attitudes & values	20 39.2%	23 45.1%	08 15.7%	51 100.0%
% within Legitimization – OE	48.8%	59.0%	38.1%	50.5%
High % within Personal attitudes & values	13 54.2%	08 33.3%	03 12.5%	24 100.0%
% within Legitimization – OE	31.7%	20.5%	14.3%	23.8%
Total % within Personal attitudes & values	41 40.6%	39 38.6%	21 20.8%	101 100.0%
% within Legitimization – OE	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	8.211 ^a	04	0.084
Likelihood Ratio	7.578	04	0.108
Linear– by- Linear Association	5.299	01	0.021
N of Valid Cases	101	-	-

Referring to the above table it can be interpreted that chi-square is not significant. It means a significant association does not exist between personal attitudes & values & legitimisation.

From the above table it can be interpreted that with low personal attitudes & values out of 26 respondents, 10(38.5%) of the respondents have a high level of feeling of that subordinates accepted the superiors right to exercise control, with moderate personal attitudes & values, out of total 51 respondents, 23(45.1%) of the respondents have a moderate level of superiors right to exercise control, while with high personal attitudes & values, out of total 24 respondents, 13(54.2%) of the respondents have a low level of acceptance by subordinates of the legitimate right of the superior to exercise control which develops an atmosphere of mutual respect & helps the superiors in exercising control respectively.

Table – 143 Personal Attitudes and Values and Need for Independence- Organizational Effectiveness

	Need for Independence- Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low	10	12	04	26
% within Personal attitudes & values	38.5%	46.2%	15.4%	100.0%
% within Need for Independence –OE	30.3%	33.3%	12.5%	25.7%
Moderate	13	16	22	51
% within Personal attitudes & values	25.5%	31.4%	43.1%	100.0%
% within Need for Independence –OE	39.4%	44.4%	68.8%	50.5%
High	10	08	06	24
% within Personal attitudes & values	41.7%	33.3%	25.0%	100.0%
% within Need for Independence –OE	30.3%	22.2%	18.8%	23.8%
Total	33	36	32	101
% within Personal attitudes & values	32.7%	35.6%	31.7%	100.0%
% within Need for Independence –OE	100.0 %	100.0%	100.0 %	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.399 ^a	04	0.116
Likelihood Ratio	7.672	04	0.104
Linear- by- Linear Associ.	0.121	01	0.728
N of Valid Cases	101	-	-

Referring to the above table the chi-square is not significant. It can be interpreted that a significant association does not exist between personal attitudes & values and need for independence.

Furthermore, with low personal attitudes & values, out of total 26 respondents, 12(46.2%) of the respondents have a moderate level of independence to think independently about their job problems, with moderate personal attitudes & values, out of total 51 respondents, 22(43.1%) of the respondents have a high level of taking responsibility for resolving the problems related to their job & approaching the superiors only when required, while with high personal attitudes & values, out of total 24 respondents, 10(41.7%) of the respondents have a low level of confidence to handle their things independently.

Table – 144 Personal Attitudes and Values and Self Control- Organizational Effectiveness

	Self Control- Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low % within Personal attitudes & values	02 7.7%	17 65.4%	07 26.9%	26 100.0%
% within Self Control – OE	7.7%	33.3%	29.2%	25.7%
Moderate % within Personal attitudes & values	14 27.5%	28 54.9%	09 17.6%	51 100.0%
% within Self Control – OE	53.8%	54.9%	37.5%	50.5%
High % within Personal attitudes & values	10 41.7%	06 25.0%	08 33.3%	24 100.0%
% within Self Control – OE	38.5%	11.8%	33.3%	23.8%
Total % within Personal attitudes & values	26 25.7%	51 50.5%	24 23.8%	101 100.0%
% within Self Control – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	11.977 ^a	04	0.018
Likelihood Ratio	13.442	04	0.009
Linear- by- Linear Associ.	1.985	01	0.159
N of Valid Cases	101	-	-

It can be interpreted that chi-square is significant at 0.05 level of confidence indicating an existence of significant association between personal attitudes & values and self control.

Out of total 26 respondents with low personal attitudes & values, 17(65.4%) of the respondents have a moderate level of responsibility towards their job without managerial control, out of total 51 respondents with moderate personal attitudes & values, 28(54.9%) of the respondents have a moderate level of self control, while with high personal attitudes & values, out of total 24 respondents, 10(41.7%) of the respondents have a low level of self-control which indicates the commitment of employees towards the job.

Table – 145 Personal Attitudes and Values and Job Involvement-Organizational Effectiveness

	Job Involvement- Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low % within Personal attitudes & values	11 42.3%	11 42.3%	04 15.4%	26 100.0%
% within Job Involvement – OE	37.9%	26.2%	13.3%	25.7%
Moderate % within Personal attitudes & values	10 19.6%	26 51.0%	15 29.4%	51 100.0%
% within Job Involvement – OE	34.5%	61.9%	50.0%	50.5%
High % within Personal attitudes & values	08 33.3%	05 20.8%	11 45.8%	24 100.0%
% within Job Involvement – OE	27.6%	11.9%	36.7%	23.8%
Total % within Personal attitudes & values	29 28.7%	42 41.6%	30 29.7%	101 100.0%
% within Job Involvement – OE	100.0%	100.0%	100.0%	100.0%
	Value	Df	Asymp.Sig. (2 – sided)	
Pearson Chi-Square	10.794 ^a	04	0.029	
Likelihood Ratio	11.332	04	0.023	
Linear– by- Linear Association	3.407	01	0.065	
N of Valid Cases	101	-	-	

Referring to the above table it can be interpreted that chi-square is significant at 0.05 level of confidence. It shows that a strong association exists between personal attitudes & values & job involvement.

Further the table shows that out of total 26 respondents with low personal attitudes & values, 11(42.3%) of the respondents have a moderate as well as a low level of job involvement respectively which they are identified themselves with their work, out of total 51 respondents with moderate personal attitudes & values, 26(51.0%) of the respondents have a moderate level of job involvement while with high personal attitudes & values, out of total 24 respondents, 11(45.8%) of the respondents have high level of satisfaction & involvement with their job.

Table – 146 Personal Attitudes and Values- Innovation - Organizational Effectiveness

	Innovation- Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low % within Personal attitudes & values	18 69.2%	05 19.2%	03 11.5%	26 100.0%
% within Innovation – OE	43.9%	14.3%	12.0%	25.7%
Moderate % within Personal attitudes & values	19 37.3%	17 33.3%	15 29.4%	51 100.0%
% within Innovation – OE	46.3%	48.6%	60.0%	50.5%
High % within Personal attitudes & values	04 16.7%	13 54.2%	07 29.2%	24 100.0%
% within Innovation – OE	9.8%	37.1%	28.0%	23.8%
Total % within Personal attitudes & values	41 40.6%	35 34.7%	25 24.8%	101 100.0%
% within Innovation – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	15.695 ^a	04	0.003
Likelihood Ratio	16.130	04	0.003
Linear– by- Linear Associ.	9.862	01	0.002
N of Valid Cases	101	-	-

From the above table it can be said that chi-square is significant at 0.01 level of confidence. It can thus be interpreted that a significant association exists between personal attitudes & values and innovation.

The table shows that with low personal attitudes & values, out of total 26 respondents, 18(69.2%) of the respondents have a low level of creative ideas & come less forward with the same with moderate personal attitudes & values, out of total 51 respondents, 19(37.3%) of the respondents have a high level of creativity & ideas to deal with job, while with high personal attitudes & values, out of total 24 respondents, 13(54.2%) of the respondents have a moderate level of creativity.

Table –147 Personal Attitudes and Values and Organization Commitment- Organizational Effectiveness

	Organization Commitment- Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low	11	09	06	26
% within Personal attitudes & values	42.3%	34.6%	23.1%	100.0 %
% within Organisation Commitment – OE	47.8%	34.6%	11.5%	25.7%
Moderate	10	13	28	51
% within Personal attitudes & values	19.6%	25.5%	54.9%	100.0 %
% within Organisation Commitment – OE	43.5%	50.0%	53.8%	50.5%
High	02	04	18	24
% within Personal attitudes & values	8.3%	16.7%	75.0%	100.0 %
% within Organisation Commitment – OE	8.7%	15.4%	34.6%	23.8%
Total	23	26	52	101
% within Personal attitudes & values	22.8%	25.7%	51.5%	100.0 %
% within Organisation Commitment – OE	100.0 %	100.0%	100.0 %	100.0 %

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	15.112 ^a	04	0.004
Likelihood Ratio	15.722	04	0.003
Linear- by-Linear Associ.	13.973	01	0.000
N of Valid Cases	101	-	-

Referring to the above table it can be interpreted that chi-square is significant at 0.01 level of confidence. It means that a significant association exists between personal attitudes & values and organisation commitment.

The table shows that with low personal attitudes and values, out of total 26 respondents 11(42.3%) of the respondents have a low level of care & prosperity of the organisation, with moderate personal attitudes & values, out of total 51 respondents, 28(54.9%) of the respondents have a high level of commitment to the organisation & their goals, while with high personal attitudes & values, out of total 24 respondents, 18(75.0%) of the respondents have a high level of organisation commitment.

Table – 148 Personal Attitudes and Values Organization Attachment - Organizational Effectiveness

	Organization Attachment - Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low % within Personal attitudes & values	10 38.5%	09 34.6%	07 26.9%	26 100.0%
% within Organization Attachment – OE	23.8%	22.0%	38.9%	25.7%
Moderate % within Personal attitudes & values	18 35.3%	24 47.1%	09 17.6%	51 100.0%
% within Organization Attachment – OE	42.9%	58.5%	50.0%	50.5%
High % within Personal attitudes & values	14 58.3%	08 33.3%	02 8.3%	24 100.0%
% within Organization Attachment – OE	33.3%	19.5%	11.1%	23.8%
Total % within Personal attitudes & values	42 41.6%	41 40.6%	18 17.8%	101 100.0%
% within Organization Attachment – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	5.653 ^a	04	0.227
Likelihood Ratio	5.642	04	0.228
Linear– by- Linear Association	3.310	01	0.069
N of Valid Cases	101	-	-

From the above table it can be interpreted that chi-square is not significant. It means that personal attitudes & values do not have any significant association with organisation attachment.

The table shows that with low personal attitudes & values, out of total 26 respondents, 10(38.5%) of the respondents have a low level of feeling of attachment to the organisation, with moderate personal attitudes & values, out of total 51 respondents, 24(47.1%) of the respondents have a moderate level of feeling of attachment with the organisation wherein all actions of an individual will be taken in best interest of the organisation, while with high level of personal attitudes & values. Out of total 24 respondents, 14(58.3%) of the respondents have low level of organisation attached.

Table – 149 Personal Attitudes and Values and Job Satisfaction - Organizational Effectiveness

	Job Satisfaction - Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low % within Personal attitudes & values	03 11.5%	09 34.6%	14 53.8%	26 100.0%
% within Job Satisfaction – OE	13.6%	20.9%	38.9%	25.7%
Moderate % within Personal attitudes & values	11 21.6%	23 45.1%	17 33.3%	51 100.0%
% within Job Satisfaction – OE	50.0%	53.5%	47.2%	50.5%
High % within Personal attitudes & values	08 33.3%	11 45.8%	05 20.8%	24 100.0%
% within Job Satisfaction – OE	36.4%	25.6%	13.9%	23.8%
Total % within Personal attitudes & values	22 21.8%	43 42.6%	36 35.6%	101 100.0%
% within Job Satisfaction – OE	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.217 ^a	04	0.125
Likelihood Ratio	7.228	04	0.124
Linear– by- Linear Association	6.724	01	0.010
N of Valid Cases	101	-	-

The chi-square is not significant. It means that Personal Attitudes & Values & Job satisfaction does not have any significant association.

The table shows that with low personal attitudes & values, out of total 26 respondents, 14(53.8%) of the respondents have a high positive attitude towards various aspects of job, with moderate personal attitudes & values, out of total 51 respondents, 23(45.1%) of the respondents have a moderate level of job satisfaction, while with high personal attitudes & values out of total 24 respondents, 11(45.8%) of the respondents have a moderate attitude towards the job.

Table –150 Personal Attitudes and Values and Job Satisfaction – Work as Whole - Organizational Effectiveness

	Job Satisfaction – work as Whole - Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low % within Personal attitudes & values	03 11.5%	15 57.7%	08 30.8%	26 100.0%
% within Job Satisfaction- work as whole – OE	18.8%	22.7%	42.1%	25.7%
Moderate % within Personal attitudes & values	09 17.6%	33 64.7%	09 17.6%	51 100.0%
% within Job Satisfaction- work as whole – OE	56.3%	50.0%	47.4%	50.5%
High % within Personal attitudes & values	04 16.7%	18 75.0%	02 8.3%	24 100.0%
% within Job Satisfaction- work as whole – OE	25.0%	27.3%	10.5%	23.8%
Total % within Personal attitudes & values	16 15.8%	66 65.3%	19 18.8%	101 100.0%
% within Job Satisfaction- work as whole – OE	100.0 %	100.0 %	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	4.411a	04	0.353
Likelihood Ratio	4.485	04	0.344
Linear– by- Linear Association	2.762	01	0.097
N of Valid Cases	101	-	-

Referring to the above table the chi-square is not significant. It can be interpreted that a significant association does not exist between personal attitudes & values and job satisfactions (work as whole).

The table shows that with low personal attitudes & values, out of total 26 respondents, 15(57.7%) of the respondents have a moderate level of positive attitude towards work as a whole, with moderate personal attitudes & values, out of total 51 respondents, 33(64.7%) of the respondents have moderate job satisfaction in terms that an individual is able to draw from the work while with high personal attitudes & values, out of total 24 respondents, 18(75.0%) of the respondents have a moderate level of satisfaction where there are various fact of work which may be explicit or implicit, defined & undefined.

**Table –151 Personal Attitudes and Values and Job Satisfaction –
Organisation as a Whole - Organizational Effectiveness**

	Job Satisfaction – Orgn. as Whole - Organizational Effectiveness			
Personal Attitudes and values	Low	Moderate	High	Total
Low % within Personal attitudes & values	01 3.8%	19 73.1%	06 23.1%	26 100.0%
% within Job Satisfaction – Orgn as Whole – OE	5.9%	28.4%	35.3%	25.7%
Moderate % within Personal attitudes & values	07 13.7%	35 68.6%	09 17.6%	51 100.0%
% within Job Satisfaction – Orgn as Whole – OE	41.2%	52.2%	52.9%	50.5%
High % within Personal attitudes & values	09 37.5%	13 54.2%	02 8.3%	24 100.0%
% within Job Satisfaction – Orgn as Whole – OE	52.9%	19.4%	11.8%	23.8%
Total % within Personal attitudes & values	17 16.8%	67 66.3%	17 16.8%	101 100.0%
% within Job Satisfaction – Orgn as Whole - OE	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	11.395 ^a	04	0.022
Likelihood Ratio	11.221	04	0.024
Linear– by- Linear Association	8.477	01	0.004
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. It can be interpreted that a strong association exists between personal attitudes & values and job satisfaction (organisation as a whole).

The table shows that with low personal attitudes & values, out of total 26 respondents, 19(73.1%) of the respondents have a moderate level of satisfaction in terms of organisation as a whole. The degree of satisfaction in terms of organisation as a whole indicates the contentment of the employees in their respective job, with moderate personal attitudes & values, out of total 51 respondents, 35(68.6%) of the respondents have a moderate level of job satisfaction, while with high level of personal attitudes & values, out of total 24 respondents, 13(54.2%) of the respondents have a moderate job satisfaction.

Table – 152 HRD Professional Knowledge and Positive Discipline – Industrial Relations

	Positive Discipline - Industrial Relations			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	11	18	04	33
% within HRD Professional Knowledge	(33.3%)	54.5%	12.1%	100.0%
% within Positive Discipline - IR	44.0%	34.0%	17.4%	32.7%
Moderate	06	20	09	35
% within HRD Professional Knowledge	17.1%	57.1%	25.7%	100.0%
% within Positive Discipline – IR	24.0%	37.7%	39.1%	34.7%
High	08	15	10	33
% within HRD Professional Knowledge	24.2%	45.5%	30.3%	100.0%
% within Positive Discipline – IR	32.0%	28.3%	43.5%	32.7%
Total	25	53	23	101
% within HRD Professional Knowledge	24.8%	52.5%	22.8%	100.0%
% within Positive Discipline – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.885 ^a	04	0.299
Likelihood Ratio	5.156	04	0.272
Linear– by- Linear Association	2.559	01	0.110
N of Valid Cases	101	-	-

From the above table it can be interpreted that chi-square is not significant. It means that a significant association does not exist between HRD professional knowledge and positive discipline.

The table shows that with low professional knowledge, out of total 33 respondents, 18(54.5%) of the respondents have a moderate level of discipline which discourages autocratic supervision, with moderate level of professional knowledge out of total 35 respondents, 20(57.1%) of the respondents have a moderate level of positive discipline, while with high

professional knowledge, out of total 33 respondents, 15(45.5%) of the respondents have a moderate level of positive discipline.

Table – 153 HRD Professional Knowledge and Labour Peace - Industrial Relations

	Labour Peace - Industrial Relations			
HRD Professional Knowledge	Low	Moderate	High	Total
Low % within HRD Professional Knowledge	13 39.4%	15 45.5%	05 15.2%	33 100.0%
% within Labour Peace - IR	41.9%	33.3%	20.0%	32.7%
Moderate % within HRD Professional Knowledge	09 25.7%	18 51.4%	08 22.9%	35 100.0%
% within Labour Peace – IR	29.0%	40.0%	32.0%	34.7%
High % within HRD Professional Knowledge	09 27.3%	12 36.4%	12 36.4%	33 100.0%
% within Labour Peace – IR	29.0%	40.0%	32.0%	34.7%
Total % within HRD Professional Knowledge	31 30.7%	45 44.6%	25 24.8%	101 100.0%
% within Labour Peace – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.174 ^a	04	0.270
Likelihood Ratio	5.115	04	0.276
Linear– by– Linear Association	3.295	01	0.070
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that HRD professional knowledge and labour peace does not have any significant association.

The table shows that with low HRD professional knowledge, out of total 33 respondents, 15(45.5%) of the respondents have a moderate level of labour peace, with moderate HRD professional knowledge out of total 35

respondents, 18(51.4%) of the respondents have a moderate degree of inter & intra union rivalry, while with high HRD professional knowledge, out of total 33 respondents, 12(36.4%) of the respondents feel that there is moderate as well as high level of labour peace.

Table – 154 HRD Professional Knowledge and Industrial Peace - Industrial Relations

	Industrial Peace - Industrial Relations			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	16	09	08	33
% within HRD Professional Knowledge	48.5%	27.3%	24.2%	100.0%
% within Industrial Peace - IR	53.3%	27.3%	21.1%	32.7%
Moderate	06	15	14	35
% within HRD Professional Knowledge	17.1%	42.9%	40.0%	100.0%
% within Industrial Peace - IR	20.0%	45.5%	36.8%	34.7%
High	08	09	16	33
% within HRD Professional Knowledge	24.2%	27.3%	48.5%	100.0%
% within Industrial Peace - IR	26.7%	27.3%	42.1%	32.7%
Total	30	33	38	101
% within HRD Professional Knowledge	29.7%	32.7%	37.6%	100.0%
% within Industrial Peace - IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	10.467 ^a	04	0.033
Likelihood Ratio	10.267	04	0.036
Linear-by- Linear Associ.	5.758	01	0.016
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. It can be interpreted that there is a strong association exists between HRD professional knowledge and industrial peace.

The table shows that with low HRD professional knowledge, out of total 33 respondents, 16(48.5%) of the respondents have a low feeling of industrial peace in the organisation, with moderate HRD professional knowledge out of total 35 respondents, 15(42.9%) of the respondents have a moderate extend of industrial peace in the organisation, while with high HRD professional knowledge out of total 33 respondents, 16(48.5%) of the respondents feel that there is a high extent of industrial peace. The management & union have not been resorting to the unfair labour practices like strikes, lockouts, lay-off etc.

Table – 155 HRD Professional Knowledge and Collective Bargaining - Industrial Relations

	Collective Bargaining - Industrial Relations			
HRD Professional Knowledge	Low	Moderate	High	Total
Low % within HRD Professional Knowledge	14 42.4%	16 48.5%	03 9.1%	33 100.0%
% within Collective Bargaining - IR	42.4%	34.0%	14.3%	32.7%
Moderate % within HRD Professional Knowledge	08 22.9%	19 54.3%	08 22.9%	35 100.0%
% within Collective Bargaining - IR	24.2%	40.4%	38.1%	34.7%
High % within HRD Professional Knowledge	11 33.3%	12 36.4%	10 30.3%	33 100.0%
% within Collective Bargaining - IR	33.3%	25.5%	47.6%	32.7%
Total % within HRD Professional Knowledge	33 32.7%	47 46.5%	21 20.8%	101 100.0%
% within Collective Bargaining - IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.890 ^a	04	0.142
Likelihood Ratio	7.370	04	0.118
Linear- by- Linear Associ.	2.882	01	0.090
N of Valid Cases	101	-	-

Referring to the above table the chi-square is not significant. It can be interpreted that a significant association does not exist between HRD professional knowledge & collective bargaining.

The table shows that with low HRD professional knowledge out of total 33 respondents, 16(48.5%) of the respondents have a moderate level of collective bargaining is being adopted for setting the issues & disputes, with moderate level of HRD professional knowledge out of total 35 respondents, 19(54.3%) of the respondents feel that a moderate level of negotiation & collective bargaining is used for various issues, while with high HRD professional knowledge out of total 33 respondents, 12(36.4%) of the respondents feel there is moderate level of collective bargaining.

Table – 156 HRD Professional Knowledge and Commitment to Production - Industrial Relations

	Commitment to Production - Industrial Relations			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	13	15	05	33
% within HRD Professional Knowledge	39.4%	45.5%	15.2%	100.0%
% within Commitment to Production - IR	43.3%	38.5%	15.6%	32.7%
Moderate	10	15	10	35
% within HRD Professional Knowledge	28.6%	42.9%	28.6%	100.0%
% within Commitment to Production – IR	33.3%	38.5%	31.3%	34.7%
High	07	09	17	33
% within HRD Professional Knowledge	21.2%	27.3%	51.5%	100.0%
% within Commitment to Production – IR	23.3%	23.1%	53.1%	32.7%
Total	30	39	32	101
% within HRD Professional Knowledge	29.7%	38.6%	31.7%	100.0%
% within Commitment to Production – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	10.572 ^a	04	0.032
Likelihood Ratio	10.696	04	0.03
Linear– by- Linear Associ.	7.923	01	0.005
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. It can be interpreted that a significant association exists between HRD professional knowledge and commitment to the production.

The table shows that with low HRD professional knowledge, out of total 33 respondents, 15(45.5%) of the respondents have a moderate level of feeling of commitment to the production, with moderate HRD professional knowledge, out of total 35 respondents, 15(42.9%) of the respondents have a moderate level of feeling of commitment to the production while with high HRD professional knowledge out of total 33 respondents, 17(51.5%) of the respondents have a high level of feeling & are committed to the production.

Table – 157 HRD Professional Knowledge and Union Management Relationship - Industrial Relations

	Union Management Relationship - Industrial Relations			
HRD Professional Knowledge	Low	Moderate	High	Total
Low % within HRD Professional Knowledge	15 45.5%	13 39.4%	05 15.2%	33 100.0%
% within Union Management – IR	48.4%	31.0%	17.9%	32.7%
Moderate % within HRD Professional Knowledge	08 22.9%	17 48.6%	10 28.6%	35 100.0%
% within Union Management – IR	25.8%	40.5%	35.7%	34.7%
High % within HRD Professional Knowledge	08 24.2%	12 36.4%	13 39.4%	33 100.0%
% within Union Management – IR	25.8%	40.5%	35.7%	32.7%
Total % within HRD Professional Knowledge	31 30.7%	42 41.6%	28 27.7%	101 100.0%
% within Union Management – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.667 ^a	04	0.105
Likelihood Ratio	7.640	04	0.106
Linear– by-Linear Association	5.787	01	0.016
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between HRD professional knowledge and union & management relationships.

The table shows that with low HRD professional knowledge out of total 33 respondents, 15(45.5%) of the respondents have a low level of union – management relationship is crucial with moderate HRD professional knowledge out of total 35 respondents, 17(48.6%) of the respondents have a moderate level of feeling of union-management relationship, while with high HRD professional knowledge out of total 33 respondents, 13(39.4%) of the respondents have a high level & the relationship is highly cordial.

Table – 158 HRD Professional Knowledge and Trust and Transparency - Industrial Relations

	Trust and Transparency - Industrial Relations			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	11	18	04	33
% within HRD Professional Knowledge	33.3%	54.5%	12.1%	100.0 %
% within Trust and Transparency - IR	42.3%	38.3%	14.3%	32.7%
Moderate	06	17	12	35
% within HRD Professional Knowledge	17.1%	48.6%	34.3%	100.0 %
% within Trust and Transparency - IR	23.1%	36.2%	42.9%	34.7%
High	09	12	12	33
% within HRD Professional Knowledge	27.3%	36.4%	36.4%	100.0 %
% within Trust and Transparency - IR	34.6%	25.5%	42.9%	32.7%
Total	26	47	28	101
% within HRD Professional Knowledge	25.7%	46.5%	27.7%	100.0 %
% within Trust and Transparency - IR	100.0%	100.0%	100.0%	100.0 %

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.324 ^a	04	0.120
Likelihood Ratio	8.094	04	0.088
Linear- by- Linear Association	2.808	01	0.094
N of Valid Cases	101	-	-

Referring to the above table the chi-square is not significant. It can be interpreted that a significant association does not exist between HRD professional knowledge & Trust & Transparency.

The table shows that with low HRD professional knowledge out of total 33 respondents, 18(54.5%) of the respondents feel that there is a moderate level of Trust & Transparency between management workers & union, with moderate HRD professional knowledge out of total 35 respondents ,17(48.6%) of the respondents have a moderate level of feeling of Trust & Transparency, while with high HRD professional knowledge out of total 33 respondents, 12(36.4%) of the respondents have moderate as well as high level of feeling of Trust & Transparency respectively.

Table – 159 HRD Professional Knowledge and External factors - Industrial Relations

	External factors - Industrial Relations			
HRD Professional Knowledge	Low	Moderate	High	Total
Low	09	14	10	33
% within HRD Professional Knowledge	27.3%	42.4%	30.3%	100.0%
% within External Factors - IR	40.9%	40.0%	22.7%	32.7%
Moderate	07	11	17	35
% within HRD Professional Knowledge	20.0%	31.4%	48.6%	100.0%
% within External Factors – IR	31.8%	31.4%	38.6%	34.7%
High	06	10	17	33
% within HRD Professional Knowledge	18.2%	30.3%	51.5%	100.0%
% within External Factors – IR	27.3%	28.6%	38.6%	32.7%
Total	22	35	44	101
% within HRD Professional Knowledge	21.8%	34.7%	43.6%	100.0%
% within External Factors – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2-sided)
Pearson Chi-Square	3.577 ^a	04	0.466
Likelihood Ratio	3.655	04	0.455
Linear- by- Linear Association	2.475	01	0.116
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between HRD professional knowledge and external factors.

The table shows that with low HRD professional knowledge out of total 38 respondents, 14(42.4%) of the respondents have a moderate level of feeling that external factors are not influencing industrial relations with moderate level of HRD professional knowledge out of total 35 respondents, 17(48.6%) of the respondents have a high level of feeling that external factors are not influencing industrial relations, while with high HRD professional knowledge out of total 33 respondents, 17(51.5%) of the respondents have a high level of the same feeling.

Table – 160 HRD Professional skills and Positive Discipline - Industrial Relations

	Positive Discipline - Industrial Relations			
HRD Professional skills	Low	Moderate	High	Total
Low	07	15	05	27
% within HRD Professional Skills	25.9%	55.6%	18.5%	100.0%
% within Positive Discipline – IR	28.0%	28.3%	21.7%	26.7%
Moderate	09	26	06	41
% within HRD Professional Skills	22.0%	63.4%	14.6%	100.0%
% within Positive Discipline – IR	36.0%	49.1%	26.1%	40.6%
High	09	12	12	33
% within HRD Professional Skills	27.3%	36.4%	36.4%	100.0%
% within Positive Discipline – IR	36.0%	22.6%	52.2%	32.7%
Total	25	53	23	101
% within HRD Professional Skills	24.8%	52.5%	22.8%	100.0%
% within Positive Discipline – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.930 ^a	04	0.140
Likelihood Ratio	6.846	04	0.144
Linear– by- Linear Association	0.916	01	0.339
N of Valid Cases	101	-	-

Referring to the above table it can be interpreted that chi-square is not significant. It means that a significant association does not exist between HRD professional skills and positive discipline.

The table shows that with low HRD professional skills out of total 27 respondents, 15(55.6%) of the respondents have a moderate level of positive discipline, with moderate HRD professional skills out of total 41 respondents, 26(63.4%) of the respondents have a moderate level of positive discipline wherein management practices restraint in following a positive approach, while with high HRD professional skills out of total 33 respondents, 12(36.4%) of the respondents have a moderate level as well as a high level of positive discipline & it is maintained in the organisation.

Table – 161 HRD Professional skills and Labour Peace - Industrial Relations

	Labour Peace - Industrial Relations			
HRD Professional skills	Low	Moderate	High	Total
Low % within HRD Professional Skills	11 40.7%	13 48.1%	03 11.1%	27 100.0%
% within Labour Peace – IR	35.5%	28.9%	12.0%	26.7%
Moderate % within HRD Professional Skills	08 19.5%	20 48.8%	13 31.7%	41 100.0%
% within Labour Peace – IR	25.8%	44.4%	52.0%	40.6%
High % within HRD Professional Skills	12 36.4%	12 36.4%	09 27.3%	33 100.0%
% within Labour Peace – IR	38.7%	26.7%	36.0%	32.7%
Total % within HRD Professional Skills	31 30.7%	45 44.6%	25 24.8%	101 100.0%
% within Labour Peace – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2– sided)
Pearson Chi-Square	6.559 ^a	04	0.161
Likelihood Ratio	7.195	04	0.126
Linear– by- Linear Association	0.865	01	0.352
N of Valid Cases	101	-	-

Referring to the above table the chi-square is not significant. It can be interpreted that a significant association does not exist between HRD professional skills & labour peace.

The table shows that out of total 27 respondents with low HRD professional skills, 13(48.1%) of the respondents have a moderate level of labour peace in the organisation, with moderate HRD professional skills out of total 41 respondents, 20(48.8%) of the respondents have a moderate feeling regarding the extent of inter & intra union rivalry while with high HRD professional skills out of total 33 respondents, 12(36.4%) of the respondents have low as well as moderate level of labour peace & the lesser is the frequency & intensity of agitation practiced by union.

Table – 162 HRD Professional skills and Industrial Peace - Industrial Relations

	Industrial Peace - Industrial Relations			
HRD Professional skills	Low	Moderate	High	Total
Low	13	08	06	27
% within HRD Professional Skills	48.1%	29.6%	22.2%	100.0%
% within Industrial Peace – IR	43.3%	24.2%	15.8%	26.7%
Moderate	09	17	15	41
% within HRD Professional Skills	22.0%	41.5%	36.6%	100.0%
% within Industrial Peace – IR	30.0%	51.5%	39.5%	40.6%
High	08	08	17	33
% within HRD Professional Skills	24.2%	24.2%	51.5%	100.0%
% within Industrial Peace – IR	26.7%	24.2%	44.7%	32.7%
Total	30	33	38	101
% within HRD Professional Skills	29.7%	32.7%	37.6%	100.0%
% within Industrial Peace – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	9.424 ^a	04	0.051
Likelihood Ratio	9.152	04	0.057
Linear– by- Linear Association	5.999	01	0.014
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. It can be interpreted that a significant association exists between HRD professional skills and industrial peace.

The table shows that with low HRD professional skills, out of total 27 respondents, 13(48.1%) of the respondents have an industrial peace, with moderate HRD professional skills out of total 41 respondents, 17(41.5%) of the respondents have a moderate level & the management & union have not been resorting to unfair labour practices, while with high HRD professional skills out of total 33 respondents, 17(51.5%) of the respondents have a high level of feeling of industrial peace which indicates that both the parties take constructive approach in addressing various issues.

Table – 163 HRD Professional skills and Collective Bargaining - Industrial Relations

	Collective Bargaining - Industrial Relations			
HRD Professional skills	Low	Moderate	High	Total
Low	10	12	05	27
% within HRD Professional Skills	37.0%	44.4%	18.5%	100.0%
% within Collective Bargaining – IR	30.3%	25.5%	23.8%	26.7%
Moderate	12	23	06	41
% within HRD Professional Skills	29.3%	56.1%	14.6%	100.0%
% within Collective Bargaining – IR	36.4%	48.9%	28.6%	40.6%
High	11	12	10	33
% within HRD Professional Skills	33.3%	36.4%	30.3%	100.0%
% within Collective Bargaining – IR	33.3%	25.5%	47.6%	32.7%
Total	33	47	21	101
% within HRD Professional Skills	32.7%	46.5%	20.8%	100.0%
% within Collective Bargaining – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2-sided)
Pearson Chi-Square	4.123 ^a	04	0.390
Likelihood Ratio	4.042	04	0.400
Linear- by- Linear Association	0.708	01	0.400
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between HRD professional skills and collective bargaining.

Furthermore the table shows that with low HRD professional skills out of total 27 respondents, 12 (44.4%) of the respondents have a moderate level of feeling that collective bargaining is adopted for setting issues with moderate HRD professional skills out of total 41 respondents, 23(56.1%) of the respondents have a moderate level of use of collective bargaining & have a faith in it while with high HRD professional skills out of total 33 respondents, 12(36.4%) of the respondents feel that there is moderate level of feeling regarding use of collective bargaining methods in order to resolve various issues & conflicts.

Table – 164 HRD Professional skills and Commitment to Production - Industrial Relations

	Commitment to Production - Industrial Relations			
HRD Professional skills	Low	Moderate	High	Total
Low	11	11	05	27
% within HRD Professional Skills	40.7%	40.7%	18.5%	100.0%
% within Commitment to Production - IR	36.7%	28.2%	15.6%	26.7%
Moderate	11	17	13	41
% within HRD Professional Skills	26.8%	41.5%	31.7%	100.0%
% within Commitment to Production - IR	36.7%	43.6%	40.6%	40.6%
High	08	11	14	33
% within HRD Professional Skills	24.2%	33.3%	42.4%	100.0%
% within Commitment to Production - IR	26.7%	28.2%	43.8%	32.7%
Total	30	39	32	101
% within HRD Professional Skills	29.7%	38.6%	31.7%	100.0%
% within Commitment to Production - IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	4.587 ^a	04	0.332
Likelihood Ratio	4.652	04	0.325
Linear- by- Linear Association	3.820	01	0.051
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between HRD professional skills and commitment to production.

The table shows that with low HRD professional skills, out of total 27 respondents, 11(40.7%) of the respondents have a low as well as moderate level of commitment to the production, with moderate HRD professional skills out of total 41 respondents, 17(41.5%) of the respondents have a moderate degree of commitment to the production, while with high HRD professional skills, out of total 33 respondents, 14(42.4%) of the respondents have a high degree of commitment to the production wherein the employee's don't attack production to settle their demands.

Table – 165 HRD Professional skills and Union Management Relations - Industrial Relations

	Union Management - Industrial Relations			
HRD Professional skills	Low	Moderate	High	Total
Low	11	10	06	27
% within HRD Professional Skills	40.7%	37.0%	22.2%	100.0%
% within Union Management – IR	35.5%	23.8%	21.4%	26.7%
Moderate	13	18	10	41
% within HRD Professional Skills	31.7%	43.9%	24.4%	100.0%
% within Union Management – IR	41.9%	42.9%	35.7%	40.6%
High	07	14	12	33
% within HRD Professional Skills	21.2%	42.4%	36.4%	100.0%
% within Union Management – IR	22.6%	33.3%	42.9%	32.7%
Total	31	42	28	101
% within HRD Professional Skills	30.7%	41.6%	27.7%	100.0%
% within Union Management – IR	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	3.409 ^a	04	0.492
Likelihood Ratio	3.396	04	0.494
Linear- by- Linear Association	2.948	01	0.086
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between HRD professional skills and union – management relationship.

The table shows that with low HRD professional skills, out of total 27 respondents, 11(40.7%) of the respondents have a low level of feeling regarding the union – management relationships, with moderate HRD professional skills, out of total 41 respondents, 18(43.9%) of the respondents feel that a moderate degree of union – management relationship, while with high HRD professional skills, out of total 33 respondents, 14(42.4%) of the respondents have a moderate feeling that union – management is cordial.

Table –166 HRD Professional skills and Trust and Transparency - Industrial Relations

	Trust and Transparency - Industrial Relations			
HRD Professional skills	Low	Moderate	High	Total
Low	07	15	05	27
% within HRD Professional Skills	25.9%	55.6%	18.5%	100.0%
% within Trust and Transparency – IR	26.9%	31.9%	17.9%	26.7%
Moderate	09	22	10	41
% within HRD Professional Skills	22.0%	53.7%	24.4%	100.0%
% within Trust and Transparency – IR	34.6%	46.8%	35.7%	40.6%
High	10	10	13	33
% within HRD Professional Skills	30.3%	30.3%	39.4%	100.0%
% within Trust and Transparency – IR	38.5%	21.3%	46.4%	32.7%
Total	26	47	28	101
% within HRD Professional Skills	25.7%	46.5%	27.7%	100.0%
% within Trust and Transparency – IR	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2– sided)
Pearson Chi-Square	5.894 ^a	04	0.207
Likelihood Ratio	6.037	04	0.196
Linear– by- Linear Association	0.740	01	0.390
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between HRD professional skills and trust & transparency.

The table shows that with low HRD professional skills, out of total 27 respondents, 15(55.6%) of the respondents have a moderate level of feeling of relationship between union & management is based on trust with moderate HRD professional skills, out of total 41 respondents, 22(53.7%) of the respondents have a moderate degree of union – management relationship while with high HRD professional skills, out of total 33 respondents, 13(39.4%) of the respondents have a high degree of trust & co-operation between the union & management relationships.

Table – 167 HRD Professional skills and External Factors - Industrial Relations

	External Factors - Industrial Relations			
HRD Professional skills	Low	Moderate	High	Total
Low	06	13	08	27
% within HRD Professional Skills	22.2%	48.1%	29.6%	100.0%
% within External Factors – IR	27.3%	37.1%	18.2%	26.7%
Moderate	11	12	18	41
% within HRD Professional Skills	26.8%	29.3%	43.9%	100.0%
% within External Factors – IR	50.0%	34.3%	40.9%	40.6%
High	05	10	18	33
% within HRD Professional Skills	15.2%	30.3%	54.5%	100.0%
% within External Factors – IR	22.7%	28.6%	40.9%	32.7%
Total	22	35	44	101
% within HRD Professional Skills	21.8%	34.7%	43.6%	100.0%
% within External Factors – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.208 ^a	04	0.267
Likelihood Ratio	5.213	04	0.266
Linear– by- Linear Association	2.574	01	0.109
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between HRD professional skills and external factors.

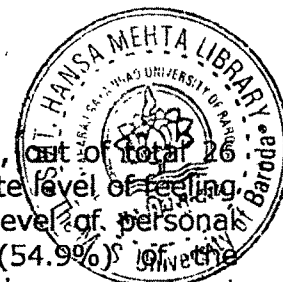
The table shows that with low HRD professional skills, out of total 27 respondents, 13(48.1%) of the respondents have a moderate level of feeling that external factors forces don't influence industrial relations, with moderate HRD professional skills out of total 41 respondents, 18(43.9%) of the respondents have a high degree of feeling that external forces don't influence industrial relations, while with high HRD professional skills, out of total 33 respondents, 18(54.5%) of the respondents have a high level of feeling that industrial relations remain healthy to a high degree even during political & market upheavals.

Table – 168 Personal Attitudes and Values and Positive Discipline - Industrial Relations

	Positive Discipline - Industrial Relations			
Personal Attitudes and values	Low	Moderate	High	Total
Low	09	16	01	26
% within Personal attitudes and values	34.6%	61.5%	3.8%	100.0%
% within Positive Discipline – IR	36.0%	30.2%	4.3%	25.7%
Moderate	08	28	15	51
% within Personal attitudes and values	15.7%	54.9%	29.4%	100.0%
% within Positive Discipline – IR	32.0%	52.8%	65.2%	50.5%
High	8	9	7	24
% within Personal attitudes and values	33.3%	37.5%	29.2%	100.0%
% within Positive Discipline - IR	32.0%	17.0%	30.4%	23.8%
Total	25	53	23	101
% within Personal attitudes and values	24.8%	52.5%	22.8%	100.0%
% within Positive Discipline – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2- sided)
Pearson Chi-Square	10.427 ^a	04	0.034
Likelihood Ratio	12.666	04	0.013
Linear- by- Linear Association	2.022	01	0.155
N of Valid Cases	101	-	-

Referring to the above table the chi-square is significant at 0.05 level of confidence. It can be interpreted that a significant association exists between personal attitudes & values and positive discipline.



The table shows that with low personal attitudes & values, out of total 26 respondents, 16(61.5%) of the respondents have a moderate level of feeling of positive discipline in the organisation with moderate level of personal attitudes & values, out of total 51 respondents, 28(54.9%) of the respondents have a moderate level of practice wherein the management discourages indiscipline in the organisation, while with high personal attitudes & values, out of total 24 respondents, 9(37.5%) of the respondents feel that there is moderate level of positive discipline in the organisation.

Table –169 Personal Attitudes and Values and Labour Peace - Industrial Relations

	Labour Peace - Industrial Relations			
Personal Attitudes and values	Low	Moderate	High	Total
Low	10	14	02	26
% within Personal attitudes and values	38.5%	53.8%	7.7%	100.0%
% within Labour Peace – IR	32.3%	31.1%	8.0%	25.7%
Moderate	11	21	19	51
% within Personal attitudes and values	21.6%	41.2%	37.3%	100.0%
% within Labour Peace – IR	35.5%	46.7%	76.0%	50.5%
High	10	10	04	24
% within Personal attitudes and values	41.7%	41.7%	16.7%	100.0%
% within Labour Peace – IR	32.3%	22.2%	16.0%	23.8%
Total	31	45	25	101
% within Personal attitudes and values	30.7%	44.6%	24.8%	100.0%
% within Labour Peace – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	10.427 ^a	04	0.034
Likelihood Ratio	11.214	04	0.024
Linear- by- Linear Association	0.127	01	0.721
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. It can be interpreted that a significant association exists between personal attitudes & values & labour peace.

Further, it can be interpreted that with low personal attitudes & values, out of total 26 respondents, 14(53.8%) of the respondents feels that there is a moderate level of labour peace, with moderate personal attitudes & values, out of total 51 respondents, 21(41.2%) of the respondents feel that to a moderate level of inter & intra union rivalry, while with high personal attitudes & values, out of total 24 respondents, 10(41.7%) of the respondents feel that there is low as well as moderate level of intensity of agitation where union is strong & is responsible.

Table – 170 Personal Attitudes and Values and Industrial Peace - Industrial Relations

	Industrial Peace - Industrial Relations			
Personal Attitudes and values	Low	Moderate	High	Total
Low	09	12	05	26
% within Personal attitudes and values	34.6%	46.2%	19.2%	100.0%
% within Industrial Peace – IR	30.0%	36.4%	13.2%	25.7%
Moderate	16	11	24	51
% within Personal attitudes and values	31.4%	21.6%	47.1%	100.0%
% within Industrial Peace – IR	53.3%	33.3%	63.2%	50.5%
High	05	10	09	24
% within Personal attitudes and values	20.8%	41.7%	37.5%	100.0%
% within Industrial Peace – IR	16.7%	30.3%	23.7%	23.8%
Total	30	33	38	101
% within Personal attitudes and values	29.7%	32.7%	37.6%	100.0%
% within Industrial Peace – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	8.404 ^a	04	0.078
Likelihood Ratio	8.944	04	0.063
Linear- by- Linear Association	1.978	01	0.160
N of Valid Cases	101	-	-

The chi-square is not significant It can be interpreted that a significant association does not exists between personal attitudes & values and industrial peace.

Further more, it can be interpreted that with low personal attitudes & values, out of total 26 respondents, 12(46.2%) of the respondents have a moderate extent of industrial peace with moderate personal attitudes & values, out of total 31 respondents, 24(47.1%) of the respondents have a high degree of industrial peace where management & union is not restoring to unfair labour practices, while with high personal attitudes & values, out of total 24 respondents, 10(41.7%) of the respondents have moderate level of feeling regarding the industrial peace.

Table – 171 Personal Attitudes and Values and Collective Bargaining - Industrial Relations

	Collective Bargaining - Industrial Relations			
Personal Attitudes and values	Low	Moderate	High	Total
Low	12	12	02	26
% within Personal attitudes and values	46.2%	46.2%	7.7%	100.0%
% within Collective Bargaining – IR	36.4%	25.5%	9.5%	25.7%
Moderate	10	27	14	51
% within Personal attitudes and values	19.6%	52.9%	27.5%	100.0%
% within Collective Bargaining – IR	30.3%	57.4%	66.7%	50.5%
High	11	08	05	24
% within Personal attitudes and values	45.8%	33.3%	20.8%	100.0%
% within Collective Bargaining – IR	33.3%	17.0%	23.8%	23.8%
Total	33	47	21	101
% within Personal attitudes and values	32.7%	46.5%	20.8%	100.0%
% within Collective Bargaining – IR	100.0 %	100.0%	100.0 %	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	9.966 ^a	04	0.041
Likelihood Ratio	10.775	04	0.029
Linear– by- Linear Association	0.539	01	0.463
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. It can be interpreted that a significant association exists between personal attitudes & values and collective bargaining.

Furthermore, the table shows that with low personal attitudes & values, out of total 26 respondents, 12(46.2%) of the respondents have a low as well as a moderate level of adopting of collective bargaining methods respectively with moderate personal attitudes & values, out of total 51 respondents, 27(52.9%) of the respondents have a moderate level feeling regarding the adoption of various collective bargaining methods, while with high HRD personal attitudes & values, out of total 24 respondents, 11(45.8%) of the respondents have low level of feeling of use of collective bargaining methods.

Table – 172 Personal Attitudes and values - Commitment to Production - Industrial Relations

	Commitment to Production-Industrial Relations			
Personal Attitudes and values	Low	Moderate	High	Total
Low	13	10	03	26
% within Personal attitudes and values	50.0%	38.5%	11.5%	100.0%
% within Commitment to Production – IR	43.3%	25.6%	9.4%	25.7%
Moderate	08	24	19	51
% within Personal attitudes and values	15.7%	47.1%	37.3%	100.0%
% within Commitment to Production – IR	26.7%	61.5%	59.4%	50.5%
High	09	05	10	24
% within Personal attitudes and values	37.5%	20.8%	41.7%	100.0%
% within Commitment to Production – IR	30.0%	12.8%	31.3%	23.8%
Total	30	39	32	101
% within Personal attitudes and values	29.7%	38.6%	31.7%	100.0%
% within Commitment to Production – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2- sided)
Pearson Chi-Square	14.963 ^a	04	0.005
Likelihood Ratio	16.338	04	0.003
Linear- by- Linear Association	3.937	01	0.047
N of Valid Cases	101	-	-

The chi-square is significant at 0.01 level of confidence. It can be interpreted that a significant association exists between personal attitudes & values and commitment to the production.

The table shows that with low personal attitudes & values, out of total 24 respondents, 13(50.0%) of the respondents have a low level of commitment to the production, with moderate personal attitudes & values, out of total 51 respondents, 24(47.1%) of the respondents have a moderate level of feeling regarding commitment to the production, while with high personal attitudes & values out of total 24 respondents, majority of the respondents have a high level of feeling regarding commitment to the production i.e. 10(41.7%).

Table – 173 Personal Attitudes and Values and Union Management Relationship - Industrial Relations

	Union Management Relationship - Industrial Relations			
Personal Attitudes and values	Low	Moderate	High	Total
Low	14	10	02	26
% within Personal attitudes and values	53.8%	38.5%	7.7%	100.0%
% within Union Management – IR	45.2%	23.8%	7.1%	25.7%
Moderate	09	21	21	51
% within Personal attitudes and values	17.6%	41.2%	41.25	100.0%
% within Union Management – IR	29.0%	50.0%	75.0%	50.5%
High	08	11	05	24
% within Personal attitudes and values	33.3%	45.8%	20.8%	100.0%
% within Union Management – IR	25.8%	26.2%	17.9%	23.8%
Total	31	42	28	101
% within Personal attitudes and values	30.7%	41.6%	27.7%	100.0%
% within Union Management – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	15.094 ^a	04	0.005
Likelihood Ratio	15.893	04	0.003
Linear– by- Linear Association	2.716	01	0.099
N of Valid Cases	101	-	-

The chi-square is significant at 0.01 level of confidence. It can be interpreted that a significant association exists between personal attitudes & values and union-management relationships.

The table shows that with low personal attitudes & values, out of total 26 respondents, 14(53.8%) of the respondents, have a low level of feeling regarding the union – management relationships, with moderate personal attitudes & values, out of total 51 respondents, 21(41.2%) of the respondents have a moderate as well as high level of feeling regarding cordial relationship between the union & management, while with high personal attitudes & values, out of total 24 respondents, 11(45.8%) of the respondents have a moderate extent of relationship based on the trust & co-operation.

Table – 174 Personal Attitudes and Values and Trust and Transparency - Industrial Relations

	Trust and Transparency - Industrial Relations			
Personal Attitudes and values	Low	Moderate	High	Total
Low	09	14	03	26
% within Personal attitudes and values	34.6%	53.8%	11.5%	100.0%
% within Trust and Transparency – IR	34.6%	29.8%	10.7%	25.7%
Moderate	09	24	18	51
% within Personal attitudes and values	17.6%	47.1%	35.3%	100.0%
% within Trust and Transparency – IR	34.6%	51.1%	64.3%	50.5%
High	08	09	07	24
% within Personal attitudes and values	33.3%	37.5%	29.2%	100.0%
% within Trust and Transparency – IR	30.8%	19.1%	25.0%	23.8%
Total	26	47	28	101
% within Personal attitudes and values	25.7%	46.5%	27.7%	100.0%
% within Trust and Transparency – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2-sided)
Pearson Chi-Square	6.883 ^a	04	0.142
Likelihood Ratio	7.551	04	0.109
Linear- by- Linear Association	0.942	01	0.332
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exists between personal attitudes & values and trust & transparency.

Furthermore, the table shows that with low personal attitudes & values, out of total 26 respondents, of the respondents feel that there is moderate level of trust & transparency, i.e. 14(53.8%), with moderate personal attitudes & values, out of total 51 respondents, 24(47.1%) of the respondents feel a moderate level of trust & transparency, while with high personal attitudes & values, out of total 24 respondents, 9(37.5%) of the respondents have a moderate level of trust & transparency.

Table – 175 Personal Attitudes and Values – External Factors – Industrial Relations

	External Factors - Industrial Relations			
Personal Attitudes and values	Low	Moderate	High	Total
Low % within Personal attitudes and values	07 26.9%	13 50.0%	06 23.1%	26 100.0%
% within External Factors – IR	31.8%	37.1%	13.6%	25.7%
Moderate % within Personal attitudes and values	09 17.6%	16 31.4%	26 51.0%	51 100.0%
% within External Factors – IR	40.9%	45.7%	59.1%	50.5%
High % within Personal attitudes and values	06 25.0%	06 25.0%	12 50.0%	24 100.0%
% within External Factors – IR	27.3%	17.1%	27.3%	23.8%
Total % within Personal attitudes and values	22 21.8%	35 34.7%	44 43.6%	101 100.0%
% within External Factors – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2 - sided)
Pearson Chi-Square	6.778 ^a	04	0.148
Likelihood Ratio	7.118	04	0.130
Linear- by- Linear Association	1.808	01	0.179
N of Valid Cases	101	-	-

Referring to the above table the chi-square is not significant. It can be interpreted that a significant association does not exist between personal attitudes & values and external factors.

The table shows that with low personal attitudes & values, out of total 26 respondents, 13(50.0%) of the respondents with moderate level feel that the external factors don't hinder industrial relations, with moderate personal attitudes & values, out of total 51 respondents, 26(51.0%) of the respondents with high level feel that external forces are not influencing industrial relations, while with high personal attitudes & values, out of total 24 respondents, 12(50.0%) of the respondents with high level feel that have a big strength to back them & are intrinsically strong to face hard times.

Table – 176 Leadership and Positive Discipline - Industrial Relations

	Positive Discipline - Industrial Relations			
LEADERSHIP	Low	Moderate	High	Total
Low	10	11	04	25
% within LEADERSHIP	40.0%	44.0%	16.0%	100%
% within Positive Discipline - IR	40.0%	20.8%	17.4%	24.8%
Moderate	07	28	15	50
% within LEADERSHIP	14.0%	56.0%	30.0%	100%
% within Positive Discipline - IR	28.0%	52.8%	65.2%	49.5%
High	08	14	04	26
% within LEADERSHIP	30.8%	53.8%	15.4%	100%
% within Positive Discipline - IR	32.0%	26.4%	17.4%	25.7%
Total	25	53	23	101
% within LEADERSHIP	24.8%	52.5%	22.8%	100%
% within Positive Discipline - IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.807 ^a	04	0.099
Likelihood Ratio	7.898	04	0.095
Linear- by- Linear Association	0.167	01	0.683
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between leadership and positive discipline.

The table shows that with low leadership, out of total 25 respondents, 11(44.0%) of the respondents have a moderate level of practice regarding positive discipline, with moderate leadership out of total 50 respondents, 28(56.0%) of the respondents have a moderate level of use of autocratic supervision, while with high level of leadership, out of total 26 respondents,

14(53.8%) of the respondents have a moderate level of positive discipline in the organisations.

Table – 177 Leadership and Labour Peace - Industrial Relations

	Labour Peace - Industrial Relations			
LEADERSHIP	Low	Moderate	High	Total
Low	08	14	03	25
% within LEADERSHIP	32.0%	56.0%	12.0%	100%
% within Labour Peace- IR	25.8%	31.1%	12.0%	24.8%
Moderate	12	19	19	50
% within LEADERSHIP	24.0%	38.0%	38.0%	100%
% within Labour Peace- IR	38.7%	42.2%	76.0%	49.5%
High	11	12	03	26
% within LEADERSHIP	42.3%	46.2%	11.5%	100%
% within Labour Peace- IR	35.5%	26.7%	12.0%	25.7%
Total	31	45	25	101
% within LEADERSHIP	30.7%	44.6%	24.8%	100%
% within Labour Peace- IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	10.140 ^a	04	0.038
Likelihood Ratio	10.391	04	0.034
Linear- by- Linear Association	0.305	01	0.581
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. It can be interpreted that a significant association exists between leadership & labour peace.

Furthermore, the table shows that with low leadership type, out of total 25 respondents, 14(56.0%) of the respondents have a moderate level of feeling regarding labour peace in the organisation, with moderate leadership, out of total 50 respondents, 19(38.0%) of the respondents have a moderate as well as high level of labour peace as regards to inter & intra union rivalry, while with high leadership, out of total 26 respondents, 12(46.2%) of the respondents have a moderate level of feeling of labour peace. It helps in serving the best interest of the workers and the management.

Table – 178 Leadership and Industrial Peace - Industrial Relations

	Industrial Peace - Industrial Relations			
LEADERSHIP	Low	Moderate	High	Total
Low	10	08	07	25
% within LEADERSHIP	40.0%	32.0%	28.0%	100%
% within Industrial Peace - IR	33.3%	24.2%	18.4%	24.8%
Moderate	15	15	20	50
% within LEADERSHIP	30.0%	30.0%	40.0%	100%
% within Industrial Peace - IR	50.0%	45.5%	52.6%	49.5%
High	05	10	11	26
% within LEADERSHIP	19.2%	38.5%	42.3%	100%
% within Industrial Peace - IR	16.7%	30.3%	28.9%	25.7%
Total	30	33	38	101
% within LEADERSHIP	29.7%	32.7%	37.6%	100%
% within Industrial Peace - IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	3.075 ^a	04	0.545
Likelihood Ratio	3.167	04	0.530
Linear- by- Linear Association	2.317	01	0.128
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between leadership & industrial peace.

Furthermore, the table shows that with low leadership, out of total 25 respondents, 10(40.0%) of the respondents indicated a low level of feeling of industrial peace, with moderate leadership, out of total 50 respondents, 20(40.0%) of the respondents feel that there is a high level of industrial peace & to a great extent management & union don't resort to lockouts, strikes etc., while with high leadership, out of total 26 respondents, 11(42.3%) of the respondents have a high level of industrial peace wherein a constructive approach is used in addressing various issues.

Table – 179 Leadership and Collective Bargaining - Industrial Relations

	Collective Bargaining - Industrial Relations			
LEADERSHIP	Low	Moderate	High	Total
Low	11	09	05	25
% within LEADERSHIP	44.0%	36.0%	20.0%	100%
% within Collective Bargaining - IR	33.3%	19.1%	23.8%	24.8%
Moderate	12	28	10	50
% within LEADERSHIP	24.0%	56.0%	20.0%	100%
% within Collective Bargaining - IR	36.4%	59.6%	47.6%	49.5%
High	10	10	06	26
% within LEADERSHIP	38.5%	38.5%	23.1%	100%
% within Collective Bargaining - IR	30.3%	21.3%	28.6%	25.7%
Total	33	47	21	101
% within LEADERSHIP	32.7%	46.5%	20.8%	100%
% within Collective Bargaining - IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 - sided)
Pearson Chi-Square	4.410 ^a	04	0.353
Likelihood Ratio	4.429	04	0.351
Linear- by- Linear Association	0.167	01	0.682
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between leadership and collective bargaining.

The table shows that with low leadership, out of total 25 respondents, 11(44.0%) of respondents feel that a low level of use of methods of collective bargaining is being adopted, with moderate leadership, out of total 50 respondents, 28(56.0%) of the respondents have a moderate level of feeling regarding the use of various methods adopted for collective bargaining, while with high leadership, out of total 26 respondents, 10(38.5%) of the respondents with low as well as moderate level feel that the management & union have faith in the process of negotiation & collective bargaining.

Table – 180 Leadership and Commitment to Production - Industrial Relations

	Commitment to Production - Industrial Relations			
LEADERSHIP	Low	Moderate	High	Total
Low	11	10	04	25
% within LEADERSHIP	44.0%	40.0%	16.0%	100%
% within Commitment to Production - IR	36.7%	25.6%	12.5%	24.8%
Moderate	11	18	21	50
% within LEADERSHIP	22.0%	36.0%	42.0%	100%
% within Commitment to Production - IR	36.7%	46.2%	65.6%	49.5%
High	08	11	07	26
% within LEADERSHIP	30.8%	42.3%	26.9%	100%
% within Commitment to Production - IR	26.7%	28.2%	21.9%	25.7%
Total	30	39	32	101
% within LEADERSHIP	29.7%	38.6%	31.7%	100%
% within Commitment to Production - IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.728 ^a	04	0.151
Likelihood Ratio	6.891	04	0.142
Linear– by- Linear Association	1.132	01	0.287
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between leadership and commitment to the production.

Furthermore, it can be interpreted that with low leadership, out of total 25 respondents, 11(44.0%) of the respondents feel that they have a low level of commitment to the production, with moderate leadership, out of total 50 respondents, 21(42.0%) of the respondents have a high level of feeling regarding commitment to the production & are largely committed to the production, while with high leadership, out of total 26 respondents, 11(42.3%) of the respondents have a moderate commitment to the production.

Table – 181 Leadership and Union Management Relations- Industrial Relations

	Union Management - Industrial Relations			
LEADERSHIP	Low	Moderate	High	Total
Low	11	10	04	25
% within LEADERSHIP	44.0%	40.0%	16.0%	100%
% within Union Management – IR	35.5%	23.8%	14.3%	24.8%
Moderate	11	22	17	50
% within LEADERSHIP	22.0%	44.0%	34.0%	100%
% within Union Management – IR	35.5%	52.4%	60.7%	49.5%
High	09	10	07	26
% within LEADERSHIP	34.6%	38.5%	26.9%	100%
% within Union Management – IR	29.0%	23.8%	25.0%	25.7%
Total	31	42	28	101
% within LEADERSHIP	30.7%	41.6%	27.7%	100%
% within Union Management - IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	4.906 ^a	04	0.297
Likelihood Ratio	5.041	04	0.283
Linear– by- Linear Association	0.842	01	0.359
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between leadership and union – management relationship.

The table shows that with low leadership, out of total 25 respondents, 11(44.0%) of the respondents with low level feel that union-management relationship is cordial, with moderate leadership, out of total 50 respondents, 22(44.0%) of the respondents with moderate level feel that union – management relationship is largely cordial, while with high leadership, out of total 26 respondents, 10(38.5%) of the respondents with moderate level feel that the relationship based on mutual trust & co-operation exists.

Table – 182 Leadership and Trust And Transparency - Industrial Relations

	Trust and Transparency - Industrial Relations			
LEADERSHIP	Low	Moderate	High	Total
Low	10	12	03	25
% within LEADERSHIP	40.0%	48.0%	12.0%	100%
% within Trust and Transparency - IR	38.5%	25.5%	10.7%	24.8%
Moderate	07	26	17	50
% within LEADERSHIP	14.0%	52.0%	34.0%	100%
% within Trust and Transparency - IR	26.9%	55.3%	60.7%	49.5%
High	09	09	08	26
% within LEADERSHIP	34.6%	34.6%	30.8%	100%
% within Trust and Transparency - IR	34.6%	19.1%	28.6%	25.7%
Total	26	47	28	101
% within LEADERSHIP	25.7%	46.5%	27.7%	100%
% within Trust and Transparency - IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 - sided)
Pearson Chi-Square	9.601 ^a	04	0.048
Likelihood Ratio	10.394	04	0.034
Linear- by- Linear Association	1.300	01	0.254
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. It can be interpreted that a significant association exists between leadership and trust & transparency.

Furthermore, it can be interpreted that with low leadership, out of total 25 respondents, 12(48.0%) of the respondents have a moderate level feel that there is a moderate degree of trust & transparency between management, union & the workers, while with high leadership, out of total 26 respondents, 9(34.6%) of the respondents in the low & moderate level group feel that there is more trust & transparency, while with moderate leadership, out of total 50 respondents, 26(52.0%) respondents have perceived existence of moderate level at Trust and Transparency.

Table – 183 Leadership and External Factors - Industrial Relations

	External Factors - Industrial Relations			
LEADERSHIP	Low	Moderate	High	Total
Low	08	07	10	25
% within LEADERSHIP	32.0%	28.0%	40.0%	100%
% within External Factors - IR	36.4%	20.0%	22.7%	24.8%
Moderate	08	18	24	50
% within LEADERSHIP	16.0%	36.0%	48.0%	100%
% within External Factors - IR	36.4%	51.4%	54.5%	49.5%
High	06	10	10	26
% within LEADERSHIP	23.1%	38.5%	38.5%	100%
% within External Factors - IR	27.3%	28.6%	22.7%	25.7%
Total	22	35	44	101
% within LEADERSHIP	21.8%	34.7%	43.6%	100%
% within External Factors - IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	2.894 ^a	04	0.576
Likelihood Ratio	2.839	04	0.585
Linear– by- Linear Association	0.102	01	0.750
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that there is no significant association between leadership and external factors.

The table shows that with low leadership, out of total 25 respondents, 10(40.0%) of the respondents with high degree feel that the external forces are not influencing the industrial relations, with moderate leadership, out of total 50 respondents, 24(48.0%) of the respondents with high level feel that the external forces are not influencing industrial relations, while with high leadership, out of total 26 respondents, 10(38.5%) of the respondents are in the moderate & high level group respectively & feel that even during the hard times the external forces are not influencing the industrial relations.

Table – 184 Participative – Leadership and Positive Discipline - Industrial Relations

	Positive Discipline – Industrial Relations			
Participative – Leadership	Low	Moderate	High	Total
Low % within Participative Leadership	01 50.0%	-	01 50.0%	02 100%
% within Positive Discipline – IR	4.0%		4.3%	2.0%
Moderate % within Participative Leadership	-	01 100%	-	01 100%
% within Positive Discipline – IR		1.9%		1.0%
High % within Participative Leadership	24 24.5%	52 53.1%	22 22.4%	98 100%
% within Positive Discipline – IR	96.0%	98.1%	95.7%	97.0%
Total % within Participative Leadership	25 24.8%	53 52.5%	23 22.8%	101 100%
% within Positive Discipline – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2- sided)
Pearson Chi-Square	3.135 ^a	04	0.536
Likelihood Ratio	4.282	04	0.369
Linear- by- Linear Association	0.002	01	0.961
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that there is no significant association between participative leadership and positive discipline.

The table shows with low participative leadership, out of total 2 respondents, 1(50.0%) of the respondents have a low as well as high level of positive discipline respectively, with moderate participative leadership, out of total 1 respondent, 1(100.0%) of the respondents have a moderate level of positive discipline while with high level of participative leadership, out of total 98, respondents, 52(53.1%) of the respondents perceive a moderate level of positive discipline where there is restraint on the positive action.

Table – 185 Participative – Leadership and Labour Peace - Industrial Relations

	Labour Peace - Industrial Relations			
Participative – Leadership	Low	Moderate	High	Total
Low % within Participative Leadership	-	01 50.0%	01 50.0%	02 100%
% within Labour Peace-IR		2.2%	4.0%	2.0%
Moderate % within Participative Leadership	-	01 100%	-	01 100%
% within Labour Peace-IR		2.2%		1.0%
High % within Participative Leadership	31 31.6%	43 43.9%	24 24.5%	98 100%
% within Labour Peace-IR	100%	95.6%	96.0%	97.0%
Total % within Participative Leadership	31 30.7%	45 44.6%	25 24.8%	101 100%
% within Labour Peace-IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	2.428 ^a	04	0.658
Likelihood Ratio	3.295	04	0.510
Linear– by- Linear Association	1.083	01	0.298
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that there is no significant association between participative leadership and labour peace.

The table further shows that with low participative leadership, out of total 2 respondents, 1(50.0%) of the respondents are distributed equally in moderate & high level respectively & have a moderate & high level & feel that to a great extent there has been labour peace, with moderate participative leadership, out of total 1 respondent, 1(100.0%) of moderate level feel that there is a moderate level of labour peace, with high participative leadership, out of total 98 respondents, 43(43.9%) of the respondents feel that there is moderate level of labour peace.

Table – 186 Participative – Leadership and Industrial Peace - Industrial Relations

	Industrial Peace - Industrial Relations			
Participative – Leadership	Low	Moderate	High	Total
Low	01	-	01	02
% within Participative Leadership	50.0%		50.0%	100%
% within Industrial Peace – IR	3.3%		2.6%	2.0%
Moderate	01	-	-	01
% within Participative Leadership	100%			100%
% within Industrial Peace – IR	3.3%			1.0%
High	28	33	37	98
% within Participative Leadership	28.6%	33.7%	37.8%	100%
% within Industrial Peace – IR	93.3%	100%	97.4%	97.0%
Total	30	33	38	101
% within Participative Leadership	29.7%	32.7%	37.6%	100%
% within Industrial Peace – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	3.452 ^a	04	0.485
Likelihood Ratio	4.111	04	0.391
Linear– by- Linear Association	0.331	01	0.565
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that there is no significant association exists between participative leadership and Industrial peace.

Furthermore, the table shows that with low participative leadership, out of total 2 respondents, 1(50.0%) of the respondents have a low as well as a high level of industrial peace respectively, with moderate participative leadership, out of total 1 respondent, 1(100.0%) of the respondents in the low level feel that to a great extent there has been industrial peace while with high participative leadership, out of total 98 respondents, 37(37.8%) of the respondents have a great extent management & union practice a high level of restraint such as strikes & lockouts.

Table – 187 Participative – Leadership and Collective Bargaining - Industrial Relations

	Collective Bargaining - Industrial Relations			
Participative – Leadership	Low	Moderate	High	Total
Low % within Participative Leadership	01 50.0%	-	01 50.0%	02 100%
% within Collective Bargaining – IR	3.0%		4.8%	2.0%
Moderate % within Participative Leadership	01 100%	-	-	01 100%
% within Collective Bargaining – IR	3.0%			1.0%
High % within Participative Leadership	31 31.6%	47 48.0%	20 20.4%	98 100%
% within Collective Bargaining – IR	93.9%	100%	95.2%	97.0%
Total % within Participative Leadership	33 32.7%	47 46.5%	21 20.8%	101 100%
% within Collective Bargaining – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	4.078 ^a	04	0.396
Likelihood Ratio	4.925	04	0.295
Linear– by- Linear Association	0.036	01	0.850
N of Valid Cases	101	-	-

Referring to the above table the chi-square is not significant. It can be interpreted that there is no significant association between participative leadership and collective bargaining.

The table shows that with low participative leadership, out of total 2 respondents, 1(50.0%) of the respondents in the low & high level feel that the various methods of collective bargaining are adopted to resolve various issues, with moderate participative leadership, out of total 1 respondent, only 1(100.0%) of the respondents in the low level group feel that & believe that management & which have faith in the process of negotiation, while with high participative leadership, out of total 98 respondents, 47(48.0%) of the respondents have perceived that collective bargaining helps to resolve the outstanding issues & conflicts at moderate level.

Table – 188 Participative – Leadership and Commitment to Production - Industrial Relations

	Commitment to Production-Industrial Relations			
Participative – Leadership	Low	Moderate	High	Total
Low % within Participative Leadership	01 50.0%	-	01 50.0%	02 100%
% within Commitment to Production – IR	3.3%		3.1%	2.0%
Moderate % within Participative Leadership	-	01 100%	-	01 100%
% within Commitment to Production – IR		2.6%		1.0%
High % within Participative Leadership	29 29.6%	38 38.8%	31 31.6%	98 100%
% within Commitment to Production – IR	96.7%	97.4%	96.9%	97.0%
Total % within Participative Leadership	30 29.7%	39 38.6%	32 31.7%	101 100%
% within Commitment to Production – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	2.852 ^a	04	0.583
Likelihood Ratio	3.858	04	0.426
Linear- by- Linear Association	0.002	01	0.966
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that there is no significant association between participative leadership and commitment to the production.

The table further shows that with low participative leadership, out of total 2 respondents, 1(50.0%) of the respondents are equally distributed in the low & high level group respectively & have a low as well as a high commitment to the production, with the moderate participative leadership, out of total 1 respondent, 1(100.0%) of the respondents feel that there is a moderate level of commitment to production, while with high participative leadership out of total 98 respondents, 38(38.8%) of the respondents in the moderate level feel that the employees are largely committed to the production.

Table – 189 Participative – Leadership and Union Management - Industrial Relations

	Union Management - Industrial Relations			
Participative – Leadership	Low	Moderate	High	Total
Low % within Participative Leadership	-	01 50.0%	01 50.0%	02 100%
% within Union Management – IR		2.4%	3.6%	2.0%
Moderate % within Participative Leadership	01 100%	-	-	01 100%
% within Union Management – IR	3.2%			1.0%
High % within Participative Leadership	30 30.6%	41 41.8%	27 27.6%	98 100%
% within Union Management – IR	96.8%	97.6%	96.4%	97.0%
Total % within Participative Leadership	31 30.7%	42 41.6%	28 27.7%	101 100%
% within Union Management - IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	3.267 ^a	04	0.514
Likelihood Ratio	3.913	04	0418
Linear- by- Linear Association	0256	01	0.613
N of Valid Cases	101	-	-

Referring to the above table the chi-square is not significant. It can be interpreted that there is no significant association between participative leadership and union – management relationship.

Furthermore, it can be interpreted that out of total 2 respondents, 1(50.0%) of the respondents are in the moderate & high level & feel that relationship is cordial, with moderate participative leadership, there is only 1 respondent, out of total 1 respondent, 1(100.0%) of the respondent is in the low level cordial relationship, while with high participative leadership, out of total 98 respondents, 41(41.8%) of the respondents in the moderate level feel that relationship is based on trust & cooperation helps both management & union to work together.

Table –190 Participative – Leadership and Trust and Transparency - Industrial Relations

	Trust and Transparency - Industrial Relations			
Participative – Leadership	Low	Moderate	High	Total
Low % within Participative Leadership	01 50.0%	-	01 50.0%	02 100%
% within Trust and Transparency – IR	3.8%		3.6%	2.0%
Moderate % within Participative Leadership	-	01 100%	-	01 100%
% within Trust and Transparency – IR		2.1%		1.0%
High % within Participative Leadership	25 25.5%	46 46.9%	27 27.6%	98 100%
% within Trust and Transparency – IR	96.2%	97.9%	96.4%	97.0%
Total % within Participative Leadership	26 25.7%	47 46.5%	28 27.7%	101 100%
% within Trust and Transparency - IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	2.901 ^a	04	.0574
Likelihood Ratio	4.044	04	0.400
Linear- by- Linear Association	0.002	01	0.964
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between participative leadership and trust & transparency.

Furthermore, it can be interpreted that with low participative leadership, out of total 2 respondents, 1(50.0%) of the respondents have a low & high level of trust & transparency respectively, with moderate participative leadership out of total 1 respondent, 1(100.0%) of the respondents in the moderate level feel there is a moderate extent of trust & transparency between the management, union & the workers, while with high participative leadership, out of total 98 respondents, 46(46.9%) of the respondents feel that there is a moderate level of trust & transparency which results in healthy industrial relations.

Table – 191 Participative – Leadership and External Factors - Industrial Relations

	External Factors - Industrial Relations			
Participative – Leadership	Low	Moderate	High	Total
Low % within Participative Leadership	-	01 50.0%	01 50.0%	02 100%
% within External Factors – IR		2.9%	2.3%	2.0%
Moderate % within Participative Leadership	01 100%	-	-	01 100%
% within External Factors – IR	4.5%			1.0%
High % within Participative Leadership	21 21.4%	34 34.7%	43 43.9%	98 100%
% within External Factors – IR	95.5%	97.1%	97.7%	97.0%
Total % within Participative Leadership	22 21.8%	35 34.7%	44 43.6%	101 100%
% within External Factors – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	4.189 ^a	04	0.381
Likelihood Ratio	4.065	04	0.397
Linear- by- Linear Association	0.001	01	0.969
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between participative leadership and external factors.

The table shows that with low participative leadership, out of total 2 respondents, 1(50.0%) of the respondents in the moderate & high level respectively feel that external factors are not influencing industrial relations, with moderate participative leadership, out of total 1 respondent, 1(100.0%) of the respondents feel that a moderate level of the external forces are not influencing the industrial relations, while with high participative leadership, out of total 98 respondents, 43(43.9%) of the respondents in the high level feel that whether it is market or political upheavals to a great extent the external forces are not influencing the industrial relations.

Table -192 Authoritative – Leadership and Positive Discipline - Industrial Relations

	Positive Discipline - Industrial Relations			
Authoritative - Leadership	Low	Moderate	High	Total
Low % within Authoritative Leadership	05 19.2%	15 57.7%	06 23.1%	26 100%
% within Positive Discipline - IR	20.0%	28.3%	26.1%	25.7%
Moderate % within Authoritative Leadership	08 25.8%	16 51.6%	07 22.6%	31 100%
% within Positive Discipline - IR	32.0%	30.2%	30.4%	30.7%
High % within Authoritative Leadership	12 27.3%	22 50.0%	10 22.7%	44 100%
% within Positive Discipline - IR	48.0%	41.5%	43.5%	43.6%
Total % within Authoritative Leadership	25 24.8%	53 52.5%	23 22.8%	101 100%
% within Positive Discipline - IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	0.639 ^a	04	0.959
Likelihood Ratio	0.659	04	.956
Linear- by- Linear Association	0.218	01	0.640
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between authoritative leadership and positive discipline.

Furthermore, the table shows that with low authoritative leadership, out of total 26 respondents, 15(57.7%) of the respondents feel that they have a moderate level of positive discipline, with moderate authoritative leadership, out of total 31 respondents, 16(51.6%) of the respondents feel that there is moderate level of positive discipline, while with high authoritative leadership, out of total 44 respondents, 22(50.0%) of the respondents feel that there is moderate level of positive discipline.

Table – 193 Authoritative – Leadership and Labour Peace - Industrial Relations

	Labour Peace - Industrial Relations			
Authoritative – Leadership	Low	Moderate	High	Total
Low	05	12	09	26
% within Authoritative Leadership	19.2%	46.2%	34.6%	100%
% within Labour Peace-IR	16.1%	26.7%	36.0%	25.7%
Moderate	10	13	08	31
% within Authoritative Leadership	32.3%	41.9%	25.8%	100%
% within Labour Peace-IR	32.3%	28.9%	32.0%	30.7%
High	16	20	08	44
% within Authoritative Leadership	36.4%	45.5%	18.2%	100%
% within Labour Peace-IR	51.6%	44.4%	32.0%	43.6%
Total	31	45	25	101
% within Authoritative Leadership	30.7%	44.6%	24.8%	100%
% within Labour Peace-IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	3.472 ^a	04	0.482
Likelihood Ratio	3.584	04	0.465
Linear– by- Linear Association	3.215	01	0.073
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exists between authoritative leadership and Industrial peace.

Furthermore, the table shows that with low authoritative leadership, out of total 26 respondents, 12(46.2%) of the respondents feel that there is moderate level of labour peace & have a low degree of inter & intra – union rivalry, with moderate authoritative leadership, out of total 31 respondents, 13(41.9%) of the respondents feel there is moderate level of labour peace while with high authoritative leadership, out of total 44 respondents, 20(45.5%) of the respondents feel that there is a moderate level of labour peace & lesser frequency & intensity of agitation & greater restraint practiced by the union.

Table –194 Authoritative – Leadership and Industrial Peace - Industrial Relations

	Industrial Peace - Industrial Relations			
Authoritative – Leadership	Low	Moderate	High	Total
Low	06	10	10	26
% within Authoritative Leadership	23.1%	38.5%	38.5%	100%
% within Industrial Peace – IR	20.0%	30.3%	26.3%	25.7%
Moderate	07	09	15	31
% within Authoritative Leadership	22.6%	29.0%	48.4%	100%
% within Industrial Peace – IR	23.3%	27.3%	39.5%	30.7%
High	17	14	13	44
% within Authoritative Leadership	38.6%	31.8%	29.5%	100%
% within Industrial Peace – IR	56.7%	42.4%	34.2%	43.6%
Total	30	33	38	101
% within Authoritative Leadership	29.7%	32.7%	37.6%	100%
% within Industrial Peace – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	4.221 ^a	04	0.377
Likelihood Ratio	4.170	04	0.384
Linear– by- Linear Association	1.975	01	0.160
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that there is no significant association between authoritative leadership and industrial peace.

The table shows that with low authoritative leadership, out of total 26 respondents, 10(38.5%) of the respondents feel that there is moderate as well as high level of great extent of industrial peace, with moderate authoritative leadership, out of total 31 respondents, 15(48.4%) of the respondents feel that there is a high extent of industrial peace & to a great extent both the management & union have not been resorting to the unfair labour practices, out of total 44 respondents, 17(38.6%) of the respondents have perceived existence of low level of industrial peace.

Table – 195 Authoritative – Leadership and Collective Bargaining Industrial Relations

	Collective Bargaining- Industrial Relations			
Authoritative – Leadership	Low	Moderate	High	Total
Low	07	13	06	26
% within Authoritative Leadership	26.9%	50.0%	23.1%	100%
% within Collective Bargaining – IR	21.2%	27.7%	28.6%	25.7%
Moderate	09	17	05	31
% within Authoritative Leadership	29.0%	54.8%	16.1%	100%
% within Collective Bargaining – IR	27.3%	36.2%	47.6%	30.7%
High	17	17	10	44
% within Authoritative Leadership	38.6%	38.6%	22.7%	100%
% within Collective Bargaining – IR	51.5%	36.2%	47.6%	43.6%
Total	33	47	21	101
% within Authoritative Leadership	32.7%	46.5%	20.8%	100%
% within Collective Bargaining – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.453 ^a	04	0.653
Likelihood Ratio	2.481	04	0.648
Linear– by- Linear Association	0.425	01	0.515
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that there is no significant association between authoritative leadership and collective bargaining.

The table shows that with low authoritative leadership, out of total 26 respondents, 13(50.0%) of the respondents feel that a moderate level of methods of collective bargaining adopted to resolve the various issues, with moderate authoritative leadership, out of total 31 respondents, 17(54.8%) of the respondents feel that collective bargaining is adopted for settling the disputes while with high authoritative leadership, out of total 44 respondents, 17(38.6%) of the respondents feel that collective bargaining methods are used at low as well as at moderate level respectively.

Table – 196 Authoritative – Leadership and Commitment to Production – Industrial Relations

	Commitment to Production-Industrial Relations			
Authoritative – Leadership	Low	Moderate	High	Total
Low % within Authoritative Leadership	05 19.2%	09 34.6%	12 46.2%	26 100%
% within Commitment to Production – IR	16.7%	23.1%	37.5%	25.7%
Moderate % within Authoritative Leadership	11 35.5%	10 32.3%	10 32.3%	31 100%
% within Commitment to Production – IR	36.7%	25.6%	31.3%	30.7%
High % within Authoritative Leadership	14 31.8%	20 45.5%	10 22.7%	44 100%
% within Commitment to Production – IR	46.7%	51.3%	31.3%	43.6%
Total % within Authoritative Leadership	30 29.7%	39 38.6%	32 31.7%	101 100%
% within Commitment to Production – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2-sided)
Pearson Chi-Square	5.176 ^a	04	0.270
Likelihood Ratio	5.195	04	0.268
Linear- by- Linear Association	3.116	01	0.078
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between authoritative leadership and commitment to the production.

It can thus be interpreted that with low authoritative leadership, out of total 26 respondents, 12(46.2%) of the respondents feel that they are largely committed to the production with moderate authoritative leadership, out of total 31 respondents, 11(35.5%) of the respondents feel that the employees are committed to the production at a low level, while with high authoritative leadership, out of total 44 respondents, 20(45.5%) of the respondents feel that they are committed to the production of moderate level.

Table –197 Authoritative - Leadership and Union Management Relationship - Industrial Relations

	Union Management Relationship - Industrial Relations			
Authoritative – Leadership	Low	Moderate	High	Total
Low	05	12	09	26
% within Authoritative Leadership	19.2%	46.2%	34.6%	100%
% within Union Management – IR	16.1%	28.6%	32.1%	25.7%
Moderate	13	10	08	31
% within Authoritative Leadership	41.9%	32.3%	25.8%	100%
% within Union Management – IR	41.9%	23.8%	28.6%	30.7%
High	13	20	11	44
% within Authoritative Leadership	29.5%	45.5%	25.0%	100%
% within Union Management – IR	41.9%	47.6%	39.3%	43.6%
Total	31	42	28	101
% within Authoritative Leadership	30.7%	41.6%	27.7%	100%
% within Union Management – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	3.950 ^a	04	0.413
Likelihood Ratio	4.008	04	0.405
Linear- by- Linear Association	0759	01	0.384
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that there is no significant association between authoritative leadership and union – management relationship.

The table shows that with low authoritative leadership, out of total 26 respondents, 12(46.2%) of the respondents feel at moderate level that union – management relationship is largely cordial, with moderate authoritative leadership, out of total 31 respondents, 13(41.9%) of the respondents feel that there is low level of union – management relationship, while with high authoritative leadership, out of total 44 respondents, 20(45.5%) of the respondents feel that the union –management relationship is cordial at moderate level.

Table – 198 Authoritative – Leadership and Trust and Transparency - Industrial Relations

	Trust and Transparency - Industrial Relations			
Authoritative – Leadership	Low	Moderate	High	Total
Low	06	12	08	26
% within Authoritative Leadership	23.1%	46.2%	30.8%	100%
% within Trust and Transparency – IR	23.1%	25.5%	28.6%	25.7%
Moderate	08	15	08	31
% within Authoritative Leadership	25.8%	48.4%	25.8%	100%
% within Trust and Transparency – IR	30.8%	31.9%	28.6%	30.7%
High	12	20	12	44
% within Authoritative Leadership	27.3%	45.5%	27.3%	100%
% within Trust and Transparency – IR	46.2%	42.6%	42.9%	43.6%
Total	26	47	28	101
% within Authoritative Leadership	25.7%	46.5%	27.7%	100%
% within Trust and Transparency – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	0.278 ^a	04	0.991
Likelihood Ratio	0.277	04	0.991
Linear- by- Linear Association	0.154	01	0.695
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between authoritative leadership and trust & transparency.

The table shows that with low authoritative leadership, out of total 26 respondents, 12(46.2%) of the respondents feel that there is a moderate degree of trust & transparency between the workers union and management, with moderate authoritative leadership, out of total 31 respondents, 15(48.4%) of the respondents feel that there is a moderate degree of trust & transparency, while with high authoritative leadership, out of total 44 respondents, 20(45.5%) of the respondents feel that moderate level of trust & transparency. The more the trust & transparency the better will be the working conditions.

Table – 199 Authoritative – Leadership and External Factors - Industrial Relations

	External Factors - Industrial Relations			
Authoritative – Leadership	Low	Moderate	High	Total
Low	06	05	15	26
% within Authoritative Leadership	23.1%	19.2%	57.7%	100%
% within External Factors – IR	27.3%	14.3%	34.1%	25.7%
Moderate	07	12	12	31
% within Authoritative Leadership	22.6%	38.7%	38.7%	100%
% within External Factors – IR	31.8%	34.3%	27.3%	30.7%
High	09	18	17	44
% within Authoritative Leadership	20.5%	40.9%	38.6%	100%
% within External Factors – IR	40.9%	51.4%	38.6%	43.6%
Total	22	35	44	101
% within Authoritative Leadership	21.8%	34.7%	43.6%	100%
% within External Factors – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2- sided)
Pearson Chi-Square	4.098 ^a	04	0.393
Likelihood Ratio	4.316	04	0.365
Linear- by- Linear Association	0592	01	0.442
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exists between authoritative leadership and external forces / factors influencing industrial relations.

The table shows that with low authoritative leadership, out of total 26 respondents, 15(57.7%) of the respondents feel that to a high degree the external forces are not influences industrial relations, with moderate authoritative leadership, out of total 31 respondents, 12(38.7%) of the respondents feel that to a moderate as well as to a high extent the external forces are not influencing the industrial relationships, while with high authoritative leadership, out of total 44 respondents, 18(40.9%) of the respondents feel that to a moderate level that external forces are not influencing industrial relations.

**Table – 200 Nurturant – Leadership and Positive Discipline
Industrial Relations**

	Positive Discipline - Industrial Relations			
Nurturant – Leadership	Low	Moderate	High	Total
Low	02	07	05	14
% within Nurturant Leadership	14.3%	50.0%	35.7%	100%
% within Positive Discipline – IR	8.0%	13.2%	21.7%	13.9%
Moderate	08	09	02	19
% within Nurturant Leadership	42.1%	47.4%	10.5%	100%
% within Positive Discipline – IR	32.0%	17.0%	8.7%	18.8%
High	15	37	16	68
% within Nurturant Leadership	22.1%	54.4%	23.5%	100%
% within Positive Discipline – IR	60.0%	69.8%	69.6%	67.3%
Total	25	53	23	101
% within Nurturant Leadership	24.8%	52.5%	22.8%	100%
% within Positive Discipline – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.588 ^a	04	0.232
Likelihood Ratio	5.467	04	0.243
Linear– by- Linear Association	0.034	01	0.854
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between nurturant leadership and positive discipline.

The table shows that with low nurtuant leadership, out of total 14 respondents, 7(50.0%) of the respondents feel a moderate level of positive discipline, with moderate nurturant leadership, out of total 19 respondents, 9(47.7%) of the respondents feel a moderate level of positive discipline & there is a restraint in following a positive approach, while with high nurturant leadership, out of total 68 respondents, 37(54.4%) of the respondents feel a moderate level of positive discipline.

Table –201 Nurturant – Leadership and Labour Peace Industrial Relations

	Labour Peace - Industrial Relations			
Nurturant – Leadership	Low	Moderate	High	Total
Low	02	06	06	14
% within Nurturant Leadership	14.3%	42.9%	42.9%	100%
% within Labour Peace–IR	6.5%	13.3%	24.0%	13.9%
Moderate	08	10	01	19
% within Nurturant Leadership	42.1%	52.6%	5.3%	100%
% within Labour Peace–IR	25.8%	22.2%	4.0%	18.8%
High	21	29	18	68
% within Nurturant Leadership	30.9%	42.6%	26.5%	100%
% within Labour Peace–IR	67.7%	64.4%	72.0%	67.3%
Total	31	45	25	101
% within Nurturant Leadership	30.7%	44.6%	24.8%	100%
% within Labour Peace–IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	7.228 ^a	04	0.124
Likelihood Ratio	8.492	04	0.075
Linear– by- Linear Association	0.486	01	0.486
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that there is no significant association between nurturant leadership and labour peace.

Furthermore, it can be interpreted that with low nurturant leadership type, out of total 14 respondents, 6(42.9%) of the respondents feel that the labour peace is at moderate as well as to a high degree respectively, with moderate nurturant leadership, out of total 19 respondents, 10(52.6%) of the respondents feel that the labour peace the inter union & intra union rivalry is at moderate level, while with high nurturant leadership type, out of total 68 respondents, 29(42.6%) of the respondents feel that there is moderate level of restraint is practiced & lesser is the frequency & intensity of the organisation.

Table – 202 Nurturant – Leadership and Industrial Peace - Industrial Relations

	Industrial Peace - Industrial Relations			
Nurturant – Leadership	Low	Moderate	High	Total
Low % within Nurturant Leadership	04 28.6%	05 35.7%	05 35.7%	14 100%
% within Industrial Peace – IR	13.3%	15.2%	13.2%	13.9%
Moderate % within Nurturant Leadership	09 47.4%	04 21.1%	06 31.6%	19 100%
% within Industrial Peace – IR	30.0%	12.1%	15.8%	18.8%
High % within Nurturant Leadership	17 25.0%	24 35.3%	27 39.7%	68 100%
% within Industrial Peace – IR	56.7%	72.7%	71.1%	67.3%
Total % within Nurturant Leadership	30 29.7%	33 32.7%	38 37.6%	101 100%
% within Industrial Peace – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	3.753 ^a	04	0.440
Likelihood Ratio	3.593	04	0.464
Linear- by- Linear Association	0.623	01	0.430
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between nurturant leadership and industrial peace.

The table shows that with low nurturant leadership type, out of total 14 respondents, 5(35.7%) of the respondents feel that to a moderate as well as to a high extent there is industrial peace, with moderate nurturant leadership, out of total 19 respondents, 9(47.4%) of the respondents feel low level of industrial peace, the management & the union have not been resorting to unfair labour practices, while with high nurturant leadership, out of total 68 respondents, 27(39.7%) of the respondents feel that to a great extent both parties adopt a constructive approach in addressing various issues.

Table – 203 Nurturant – Leadership and Collective Bargaining Industrial Relations

	Collective Bargaining - Industrial Relations			
Nurturant – Leadership	Low	Moderate	High	Total
Low	03	06	05	14
% within Nurturant Leadership	21.4 %	42.9%	35.7%	100%
% within Collective Bargaining – IR	9.1%	12.8%	23.8%	13.9%
Moderate	08	09	02	19
% within Nurturant Leadership	42.1 %	47.4%	10.5%	100%
% within Collective Bargaining – IR	24.2 %	19.1%	9.5%	18.8%
High	22	32	14	68
% within Nurturant Leadership	32.4 %	47.1%	20.6%	100%
% within Collective Bargaining – IR	66.7 %	68.1%	66.7%	67.3%
Total	33	47	21	101
% within Nurturant Leadership	32.7 %	46.5%	20.8%	100%
% within Collective Bargaining – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	3.573 ^a	04	0.467
Likelihood Ratio	3.553	04	0.470
Linear– by- Linear Association	0.460	01	0.498
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exists between nurturant leadership type and collective bargaining.

Furthermore, the table shows that with low nurturant leadership type, out of total 14 respondents 6(42.9%) of the respondents feel that collective bargaining methods are adopted to resolve various conflict of moderate level, with moderate nurturant leadership, out of total 19 respondents, 9(47.4%) of the respondents feel that management & union have faith in the negotiation process of a moderate level, with high nurturant leadership type, out of total 68 respondents, 32(47.1%) of the respondents feel the collective bargaining helps in resolving the conflicts at a moderate level respectively. It helps in developing healthy industrial relations.

**Table – 204 Nurturant – Leadership and Commitment to Production
Industrial Relations**

	Commitment to Production - Industrial Relations			
Nurturant – Leadership	Low	Moderate	High	Total
Low	03	06	05	14
% within Nurturant Leadership	21.4%	42.9%	35.7%	100%
% within Commitment to Production – IR	10.0%	15.4%	15.6%	13.9%
Moderate	10	06	03	19
% within Nurturant Leadership	52.6%	31.6%	15.8%	100%
% within Commitment to Production – IR	33.3%	15.4%	9.4%	18.8%
High	17	27	24	68
% within Nurturant Leadership	25.0%	39.7%	35.3%	100%
% within Commitment to Production – IR	56.7%	69.2%	75.0%	67.3%
Total	30	39	32	101
% within Nurturant Leadership	29.7%	38.6%	31.7%	100%
% within Commitment to Production – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	6.388 ^a	04	0.172
Likelihood Ratio	6.165	04	0.187
Linear- by- Linear Association	0.469	01	0.493
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between nurturant leadership type and commitment to the production.

The table shows that with low nurturant leadership, out of total 14 respondents, 6(42.9%) of the respondents feel commitment to the production at a moderate level, with moderate nurturant leadership, out of total 19 respondents, 10(52.6%) of the respondents feel commitment to the production of low level, while with high nurturant leadership type, out of total 68 respondents, 27(39.7%) of the respondents feel commitment to the production at moderate level.

Table –205 Nurturant – Leadership and Union - Management Relationship - Industrial Relations

	Union - Management Relationship - Industrial Relations			
Nurturant – Leadership	Low	Moderate	High	Total
Low	02	05	07	14
% within Nurturant Leadership	14.3%	35.7%	50.0%	100%
% within Union Management – IR	6.5%	11.9%	25.0%	13.9%
Moderate	08	10	01	19
% within Nurturant Leadership	42.1%	52.6%	5.3%	100%
% within Union Management – IR	25.8%	23.8%	3.6%	18.8%
High	21	27	20	68
% within Nurturant Leadership	30.9%	39.7%	29.4%	100%
% within Union Management – IR	67.7%	64.3%	71.4%	67.3%
Total	31	42	28	101
% within Nurturant Leadership	30.7%	41.6%	27.7%	100%
% within Union Management – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	8.800 ^a	04	0.066
Likelihood Ratio	10.251	04	0.036
Linear– by- Linear Association	0.617	01	0.432
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between nurturant leadership type and union – management relationship.

It can be interpreted that with low nurturant leadership, out of total 14 respondents, 7(50.0%) of the respondents feel to a high extent that the relationship is cordial, with moderate nurturant leadership type, out of total 19 respondents, 10(52.6%) of the respondents feel the relationship is cordial between management, workers & union at a moderate level, with high nurturant leadership, out of total 68 respondents, 27(39.7%) of the respondents feel the relationship is largely cordial to a moderate extent.

Table – 206 Nurturant – Leadership and Trust and Transparency - Industrial Relations

	Trust and Transparency - Industrial Relations			
Nurturant – Leadership	Low	Moderate	High	Total
Low	03	05	06	14
% within Nurturant Leadership	21.4%	35.7%	42.9%	100%
% within Trust and Transparency – IR	11.5%	10.6%	21.4%	13.9%
Moderate	08	09	02	19
% within Nurturant Leadership	42.1%	47.4%	10.5%	100%
% within Trust and Transparency – IR	30.8%	19.1%	7.1%	18.8%
High	15	33	20	68
% within Nurturant Leadership	22.1%	48.5%	29.4%	100%
% within Trust and Transparency – IR	57.7%	70.2%	71.4%	67.3%
Total	26	47	28	101
% within Nurturant Leadership	25.7%	46.5%	27.7%	100%
% within Trust and Transparency – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2- sided)
Pearson Chi-Square	6.102 ^a	04	0.192
Likelihood Ratio	6.302	04	0.178
Linear- by- Linear Association	0.030	01	0.862
N of Valid Cases	101	-	-

Referring to the above table the chi-square is not significant. It can be interpreted that a significant association does not exist between nurturant leadership type and trust & transparency.

The table shows that with low nurturant leadership type, out of total 14 respondents, 6(42.9%) of the respondents feel that there is high degree of trust & transparency between management, workers & union, with moderate nurturant leadership, out of total 19 respondents, 9(47.4%) of the respondents feel that trust & transparency is at moderate level, while with high nurturant leadership type, out of total 68 respondents, 33(48.5%) of respondents feel that the trust & transparency between management, union & workers is at moderate level.

Table - 207 Nurturant – Leadership and External Factors - Industrial Relations

	External Factors - Industrial Relations			
Nurturant – Leadership	Low	Moderate	High	Total
Low % within Nurturant Leadership	01 7.1%	05 35.7%	08 57.1%	14 100%
% within External Factors – IR	4.5%	14.3%	18.2%	13.9%
Moderate % within Nurturant Leadership	07 36.8%	07 36.8%	05 26.3%	19 100%
% within External Factors – IR	31.8%	20.0%	11.4%	18.8%
High % within Nurturant Leadership	14 20.6%	23 33.8%	31 45.6%	68 100%
% within External Factors – IR	63.6%	65.7%	70.5%	67.3%
Total % within Nurturant Leadership	22 21.8%	35 34.7%	44 43.6%	101 100%
% within External Factors – IR	100%	100%	100%	100%

	Value	Df	Asymp. Sig. (2- sided)
Pearson Chi-Square	5.399 ^a	04	0.249
Likelihood Ratio	5.709	04	0.222
Linear-by-Linear Association	0.096	01	0.757
N of Valid Cases	101	-	-

The chi-square is not significant. Hence it can be interpreted that a significant association does not exist between nurturant leadership type and external forces.

The table shows that with low nurturant leadership type, out of total 14 respondents, 8(57.1%) of the respondents feel that to a high extent the external forces are not influencing industrial relations, with moderate nurturant leadership type, out of total 19 respondents, 7(36.8%) of the respondents feel that the external forces are not influencing Industrial relations to a moderate as well as to a high extent respectively, with high nurturant leadership, out of total 68 respondents, 31(45.6%) of respondents feel to a high extent the political & market forces do not influence industrial relations.

**Table – 208 P + A + N – Leadership and Positive Discipline
Industrial Relations**

	Positive Discipline - Industrial Relations			
P + A + N – Leadership	Low	Moderate	High	Total
Low % within P+A+N Leadership	05 55.6%	03 33.3%	01 11.1%	09 100%
% within Positive Discipline – IR	20.0%	5.7%	4.3%	8.9%
Moderate % within P+A+N Leadership	02 22.2%	07 77.8%	-	09 100%
% within Positive Discipline – IR	8.0%	13.2%		8.9%
High % within P+A+N Leadership	18 21.7%	43 51.8%	22 26.5%	83 100%
% within Positive Discipline – IR	72.0%	81.1%	95.7%	82.2%
Total % within P+A+N Leadership	25 24.8%	53 52.5%	23 22.8%	101 100%
% within Positive Discipline – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2- sided)
Pearson Chi-Square	8.617 ^a	04	0.071
Likelihood Ratio	9.823	04	0.044
Linear- by- Linear Association	4.944	01	0.026
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between P+A+N leadership type and positive discipline.

The table shows that with low P+A+N leadership type, out of total 9 respondents, 5(55.6%) of the respondents feel a low level of positive discipline with moderate P+A+N leadership type, out of total 9 respondents, 7(77.8%) of the respondents feel a positive discipline where positive action are restraint at a moderate level, with high P+A+N leadership type, out of total 83 respondents, 43(51.8%) of the respondents feel the positive discipline is practiced at a moderate level.

Table – 209 P + A + N – Leadership and Labour Peace Industrial Relations

	Labour Peace – Industrial Relations			
P + A + N – Leadership	Low	Moderate	High	Total
Low % within P+A+N Leadership	02 22.2%	07 77.8%	-	09 100%
% within Labour Peace-IR	6.5%	15.6%		8.9%
Moderate % within P+A+N Leadership	02 22.2%	05 55.6%	02 22.2%	09 100%
% within Labour Peace-IR	6.5%	11.1%	8.0%	8.9%
High % within P+A+N Leadership	27 32.5%	33 39.8%	23 27.7%	83 100%
% within Labour Peace-IR	87.1%	73.3%	92.0%	82.2%
Total % within P+A+N Leadership	31 30.7%	45 44.6%	25 24.8%	101 100%
% within Labour Peace-IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2- sided)
Pearson Chi-Square	5.959 ^a	04	0.202
Likelihood Ratio	7.808	04	0.099
Linear- by- Linear Association	0.273	01	0.601
N of Valid Cases	101	-	-

Referring to the above table the chi-square is not significant. It can be interpreted that a significant association does not exist between P+A+N leadership type and labour peace.

The table shows that with low P+A+N leadership, out of total 9 respondents, 7(77.8%) of respondents feel that to a moderate extent there is a labour peace, with moderate P+A+N leadership, out of total 9 respondents, 5(55.6%) of the respondents feel that the inter & intra union rivalry is at moderate level, with high P+A+N leadership, out of total 83 respondents, 33(39.8%) of respondents feel labour peace at a moderate level.

Table – 210 P + A + N – Leadership and Industrial Peace - Industrial Relations

	Industrial Peace - Industrial Relations			
P + A + N – Leadership	Low	Moderate	High	Total
Low	06	03	-	09
% within P+A+N Leadership	66.7%	33.3%		100%
% within Industrial Peace – IR	20.0%	9.1%		8.9%
Moderate	02	04	03	09
% within P+A+N Leadership	22.2%	44.4%	33.3%	100%
% within Industrial Peace – IR	6.7%	12.1%	7.9%	8.9%
High	22	26	35	83
% within P+A+N Leadership	26.5%	31.3%	42.2%	100%
% within Industrial Peace – IR	73.3%	78.8%	92.1%	82.2%
Total	30	33	38	101
% within P+A+N Leadership	29.7%	32.7%	37.6%	100%
% within Industrial Peace – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	8.910 ^a	04	0.063
Likelihood Ratio	11.177	04	0.025
Linear– by- Linear Association	6.782	01	0.009
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between P+A+N leadership type and industrial peace.

The table shows that with low P+A+N leadership, out of total 9 respondents, 6(66.7%) of the respondents feel that the industrial peace is at low level, with moderate P+A+N leadership, out of total 9 respondents, 4(44.4%) of the respondents feel that management & union do not resort to unfair labour practices at a moderate level, with high P+A+N leadership, out of total 83 respondents, 35(42.2%) of the respondents feel that to a high degree a constructive approach is adopted to address various issues.

Table – 211 P + A + N – Leadership and Collective Bargaining - Industrial Relations

	Collective Bargaining- Industrial Relations			
P + A + N – Leadership	Low	Moderate	High	Total
Low	04	04	01	09
% within P+A+N Leadership	44.4%	44.4%	11.1%	100%
% within Collective Bargaining – IR	12.1%	8.5%	4.8%	8.9%
Moderate	03	05	01	09
% within P+A+N Leadership	33.3%	55.6%	11.1%	100%
% within Collective Bargaining – IR	9.1%	10.6%	4.8%	8.9%
High	26	38	19	83
% within P+A+N Leadership	31.3%	45.8%	22.9%	100%
% within Collective Bargaining – IR	78.8%	80.9%	90.5%	82.2%
Total	33	47	21	101
% within P+A+N Leadership	32.7%	46.5%	20.8%	100%
% within Collective Bargaining – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	1.592 ^a	04	0.810
Likelihood Ratio	1.706	04	0.790
Linear- by- Linear Association	1.156	01	0.282
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between P+A+N leadership and collective bargaining.

The table shows that with low P+A+N leadership type, out of total 9 respondents, 4(44.4%) of the respondents feel collective bargaining methods are adopted to resolve the issues at low as well as moderate level respectively, with moderate P+A+N leadership type, out of total 9 respondents, 5(55.6%) of the respondents feel that collective bargaining is used at moderate level, while with high P+A+N leadership type, out of total 83 respondents, 38(45.8%) of the respondents feel & have faith in negotiation process at moderate level.

**Table – 212 P + A + N – Leadership and Commitment to Production
- Industrial Relations**

	Commitment to Production - Industrial Relations			
P + A + N – Leadership	Low	Moderate	High	Total
Low	05	04	-	09
% within P+A+N Leadership	55.6%	44.4%		100%
% within Commitment to Production – IR	16.7%	10.3%		8.9%
Moderate	02	05	02	09
% within P+A+N Leadership	22.2%	55.6%	22.2%	100%
% within Commitment to Production – IR	6.7%	12.8%	6.3%	8.9%
High	23	30	30	83
% within P+A+N Leadership	27.7%	36.1%	36.1%	100%
% within Commitment to Production – IR	76.7%	76.9%	93.8%	82.2%
Total	30	39	32	101
% within P+A+N Leadership	29.7%	38.6%	31.7%	100%
% within Commitment to Production – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.812 ^a	04	0.146
Likelihood Ratio	9.191	04	0.057
Linear- by- Linear Association	4.741	01	0.029
N of Valid Cases	101	-	-

Referring to the table the chi-square is not significant. It can be interpreted that a significant association does not exist between P+A+N leadership type and commitment to the production.

The table shows that with low P+A+N leadership, out of total 9 respondents, 5(55.6%) of the respondents feel that commitment to the production is at moderate level, with moderate P+A+N leadership, out of total 9 respondents, 5(55.6%) of the respondents feel that employees are largely committed to the production at moderate level, with high P+A+N leadership, out of total 83 respondents, 30(36.1%) of the respondents feel that respondents don't attack production to settle their demands at a moderate as well as at a high level respectively.

Table -213 P + A + N – Leadership and Union - Management relationship -Industrial Relations

	Union - Management Relationship - Industrial Relations			
P + A + N – Leadership	Low	Moderate	High	Total
Low % within P+A+N Leadership	04 44.4%	04 44.4%	01 11.1%	09 100%
% within Union Management – IR	12.9%	9.5%	3.6%	8.9%
Moderate % within P+A+N Leadership	01 11.1%	06 66.7%	02 22.2%	09 100%
% within Union Management – IR	3.2%	14.3%	7.1%	8.9%
High % within P+A+N Leadership	26 31.3%	32 38.6%	25 30.1%	83 100%
% within Union Management – IR	83.9%	76.2%	89.3%	82.2%
Total % within P+A+N Leadership	31 30.7%	42 41.6%	28 27.7%	101 100%
% within Union Management – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	4.418 ^a	04	0.352
Likelihood Ratio	4.778	04	0.311
Linear- by- Linear Association	0.792	01	0.374
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between P+A+N leadership type and union – management relationship.

Furthermore, it can be interpreted that with low P+A+N leadership, out of total 9 respondents, 4(44.4%) of the respondents feel that there is low as well as moderate level of union – management relationship respectively, with moderate P+A+N leadership type, out of total 9 respondents, 6(66.7%) of the respondents feel there is the relationship is cordial at a moderate level, with high P+A+N leadership, out of total 83 respondents, 32(38.6%) of the respondents feel that the trust & the co-operation between management & union is at moderate level.

Table – 214 P + A + N – Leadership and Trust and Transparency - Industrial Relations

	Trust and Transparency - Industrial Relations			
P + A + N – Leadership	Low	Moderate	High	Total
Low	04	05	-	09
% within P+A+N Leadership	44.4%	55.6%		100%
% within Trust and Transparency – IR	15.4%	10.6%		8.9%
Moderate	02	04	03	09
% within P+A+N Leadership	22.2%	44.4%	33.3%	100%
% within Trust and Transparency – IR	7.7%	8.5%	10.7%	8.9%
High	20	38	25	83
% within P+A+N Leadership	24.1%	45.8%	30.1%	100%
% within Trust and Transparency – IR	76.9%	80.9%	89.3%	82.2%
Total	26	47	28	101
% within P+A+N Leadership	25.7%	46.5%	27.7%	100%
% within Trust and Transparency – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2 – sided)
Pearson Chi-Square	4.299 ^a	04	0.367
Likelihood Ratio	6.557	04	0.161
Linear– by- Linear Association	2.785	01	0.095
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between P+A+N leadership type and trust & transparency.

The table shows that with low P+A+N leadership, out of total 9 respondents, 5(55.6%) of the respondents feel that there is moderate degree of trust and transparency, with moderate P+A+N leadership, out of total 9 respondents, 4(44.4%) of respondents feel that the relationship between management, union & worker is at moderate level, with high P+A+N leadership type, out of total 83 respondents, 38(45.8%) of the respondents feel that the management, union & workers relationship is at a moderate level.

Table – 215 P + A + N – Leadership and External Factors - Industrial Relations

	External Factors - Industrial Relations			
P + A + N – Leadership	Low	Moderate	High	Total
Low	02	04	03	09
% within P+A+N Leadership	22.2%	44.4%	33.3%	100%
% within External Factors – IR	9.1%	11.4%	6.8%	8.9%
Moderate	03	03	03	09
% within P+A+N Leadership	33.3%	33.3%	33.3%	100%
% within External Factors – IR	13.6%	8.6%	6.8%	8.9%
High	17	28	38	83
% within P+A+N Leadership	20.5%	33.7%	45.8%	100%
% within External Factors – IR	77.3%	80.0%	86.4%	82.2%
Total	22	35	44	101
% within P+A+N Leadership	21.8%	34.7%	43.6%	100%
% within External Factors – IR	100%	100%	100%	100%

	Value	Df	Asymp.Sig.(2- sided)
Pearson Chi-Square	1.417 ^a	04	0.841
Likelihood Ratio	1.357	04	0.852
Linear- by- Linear Association	0.651	01	0.420
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between P+A+N leadership type and external forces.

The table shows that with low P+A+N leadership, out of total 9 respondents feel to a moderate extent the external forces don't influence industrial relation i.e. 4(44.4%), with moderate P+A+N leadership, out of total 9 respondents, 3(33.3%) of the respondents feel that external forces do not influence industrial relation which is been perceived equally at low, moderate & high level respectively, while with high P+A+N leadership, out of total 83 respondents, 38(45.8%) of the respondents feel that to a high extent external forces do not influence industrial relation may be because of political or market or other environmental factors.

Table – 216 Bureaucratic Leadership and Positive Discipline-Industrial Relations

	Positive Discipline - Industrial Relations			
Bureaucratic Leadership	Low	Moderate	High	Total
Low	16	27	15	58
% within Bureaucratic Leadership	27.6%	46.6%	25.9%	100.0%
% within Positive Discipline – IR	64.0%	50.9%	65.2%	57.4%
Moderate	03	12	03	18
% within Bureaucratic Leadership	16.7%	66.7%	16.7%	100.0%
% within Positive Discipline – IR	12.0%	22.6%	13.0%	17.8%
High	06	14	05	25
% within Bureaucratic Leadership	24.0%	56.0%	20.0%	100.0%
% within Positive Discipline – IR	24.0%	26.4%	21.7%	24.8%
Total	25	53	23	101
% within Bureaucratic Leadership	24.8%	52.5%	22.8%	100.0%
% within Positive Discipline – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	2.429 ^a	04	0.657
Likelihood Ratio	2.468	04	0.650
Linear- by- Linear Association	0.012	01	0.912
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between bureaucratic leadership type and positive discipline.

Furthermore, the table shows that with low Bureaucratic leadership type, out of total 58 respondents, 27(46.6%) of the respondents feel that there is moderate level of positive discipline, with moderate bureaucratic leadership type, out of total 18 respondents, 12(66.7%) of the respondents feel that positive approach is restrained in establishing discipline at a moderate level with high Bureaucratic leadership type, out of total 25 respondents, 14(56.0%) of the respondents feel that the positive discipline is practiced at moderate level.

Table –217 Bureaucratic Leadership and Labour Peace - Industrial Relations

	Labour Peace - Industrial Relations			
Bureaucratic Leadership	Low	Moderate	High	Total
Low	16	24	18	58
% within Bureaucratic Leadership	27.6%	41.4%	31.0%	100.0%
% within Labour Peace – IR	51.6%	53.3%	72.0%	57.4%
Moderate	04	09	05	18
% within Bureaucratic Leadership	22.2%	50.0%	27.8%	100.0%
% within Labour Peace – IR	12.9%	20.0%	20.0%	17.8%
High	11	12	02	25
% within Bureaucratic Leadership	44.0%	48.0%	8.0%	100.0%
% within Labour Peace – IR	35.5%	26.7%	8.0%	24.8%
Total	31	45	25	101
% within Bureaucratic Leadership	30.7%	44.6%	24.8%	100.0%
% within Labour Peace – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	6.189 ^a	04	0.185
Likelihood Ratio	7.017	04	0.135
Linear– by– Linear Association	4.180	01	0.041
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between bureaucratic leadership and labour peace.

The table shows that with low Bureaucratic leadership type, out of total 58 respondents, 24(41.4%) of the respondents feel that to a moderate extent there is a labour peace in the industry, with moderate Bureaucratic leadership type, out of total 18 respondents, 9(50.0%) of the respondents feel that labour peace i.e. inter & intra union rivalry is at moderate level, with high Bureaucratic leadership type, out of total 25 respondents, 12(48.0%) of the respondents feel labour peace & frequency and intensity of the agitation is not practised to a moderate extent.

Table – 218 Bureaucratic Leadership and Industrial Peace - Industrial Relations

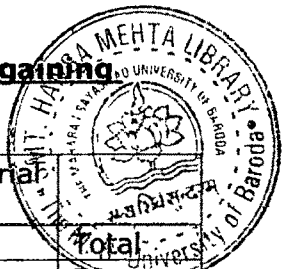
	Industrial Peace – Industrial Relations			
Bureaucratic Leadership	Low	Moderate	High	Total
Low	21	16	21	58
% within Bureaucratic Leadership	36.2%	27.6%	36.2%	100.0%
% within Industrial Peace – IR	70.0%	48.5%	55.3%	57.4%
Moderate	06	07	05	18
% within Bureaucratic Leadership	33.3%	38.9%	27.8%	100.0%
% within Industrial Peace - IR	20.0%	21.2%	13.2%	17.8%
High	03	10	12	25
% within Bureaucratic Leadership	12.0%	40.0%	48.0%	100.0%
% within Industrial Peace - IR	10.0%	30.3%	31.6%	24.8%
Total	30	33	38	101
% within Bureaucratic Leadership	29.7%	32.7%	37.6%	100.0%
% within Industrial Peace - IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2 – sided)
Pearson Chi-Square	5.837 ^a	04	0.212
Likelihood Ratio	6.530	04	0.163
Linear– by- Linear Association	2.772	01	0.096
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exists between bureaucratic leadership and industrial peace.

The table shows that with low Bureaucratic leadership type, out of total 58 respondents, 21(36.2%) of the respondents feel that there is has been industrial peace at low as well as at a high level respectively, with moderate Bureaucratic leadership, out of total 18 respondents, 7(38.9%) of the respondents feel that there is moderate level of industrial peace, with high Bureaucratic leadership, out of total 25 respondents, 12(48.0%) of the respondents feel that to a high degree the management & union have not been resorting to strikes & lock outs & use constructive approach to address various issues.

**Table – 219 Bureaucratic Leadership and Collective Bargaining
Industrial Relations**



	Collective Bargaining - Industrial Relations			
Bureaucratic Leadership	Low	Moderate	High	Total
Low	20	26	12	58
% within Bureaucratic Leadership	34.5%	44.8%	20.7%	100.0%
% within Collective Bargaining - IR	60.6%	55.3%	57.1%	57.4%
Moderate	06	09	03	18
% within Bureaucratic Leadership	33.3%	50.0%	16.7%	100.0%
% within Collective Bargaining - IR	18.2%	19.1%	14.3%	17.8%
High	07	12	06	25
% within Bureaucratic Leadership	28.0%	48.0%	24.0%	100.0%
% within Collective Bargaining - IR	21.2%	25.5%	28.6%	24.8%
Total	33	47	21	101
% within Bureaucratic Leadership	32.7%	46.5%	20.8%	100.0%
% within Collective Bargaining - IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	0.593 ^a	04	0.964
Likelihood Ratio	0.605	04	0.963
Linear- by- Linear Association	0.250	01	0.617
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between bureaucratic leadership type and collective bargaining.

The table shows that with low Bureaucratic leadership, out of total 58 respondents, 26(44.8%) of the respondents feel that collective bargaining methods are adopted to resolve various issues at a moderate level, with moderate Bureaucratic leadership, out of total 18 respondents, 9(50.0%) of the respondents feel that the employees to a moderate level have a faith in the negotiation, while with high Bureaucratic leadership, out of total 25 respondents, 12(48.0%) of the respondents feel that collective bargaining is used to resolve issues & conflicts at a moderate level.

Table – 220 Bureaucratic Leadership and Commitment to Production Industrial Relations

	Commitment to Production - Industrial Relations			
Bureaucratic Leadership	Low	Moderate	High	Total
Low % within Bureaucratic Leadership	16 27.6%	22 37.9%	20 34.5%	58 100.0%
% within Commitment to Production – IR	53.3%	56.4%	62.5%	100.0%
Moderate % within Bureaucratic Leadership	08 44.4%	06 33.3%	04 22.2%	18 100.0%
% within Commitment to Production – IR	26.7%	15.4%	12.5%	100.0%
High % within Bureaucratic Leadership	06 24.0%	11 44.0%	08 32.0%	25 100.0%
% within Commitment to Production – IR	20.0%	28.2%	25.0%	100.0%
Total % within Bureaucratic Leadership	30 29.7%	39 38.6%	32 31.7%	101 100.0%
% within Commitment to Production – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	2.656 ^a	04	0.617
Likelihood Ratio	2.555	04	0.635
Linear- by- Linear Association	0.041	01	0.840
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between bureaucratic leadership and commitment to the production.

Furthermore it can be interpreted that with low bureaucratic leadership, out of total 58 respondents, 22(37.9%) of the respondents feel that commitment to the production is at moderate level, with moderate bureaucratic leadership, out of total 18 respondents, 8(44.4%) of respondents feel that commitment to the production is perceived at low level wherein the employees don't attack the production for their demands, while with high bureaucratic leadership, out of total 25 respondents, 11(44.0%) of the respondents feel that commitment of employees to production is one of the most crucial aspect & is perceived at moderate level.

Table – 221 Bureaucratic Leadership and Union Management Relationship - Industrial Relations

	Union Management Relationship - Industrial Relations			
Bureaucratic Leadership	Low	Moderate	High	Total
Low % within Bureaucratic Leadership	22 37.9%	20 34.5%	16 27.6%	58 100.0%
% within Union Management – IR	71.0%	47.6%	57.1%	57.4%
Moderate % within Bureaucratic Leadership	04 22.2%	10 55.6%	04 22.2%	18 100.0%
% within Union Management – IR	12.9%	23.8%	14.3%	17.8%
High % within Bureaucratic Leadership	05 20.0%	12 48.0%	08 32.0%	25 100.0%
% within Union Management – IR	16.1%	28.6%	28.6%	24.8%
Total % within Bureaucratic Leadership	31 30.7%	42 41.6%	28 27.7%	101 100.0%
% within Union Management – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2- sided)
Pearson Chi-Square	4.500 ^a	04	0.343
Likelihood Ratio	4.564	04	0.335
Linear- by- Linear Association	1.512	01	0.219
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between bureaucratic leadership type and union – management relationship.

The table shows that with low bureaucratic leadership, out of total 58 respondents, 22(37.9%) of the respondents feel that union – management relationship is cordial & is perceived at low level, with moderate bureaucratic leadership, out of total 18 respondents, 10(55.6%) of the respondents feel that the union – management relationship is cordial at moderate level, while with high bureaucratic leadership, out of total 25 respondents, 12(48.0%) of the respondents feel that a relationship based on trust & co-operation helps both management & union to work together & is perceived at moderate level.

Table – 222 Bureaucratic Leadership and Trust and Transparency - Industrial Relations

	Trust and Transparency - Industrial Relations			
Bureaucratic Leadership	Low	Moderate	High	Total
Low % within Bureaucratic Leadership	16 27.6%	25 43.1%	17 29.3%	58 100.0%
% within Trust and Transparency – IR	61.5%	53.2%	60.7%	57.4%
Moderate % within Bureaucratic Leadership	05 27.8%	11 61.1%	02 11.1%	18 100.0%
% within Trust and Transparency – IR	19.2%	23.4%	7.1%	17.8%
High % within Bureaucratic Leadership	05 20.0%	11 44.0%	09 36.0%	25 100.0%
% within Trust and Transparency – IR	19.2%	23.4%	32.1%	24.8%
Total % within Bureaucratic Leadership	26 25.7%	47 46.5%	28 27.7%	101 100.0%
% within Trust and Transparency – IR	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2-sided)
Pearson Chi-Square	3.891 ^a	04	0.421
Likelihood Ratio	4.322	04	0.364
Linear- by- Linear Association	0.343	01	0.558
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exists between bureaucratic leadership and trust and transparency.

The table shows that with low bureaucratic leadership, out of total 58 respondents, 25(43.1%) of the respondents feel that management, union & workers relationship is at moderate level, with moderate bureaucratic leadership, out of total 18 respondents, 11(61.1%) of the respondents feel that trust & transparency would result in healthy industrial relations is perceived at moderate level, with high bureaucratic leadership, out of total 25 respondents, 11(44.0%) of respondents feel the trust & transparency between management, union & workers will bring better working atmosphere which is perceived at moderate extent trust & transparency is very important.

Table – 223 Bureaucratic Leadership and External Factors - Industrial Relations

	External Factors - Industrial Relations			
Bureaucratic Leadership	Low	Moderate	High	Total
Low % within Bureaucratic Leadership	15 25.9%	20 34.5%	23 39.7%	58 100.0%
% within External Factors – IR	68.2%	57.1%	52.3%	57.4%
Moderate % within Bureaucratic Leadership	04 22.2%	04 22.2%	10 55.6%	18 100.0%
% within External Factors – IR	18.2%	11.4%	22.7%	17.8%
High % within Bureaucratic Leadership	03 12.0%	11 44.0%	11 44.0%	25 100.0%
% within External Factors – IR	13.6%	31.4%	25.0%	24.8%
Total % within Bureaucratic Leadership	22 21.8%	35 34.7%	44 43.6%	101 100.0%
% within External Factors – IR	100.0 %	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2- sided)
Pearson Chi-Square	3.775 ^a	04	0.437
Likelihood Ratio	3.992	04	0.407
Linear- by- Linear Association	1.169	01	0.280
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between bureaucratic leadership and external factors.

The table shows that with low Bureaucratic leadership, out of total 58 respondents, 23(39.7%) of the respondents feel that to a high degree external factors are not influencing industrial relations, with moderate bureaucratic leadership, out of total 18 respondents, 10(55.6%) of the respondents feel that industrial relation remain healthy to a high degree, ever during hard times, while with high bureaucratic leadership, type out of total 25 respondents, 11(44.0%) of the respondents feel at moderate as well as at high degree that industrial relations are intrinsically strong during hard times to face any competition.

Table – 224 Task Oriented – Leadership and Positive Discipline- Industrial Relations

	Positive Discipline- Industrial Relations			
Task Oriented – Leadership	Low	Moderate	High	Total
Low % within Task Oriented Leadership	06 33.3%	08 44.4%	04 22.2%	18 100.0%
% within Positive Discipline – IR	24.0%	15.1%	17.4%	17.8%
Moderate % within Task Oriented Leadership	04 22.2%	10 55.6%	04 22.2%	18 100.0%
% within Positive Discipline – IR	16.0%	18.9%	17.4%	17.8%
High % within Task Oriented Leadership	15 23.1%	35 53.8%	15 23.1%	65 100.0%
% within Positive Discipline – IR	60.0%	66.0%	65.2%	64.4%
Total % within Task Oriented Leadership	25 24.8%	53 52.5%	23 22.8%	101 100.0%
% within Positive Discipline – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	0.940 ^a	04	0.919
Likelihood Ratio	0.902	04	0.924
Linear-- by- Linear Association	0.293	01	0.588
N of Valid Cases	101	-	-

The chi-square is not significant. Therefore it can be interpreted that a significant association does not exist between task oriented leadership & positive discipline.

The table shows that with low task oriented leadership, out of total 18 respondents, 8(44.4%) of the respondents feel there is moderate level of positive discipline, with moderate task oriented leadership type, out of total 18 respondents, 10(55.6%) of the respondents feel that indiscipline is not tolerated which is been perceived at moderate level, while with high task oriented leadership, out of total 65 respondents, 35(53.8%) of the respondents feel positive discipline is practised at a moderate level.

Table – 225 Task Oriented – Leadership and Labour Peace - Industrial Relations

	Labour Peace – Industrial Relations			
Task Oriented – Leadership	Low	Moderate	High	Total
Low % within Task Oriented Leadership	06 33.3%	06 33.3%	06 33.3%	18 100.0%
% within Labour Peace – IR	19.4%	13.3%	24.0%	17.8%
Moderate % within Task Oriented Leadership	06 33.3%	10 55.6%	02 11.1%	18 100.0%
% within Labour Peace – IR	19.4%	22.2%	8.0%	17.8%
High % within Task Oriented Leadership	19 29.2%	29 44.6%	17 26.2%	65 100.0%
% within Labour Peace – IR	61.3%	64.4%	68.0%	64.4%
Total % within Task Oriented Leadership	31 30.7%	45 44.6%	25 24.8%	101 100.0%
% within Labour Peace – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	3.065 ^a	04	0.547
Likelihood Ratio	3.376	04	0.497
Linear-by-Linear Association	0.018	01	0.892
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between task oriented leadership and labour peace.

Furthermore it can be interpreted that with low task oriented leadership, out of total 18 respondents, 6(33.3%) of the respondents feel that labour peace to a great extent is maintained & are equally distributed at low, moderate & high level group respectively, with moderate task oriented leadership, out of total 18 respondents, 10(55.6%) of the respondents feel that labour peace inter & intra group rivalry is at moderate level, while with high task oriented leadership, out of total 65 respondents, 29(44.6%) of respondents feel that to a great extent labour peace is perceived at moderate level.

Table – 226 Task Oriented – Leadership and Industrial Peace - Industrial Relations

	Industrial Peace - Industrial Relations			
Task Oriented – Leadership	Low	Moderate	High	Total
Low % within Task Oriented Leadership	06 33.3%	04 22.2%	08 44.4%	18 100.0%
% within Industrial Peace – IR	20.0%	12.1%	21.1%	17.8%
Moderate % within Task Oriented Leadership	04 22.2%	09 50.0%	05 27.8%	18 100.0%
% within Industrial Peace – IR	13.3%	27.3%	13.2%	17.8%
High % within Task Oriented Leadership	20 30.8%	20 30.8%	25 38.5%	65 100.0%
% within Industrial Peace – IR	66.7%	60.6%	65.8%	64.4%
Total % within Task Oriented Leadership	30 29.7%	33 32.7%	38 37.6%	101 100.0%
% within Industrial Peace – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2- sided)
Pearson Chi-Square	3.470 ^a	04	0.482
Likelihood Ratio	3.379	04	0.497
Linear- by- Linear Association	0.013	01	0.910
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between task oriented leadership type and industrial peace.

The table shows that with low task oriented leadership, out of total 18 respondents, 8(44.4%) of the respondents indicated that to a great extent industrial peace is maintained, with moderate task oriented leadership, out of total 18 respondents, 9(50.0%) of the respondents indicated that industrial peace has been maintained at a moderate level, while with high task oriented leadership, out of total 65 respondents, 25(38.5%) of the respondents feel to a great extent that management & union adopts a constructive approach in addressing various issues.

Table –227 Task Oriented – Leadership and Collective Bargaining Industrial Relations

	Collective Bargaining Industrial Relations			
Task Oriented – Leadership	Low	Moderate	High	Total
Low- % within Task Oriented Leadership	06 33.3%	06 33.3%	06 33.3%	18 100.0%
% within Collective Bargaining – IR	18.2%	12.8%	28.6%	17.8%
Moderate % within Task Oriented Leadership	09 50.0%	08 44.4%	01 5.6%	18 100.0%
% within Collective Bargaining – IR	27.3%	17.0%	4.8%	17.8%
High % within Task Oriented Leadership	18 27.7%	33 50.8%	14 21.5%	65 100.0%
% within Collective Bargaining – IR	54.5%	70.2%	66.7%	64.4%
Total % within Task Oriented Leadership	33 32.7%	47 46.5%	21 20.8%	101 100.0%
% within Collective Bargaining – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	6.480 ^a	04	0.166
Likelihood Ratio	6.965	04	0.138
Linear-by-Linear Association	0.078	01	0.780
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between task oriented leadership and collective bargaining.

The table shows that with low task oriented leadership, out of total 18 respondents, 6(33.3%) of the respondents in the low, moderate & high level group equally feel that to a great extent collective bargaining is being adopted to resolve various issues, with moderate task oriented leadership, out of total 18 respondents, 9(50.0%) of the respondents feel that collective bargaining is used & is perceived at low level, while with high task oriented leadership, out of total 65 respondents, 33(50.8%) of the respondents feel that collective bargaining & employees have faith in the negotiation process & is perceived at moderate level.

Table – 228 Task Oriented – Leadership and Commitment to Production – Industrial Relations

	Commitment to Production Industrial Relations			
Task Oriented – Leadership	Low	Moderate	High	Total
Low	06	04	08	18
% within Task Oriented Leadership	33.3%	22.2%	44.4%	100.0%
% within Commitment to Production – IR	20.0%	10.3%	25.0%	17.8%
Moderate	08	08	02	18
% within Task Oriented Leadership	44.4%	44.4%	11.1%	100.0%
% within Commitment to Production – IR	26.7%	20.5%	6.3%	17.8%
High	16	27	22	65
% within Task Oriented Leadership	24.6%	41.5%	33.8%	100.0%
% within Commitment to Production – IR	53.3%	69.2%	68.8%	64.4%
Total	30	39	32	101
% within Task Oriented Leadership	29.7%	38.6%	31.7%	100.0%
% within Commitment to Production – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	6.944 ^a	04	0.139
Likelihood Ratio	7.722	04	0.102
Linear-by-Linear Association	0.249	01	0.618
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between task oriented leadership & commitment to the production.

Furthermore, it can be interpreted that with low task oriented leadership, out of total 18 respondents, 8(44.4%) of the respondents feel that employees are largely committed to the production, with moderate task oriented leadership, out of total 18 respondents, 8(44.4%) of the respondents feel that they are committed to the production at a low as well as moderate level respectively, while with high task oriented leadership, out of total 65 respondents, 27(41.5%) of the respondents feel commitment to the production at a moderate level.

Table – 229 Task Oriented – Leadership - Union Management Relationship - Industrial Relations

	Union Management Relationship - Industrial Relations			
Task Oriented – Leadership	Low	Moderate	High	Total
Low	05	06	07	18
% within Task Oriented Leadership	27.8%	33.3%	38.9%	100.0%
% within Union Management – IR	16.1%	14.3%	25.0%	17.8%
Moderate	06	10	02	18
% within Task Oriented Leadership	33.3%	55.6%	11.1%	100.0%
% within Union Management – IR	19.4%	23.8%	7.1%	17.8%
High	20	26	19	65
% within Task Oriented Leadership	30.8%	40.0%	29.2%	100.0%
% within Union Management – IR	64.5%	61.9%	67.9%	64.4%
Total	31	42	28	101
% within Task Oriented Leadership	30.7%	41.6%	27.7%	100.0%
% within Union Management - IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	3.924 ^a	04	0.416
Likelihood Ratio	4.305	04	0.366
Linear- by- Linear Association	0.071	01	0.789
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between task-oriented leadership and union – management relationship.

The table shows that with low task oriented leadership, out of total 18 respondents, 7(38.9%) of the respondents feel to a large extent the relationship is cordial with moderate task oriented leadership, out of total 18 respondents, 10(55.6%) of the respondents feel the relationship is based on mutual trust & co-operation exists & is at moderate level, while with high task oriented leadership, out of total 65 respondents, 26(40.0%) of respondents feel that management & union work in the larger interest of the organisation & is perceived at moderate level.

Table –230 Task Oriented – Leadership and Trust and Transparency - Industrial Relations

	Trust and Transparency - Industrial Relations			
Task Oriented – Leadership	Low	Moderate	High	Total
Low % within Task Oriented Leadership	05 27.8%	07 38.9%	06 33.3%	18 100.0%
% within Trust and Transparency – IR	19.2%	14.9%	21.4%	17.8%
Moderate % within Task Oriented Leadership	05 27.8%	10 55.6%	03 16.7%	18 100.0%
% within Trust and Transparency – IR	19.2%	21.3%	10.7%	17.8%
High % within Task Oriented Leadership	16 24.6%	30 46.2%	19 29.2%	65 100.0%
% within Trust and Transparency – IR	61.5%	63.8%	67.9%	64.4%
Total % within Task Oriented Leadership	26 25.7%	47 46.5%	28 27.7%	101 100.0%
% within Trust and Transparency – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2-sided)
Pearson Chi-Square	1.684 ^a	04	0.794
Likelihood Ratio	1.798	04	0.773
Linear– by- Linear Association	0.035	01	0.852
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between task oriented leadership and trust & transparency.

The table shows that with low task oriented leadership, out of total 18 respondents, 7(38.9%) of the respondents indicated that there is moderate degree of trust & transparency between management, workers & the union, with moderate task oriented leadership, out of total 18 respondents, 10(55.6%) of the respondents feel there is a moderate degree of trust & transparency while with high task oriented leadership, out of total 65 respondents, 30(46.2%) of the respondents feel that trust & transparency would result in healthy atmosphere & is perceived at moderate extent.

Table – 231 Task Oriented – Leadership and External Factors - Industrial Relations

	External Factors - Industrial Relations			
Task Oriented – Leadership	Low	Moderate	High	Total
Low	05	04	09	18
% within Task Oriented Leadership	27.8%	22.2%	50.0%	100.0%
% within External Factors – IR	22.7%	11.4%	20.5%	17.8%
Moderate	04	05	09	18
% within Task Oriented Leadership	22.2%	27.8%	50.0%	100.0%
% within External Factors – IR	18.2%	14.3%	20.5%	17.8%
High	13	26	26	65
% within Task Oriented Leadership	20.0%	40.0%	40.0%	100.0%
% within External Factors – IR	59.1%	74.3%	59.1%	64.4%
Total	22	35	44	101
% within Task Oriented Leadership	21.8%	34.7%	43.6%	100.0%
% within External Factors – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	2.510 ^a	04	0.643
Likelihood Ratio	2.589	04	0.629
Linear- by- Linear Association	0.041	01	0.840
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between task oriented leadership and external factors.

The table shows that with low task oriented leadership, out of total 18 respondents, 9(50.0%) of the respondents feel to a high degree that external forces are not influencing industrial relations with moderate task oriented leadership type, out of total 18 respondents, 9(50.0%) of the respondents feel that industrial relation would remain to a high degree even there are up & down in political or market scenario, while with high task oriented leadership, out of total 65 respondents, 26(40.0%) feel that external forces are not influencing industrial relations at moderate as well as high level respectively.

Table – 232 Personal Relations – Leadership and Positive Discipline- Industrial Relations

	Positive Discipline- Industrial Relations			
Personal Relations – Leadership	Low	Moderate	High	Total
Low	02	08	04	14
% within Personal Relations – Leadership	14.3%	57.1%	28.6%	100.0%
% within Positive Discipline – IR	8.0%	15.1%	17.4%	13.9%
Moderate	09	12	-	21
% within Personal Relations – Leadership	42.9%	57.1%	-	100.0%
% within Positive Discipline – IR	36.0%	22.6%	-	20.8%
High	14	33	19	66
% within Personal Relations – Leadership	21.2%	50.0%	28.8%	100.0%
% within Positive Discipline – IR	56.0%	62.3%	82.6%	65.3%
Total	25	53	23	101
% within Personal Relations – Leadership	24.8%	52.5%	22.8%	100.0%
% within Positive Discipline – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	9.995 ^a	04	0.041
Likelihood Ratio	14.302	04	0.006
Linear-by-Linear Association	0.636	01	0.425
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. It can be interpreted that a significant association exists between personal relations leadership type & positive discipline.

The table shows that with low personal relations leadership, out of total 14 respondents, 8(57.1%) of the respondents feel that positive discipline is practiced at moderate level, with moderate personal relations leadership style, out of total 21 respondents, 12(57.1%) of majority of the respondents feel that there is restraint an positive discipline & is perceived at moderate level, while with high personal relations leadership, out of total 66 respondents, 33(50.0%) of the respondents feel positive discipline is practiced at moderate extent.

Table – 233 Personal Relations – Leadership and Labour Peace - Industrial Relations

	Labour Peace - Industrial Relations			
Personal Relations – Leadership	Low	Moderate	High	Total
Low	08	03	03	14
% within Personal Relations – Leadership	57.1%	21.4%	21.4%	100.0%
% within Labour Peace – IR	25.8%	6.7%	12.0%	13.9%
Moderate	07	09	05	21
% within Personal Relations – Leadership	33.3%	42.9%	23.8%	100.0%
% within Labour Peace – IR	22.6%	20.0%	20.0%	20.8%
High	16	33	17	66
% within Personal Relations – Leadership	24.2%	50.0%	25.8%	100.0%
% within Labour Peace – IR	51.6%	73.3%	68.0%	65.3%
Total	31	45	25	101
% within Personal Relations – Leadership	30.7%	44.6%	24.8%	100.0%
% within Labour Peace – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	6.364 ^a	04	0.174
Likelihood Ratio	6.169	04	0.187
Linear- by- Linear Association	2.789	01	0.095
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between personal relations leadership type and labour peace.

The table shows that with low personal relations leadership, out of total 14 respondents, 8(57.1%) of the respondents feel that to a great extent the labour peace is there and is at low level, with moderate personal relations leadership, type out of total 21 respondents, 9(42.9%) of the respondents feel that inter and intra union rivalry is at a moderate extent & frequency and intensity of agitation and greater restraint is practiced, while with high personal relations leadership type, out of total 66 respondents, 33(50.0%) of the respondents feels to a moderate extent that union is strong & responsible and avoids hostile reactions.

Table –234 Personal Relations – Leadership and Industrial Peace - Industrial Relations

	Industrial Peace - Industrial Relations			
Personal Relations – Leadership	Low	Moderate	High	Total
Low % within Personal Relations – Leadership	08 57.1%	02 14.3%	04 28.6%	14 100.0%
% within Industrial Peace – IR	26.7%	6.1%	10.5%	13.9%
Moderate % within Personal Relations – Leadership	06 28.6%	09 42.9%	06 28.6%	21 100.0%
% within Industrial Peace – IR	20.0%	27.3%	15.8%	20.8%
High % within Personal Relations – Leadership	16 24.2%	22 33.3%	28 42.4%	66 100.0%
% within Industrial Peace – IR	53.3%	66.7%	73.7%	65.3%
Total % within Personal Relations – Leadership	30 29.7%	33 32.7%	38 37.6%	101 100.0%
% within Industrial Peace – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig.(2– sided)
Pearson Chi-Square	7.511 ^a	04	0.111
Likelihood Ratio	7.177	04	0.127
Linear– by- Linear Association	3.937	01	0.047
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between personal relations leadership type and industrial peace.

The table shows that with low personal relations leadership, out of total 14 respondents, 8(57.1%) of the respondents indicated a low level of industrial peace, with moderate personal relations leadership, out of total 21 respondents, 9(42.9%) of the respondents indicated to a moderate extent that management and union have not been resorting to unfair labour practices, while with high personal relations leadership, out of total 66 respondents, 28(42.4%) of the respondents indicated that to a large extent constructive approach is used to address various issues & conflicts.

Table – 235 Personal Relations – Leadership and Collective Bargaining Industrial Relations

	Collective Bargaining Industrial Relations			
Personal Relations – Leadership	Low	Moderate	High	Total
Low % within Personal Relations – Leadership	04 28.6%	07 50.0%	03 21.4%	14 100.0%
% within Collective Bargaining – IR	12.1%	14.9%	14.3%	13.9%
Moderate % within Personal Relations – Leadership	13 61.9%	07 33.3%	01 4.8%	21 100.0%
% within Collective Bargaining – IR	39.4%	14.9%	4.8%	20.8%
High % within Personal Relations – Leadership	16 24.2%	33 50.0%	17 25.8%	66 100.0%
% within Collective Bargaining – IR	48.5%	70.2%	81.0%	65.3%
Total % within Personal Relations – Leadership	33 32.7%	47 46.5%	21 20.8%	101 100.0%
% within Collective Bargaining – IR	100.0 %	100.0%	100.0 %	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	11.374 ^a	04	0.023
Likelihood Ratio	11.581	04	0.021
Linear-by-Linear Association	2.390	01	0.122
N of Valid Cases	101	-	-

The chi-square is significant at 0.05 level of confidence. It can be interpreted that a significant association exists between personal relations leadership and collective bargaining.

The table shows that with low personal relations leadership type, out of total 14 respondents, 7(50.0%) of the respondents feel to a moderate extent that collective bargaining methods are being adopted to resolve various issues, with moderate personal relations leadership, out of total 21 respondents, 13(61.9%) of the respondents feel to a low extent collective bargaining is used to address outstanding issues, while with high personal relations leadership, out of total 66 respondents, 33(50.0%) of the respondents feel that to a moderate extent collective bargaining helps in resolving the conflicts & helps in developing healthy industrial relations.

Table –236 Personal Relations – Leadership and Commitment to Production - Industrial Relations

	Commitment to Production Industrial Relations			
Personal Relations – Leadership	Low	Moderate	High	Total
Low	03	08	03	14
% within Personal Relations – Leadership	21.4%	57.1%	21.4%	100.0 %
% within Commitment to Production -IR	10.0%	20.5%	9.4%	13.9%
Moderate	09	08	04	21
% within Personal Relations – Leadership	42.9%	38.1%	19.0%	100.0 %
% within Commitment to Production- IR	30.0%	20.5%	12.5%	20.8%
High	18	23	25	66
% within Personal Relations – Leadership	27.3%	34.8%	37.9%	100.0 %
% within Commitment to Production –IR	60.0%	59.0%	78.1%	65.3%
Total	30	39	32	101
% within Personal Relations – Leadership	29.7%	38.6%	31.7%	100.0 %
% within Commitment to Production - IR	100.0 %	100.0%	100.0 %	100.0 %

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	5.488 ^a	04	0.241
Likelihood Ratio	5.415	04	0.247
Linear– by- Linear Association	1.081	01	0.299
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exists between personal relations leadership and commitment to the production.

The table shows that with low personal relations leadership, out of total 14 respondents, 8(57.1%) of the respondents feel that there is moderate level of commitment to the production, with moderate personal relations leadership type, out of total 21 respondents, 9(42.9%) of the respondents feel a low level of commitment to the production, while with high personal relations leadership type, out of total 66 respondents, 25(37.9%) of the respondents feel that employees are large & to a high extent are committed to the production.

Table – 237 Personal Relations – Leadership and Union Management Relationship - Industrial Relations

	Union Management Industrial Relations			
Personal Relations – Leadership	Low	Moderate	High	Total
Low % within Personal Relations – Leadership	05 35.7%	06 42.9%	03 21.4%	14 100.0%
% within Union Management – IR	16.1%	14.3%	10.7%	13.9%
Moderate % within Personal Relations – Leadership	10 47.6%	09 42.9%	02 9.5%	21 100.0%
% within Union Management – IR	32.3%	21.4%	7.1%	20.8%
High % within Personal Relations – Leadership	16 24.2%	27 40.9%	23 34.8%	66 100.0%
% within Union Management – IR	51.6%	64.3%	82.1%	65.3%
Total % within Personal Relations – Leadership	31 30.7%	42 41.6%	28 27.7%	101 100.0%
% within Union Management – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	6.909 ^a	04	0.141
Likelihood Ratio	7.474	04	0.113
Linear– by– Linear Association	3.546	01	0.060
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between personal relations leadership and union – management relationship.

The table shows that with low personal relations leadership, out of total 14 respondents, 6(42.9%) respondents feel that the union – management relationship is at moderate level, with moderate personal relations leadership type, out of total 21 respondents, 10(47.6%) of respondents feel a low level of cordial relationship, while with high personal relations leadership, out of total 66 respondents, 27(40.9%) of the respondents indicated a moderate level of trust & co-operation between the union and management.

Table – 238 Personal Relations – Leadership and Trust and Transparency – Industrial Relations

	Trust and Transparency - Industrial Relations			
Personal Relations – Leadership	Low	Moderate	High	Total
Low	03	08	03	14
% within Personal Relations – Leadership	21.4%	57.1%	21.4%	100.0%
% within Trust and Transparency – IR	11.5%	17.0%	10.7%	13.9%
Moderate	08	12	01	21
% within Personal Relations – Leadership	38.1%	57.1%	4.8%	100.0%
% within Trust and Transparency – IR	30.8%	25.5%	3.6%	20.8%
High	15	27	24	66
% within Personal Relations – Leadership	22.7%	40.9%	36.4%	100.0%
% within Trust and Transparency – IR	57.7%	57.4%	85.7%	65.3%
Total	26	47	28	101
% within Personal Relations – Leadership	25.7%	46.5%	27.7%	100.0%
% within Trust and Transparency – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	8.846 ^a	04	0.065
Likelihood Ratio	10.645	04	0.031
Linear-by-Linear Association	2.212	01	0.137
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between personal relations leadership and trust & transparency.

The table shows that with low personal relations leadership type, out of total 14 respondents, 8(57.1%) of the respondents feel that there is moderate extent of trust & transparency between management, union & the workers, with moderate personal relations leadership, out of total 21 respondents, 12(57.1%) of the respondents feel a moderate level of trust & transparency between management, union & workers, while with high personal relations leadership type, out of total 66 respondents, 27(40.9%) respondents feel moderate extent of trust & transparency.

Table – 239 Personal Relations – Leadership and External Factors - Industrial Relations

	External Factors - Industrial Relations			
Personal Relations – Leadership	Low	Moderate	High	Total
Low % within Personal Relations - Leadership	03 21.4%	05 35.7%	06 42.9%	14 100.0%
% within External Factors – IR	13.6%	14.3%	13.6%	13.9%
Moderate % within Personal Relations – Leadership	05 23.8%	05 23.8%	11 52.4%	21 100.0%
% within External Factors – IR	22.7%	14.3%	25.0%	20.8%
High % within Personal Relations – Leadership	14 21.2%	25 37.9%	27 40.9%	66 100.0%
% within External Factors – IR	63.6%	71.4%	61.4%	65.3%
Total % within Personal Relations – Leadership	22 21.8%	35 34.7%	44 43.6%	101 100.0%
% within External Factors – IR	100.0%	100.0%	100.0%	100.0%

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	1.449 ^a	04	0.836
Likelihood Ratio	1.510	04	0.825
Linear--by- Linear Association	0.054	01	0.816
N of Valid Cases	101	-	-

The chi-square is not significant. It can be interpreted that a significant association does not exist between personal relations leadership and external factors.

The table shows that with low personal relations leadership, out of total 14 respondents, 6 (42.9%) of respondents feel that to a large extent external forces are not influencing industrial relations, with moderate personal relations leadership type, out of total 21 respondents, 11(52.4%) respondents feel a great extent that industrial relations remain healthy and are not influencing to a high extent by external factors, while with high personal relations leadership type, out of total 66 respondents, 27(40.9%) of the respondents feel to a high level external forces are not influencing industrial relations.

T-TEST

Table – I Group Statistics

Organization code		N	Mean	Std. Deviation	Std. Error Mean
HRD Competencies score	Chemicals	36	183.25	39.98	6.66
	Engineering	37	208.65	49.10	8.07

		Levene's Test for Equality of Variances	
		F	Sig.
HRD Competencies score	Equal variances assumed Equal variances not assumed	3.260	0.075

t-test for Equality of Means							
	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
HRD Competencies score	-2.420	71	0.018	-25.40	10.50	-46.33	-4.47
	-2.427	68.879	0.018	-25.40	10.47	-46.28	-4.52

From the above mentioned table it can be seen that t-test is significant. Hence it can be interpreted that both the groups i.e. chemicals & engineering differ significantly from each other with reference to HRD competencies score and the mean of both the group is 183.25 & 208.65 respectively.

Table – II Group Statistics.

	Organization code	N	Mean	Std. Deviation	Std. Error Mean
LEADERSHIP SCORE	Chemicals	36	16.75	3.77	0.63
	Engineering	37	19.41	3.41	0.56
PRODUCTIVITY SCORE	Chemicals	36	80.06	17.35	2.89
	Engineering	37	85.68	14.09	2.32
HRD Professional Knowledge	Chemicals	36	73.00	19.30	3.22
	Engineering	37	83.49	23.06	3.79
Personal attitudes and Values	Chemicals	36	58.11	12.00	2.00
	Engineering	37	65.05	14.86	2.44
Industrial Relations score	Chemicals	36	109.25	36.48	6.08
	Engineering	37	114.73	27.10	4.45
HRD Competencies score	Chemicals	36	183.25	39.98	6.66
	Engineering	37	208.65	49.10	8.07
HRD Activities/ Task score	Chemicals	36	125.61	45.65	7.61
	Engineering	37	154.89	60.75	9.99
Organizational Effectiveness Score	Chemicals	36	113.69	9.85	1.64
	Engineering	37	112.89	10.15	1.67

	Levene's Test for Equality of Variances	
	F	Sig.
LEADERSHIP SCORE	0.179	0.673
	Equal variances assumed	
	Equal variances not assumed	
PRODUCTIVITY SCORE	1.163	0.285
	Equal variances assumed	
	Equal variances not assumed	
HRD Professional Knowledge	1.367	0.246
	Equal variances assumed	
	Equal variances not assumed	
Personal attitudes and Values	1.698	0.197
	Equal variances assumed	
	Equal variances not assumed	
Industrial Relations score	1.576	0.213
	Equal variances assumed	
	Equal variances not assumed	
HRD Competencies score	3.260	0.075
	Equal variances assumed	
	Equal variances not assumed	
HRD Activities/ Task score	6.171	0.015
	Equal variances assumed	
	Equal variances not assumed	
Organizational Effectiveness Score	0.050	0.823
	Equal variances assumed	
	Equal variances not assumed	

From the above mentioned table it can be seen that t-test is significant i.e. 0.01 level. Hence it can be interpreted that both the groups i.e. chemicals & engineering differ significantly from each other with reference to leadership score, the mean value is 16.75 & 19.41

		t-test for Equality of Means						
		T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
LEADERSHIP SCORE	Equal variances assumed	-3.159	71	0.002	-2.66	0.84	-4.33	-0.98
	Equal variances not assumed	-3.154	69.880	0.002	-2.66	0.84	-4.33	-0.98
PRODUCTIVITY SCORE	Equal variances assumed	-1.521	71	0.133	-5.62	3.69	-12.99	1.75
	Equal variances not assumed	-1.517	67.368	0.134	-5.62	3.70	-13.01	1.77
HRD Professional Knowledge	Equal variances assumed	-2.104	71	0.039	-10.49	4.98	-20.42	-0.55
	Equal variances not assumed	-2.109	69.470	0.039	-10.49	4.97	-20.40	-0.57
Personal attitudes and Values	Equal variances assumed	-2.193	71	0.032	-6.94	3.17	-13.26	-0.63
	Equal variances not assumed	2.199	68.695	0.031	-6.94	3.16	-13.24	-0.64
Industrial Relations score	Equal variances assumed	-0.730	71	0.468	-5.48	7.51	-20.45	9.49
	Equal variances not assumed	-0.727	64.568	0.470	-5.48	7.54	-20.53	9.58
HRD Competencies score	Equal variances assumed	-2.420	71	0.018	-25.40	10.50	-46.33	-4.47
	Equal variances not assumed	-2.427	68.879	0.018	-25.40	10.47	-46.28	-4.52
HRD Activities/ Task score	Equal variances assumed	-2.323	71	0.023	-29.28	12.60	-54.41	-4.15
	Equal variances not assumed	-2.332	66.772	0.023	-29.28	12.56	-54.34	-4.22
Organization Effectiveness Score	Equal variances assumed	0.343	71	0.733	0.80	2.34	-3.87	5.47
	Equal variances not assumed	0.343	71.000	0.733	0.80	2.34	-3.86	5.47

From the above mentioned table it can be seen that the t-test is significant at 0.05 level. Hence it can be interpreted that both the groups i.e. chemical & engineering differ significantly from each other with reference to HRD professional knowledge. The mean of both the groups is 73.00 & 83.49 respectively.

From the above mentioned table it can be seen that the t-test is significant at 0.05 level. Hence it can be interpreted that both the groups i.e. chemical & engineering differ significantly from each other with reference to personal attitudes & values.

Table – III Group Statistics

	Education code	N	Mean	Std. Deviation	Std. Error Mean
LEADERSHIP SCORE	MSW/MLW/MA-SW	54	18.72	3.15	0.43
	Others (BA,MA,M.Sc.,MBA)	24	19.17	2.28	0.46
PRODUCTIVITY SCORE	MSW/MLW/MA-SW	54	84.15	14.71	2.00
	Others (BA,MA,M.Sc.,MBA)	24	80.79	15.45	3.15
HRD Professional Knowledge	MSW/MLW/MA-SW	54	79.39	21.97	2.99
	Others (BA,MA,M.Sc.,MBA)	24	72.38	18.12	3.70
Personal attitudes and values	MSW/MLW/MA-SW	54	63.83	11.74	1.60
	Others (BA,MA,M.Sc.,MBA)	24	56.13	13.69	2.79
Industrial Relations score	MSW/MLW/MA-SW	54	106.67	37.33	5.08
	Others (BA,MA,M.Sc.,MBA)	24	117.13	21.69	4.43
HRD Competencies score	MSW/MLW/MA-SW	54	201.13	42.75	5.82
	Others (BA,MA,M.Sc.,MBA)	24	180.29	39.04	7.97
HRD Activities/ Task score	MSW/MLW/MA-SW	54	146.17	52.53	7.15
	Others (BA,MA,M.Sc.,MBA)	24	119.04	51.14	10.44
Organization Effectiveness score	MSW/MLW/MA-SW	54	111.44	10.39	1.41
	Others (BA,MA,M.Sc.,MBA)	24	114.13	8.88	1.81

		Levene's Test for Equality of Variances	
		F	Sig.
LEADERSHIP SCORE	Equal variances assumed Equal variances not assumed	2.399	0.126
PRODUCTIVITY SCORE	Equal variances assumed Equal variances not assumed	0.031	0.861
HRD Professional Knowledge	Equal variances assumed Equal variances not assumed	0.884	0.350
Personal attitudes and Values	Equal variances assumed Equal variances not assumed	0.131	0.718
Industrial Relations score	Equal variances assumed Equal variances not assumed	2.052	0.156
HRD Competencies score	Equal variances assumed Equal variances not assumed	0.241	0.625
HRD Activities/ Task score	Equal variances assumed Equal variances not assumed	0.539	0.465
Organization Effectiveness Score	Equal variances assumed Equal variances not assumed	0.683	0.411

		t-test for Equality of Means						
		T	df	Sig. (2-tailed)	Mean Difference	Std.Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
LEADERSHIP SCORE	Equal variances assumed	-0.621	76	0.536	-0.44	0.72	-1.87	0.98
	Equal variances not assumed	-0.702	59.974	0.485	-0.44	0.63	-1.71	0.82
PRODUCTIVITY SCORE	Equal variances assumed	0.916	76	0.363	3.36	3.66	-3.94	10.66
	Equal variances not assumed	0.899	42.292	0.374	3.36	3.74	-4.18	10.89
HRD Professional Knowledge	Equal variances assumed	1.369	76	0.175	7.01	5.12	-3.19	17.22
	Equal variances not assumed	1.475	53.037	0.146	7.01	4.76	-2.53	16.55
Personal attitudes and Values	Equal variances assumed	2.542	76	0.013	7.71	3.03	1.67	13.75
	Equal variances not assumed	2.395	38.695	0.022	7.71	3.22	1.20	14.22
Industrial Relations score	Equal variances assumed	-1.277	76	0.205	-10.46	8.19	-26.77	5.85
	Equal variances not assumed	-1.552	70.451	0.125	-10.46	6.74	-23.90	2.98
HRD Competencies score	Equal variances assumed	2.039	76	0.045	20.84	10.22	0.48	41.20
	Equal variances not assumed	2.112	48.114	0.040	20.84	9.87	1.00	40.68
HRD Activities/ Task score	Equal variances assumed	2.122	76	0.037	27.12	12.79	1.66	52.59
	Equal variances not assumed	2.144	45.305	0.037	27.12	12.65	1.65	52.60
Organization Effectiveness Score	Equal variances assumed	-1.097	76	0.276	-2.68	2.44	-7.55	2.19
	Equal variances not assumed	-1.166	51.270	0.249	-2.68	2.30	-7.30	1.94

From the above mentioned table it can be seen that t-test is significant at 0.01 level. Hence it can be interpreted that both the groups i.e. with MSW/MLW/MA-SW & others (BA/MA/MSc/MBA) differ significantly from each other with reference to personal attitudes & values. The mean of both the groups with educational qualifications is 79.39 & 72.38 respectively.

From the above table it can be seen that t-test is significant at 0.05 level. Hence it can be interpreted that both the groups with educational qualifications i.e. MSW/MLW/MA-SW & others (BA/MA/MSc/MBA) differ significantly with each other with reference to HRD competences score. The mean of both the groups is 201.13 & 180.29 respectively.

From the above table it can be seen that t-test is significant at 0.05 level. Hence it can be interpreted that both the groups with educational qualification i.e. MSW/MLW/MA-SW & others (BA/MA/MSc/MBA) differ significantly with each other with reference to HRD activities / Task score. The mean of both the group is 146.17 & 119.64 respectively.

Table – IV Group Statistics.

	Income code	N	Mean	Std. Deviation	Std. Error Mean
LEADERSHIP SCORE	up to Rs.16000	50	18.98	3.15	0.44
	more than 16000	48	17.42	3.84	0.55
PRODUCTIVITY SCORE	up to Rs.16000	50	81.74	15.81	2.24
	more than 16000	48	84.19	16.02	2.31
HRD Professional Knowledge	up to Rs.16000	50	75.48	19.02	2.69
	more than 16000	48	77.15	23.19	3.35
HRD Professional Skills	up to Rs.16000	50	54.54	14.28	2.02
	more than 16000	48	55.81	13.85	2.00
Personal attitudes and values	up to Rs.16000	50	61.40	13.41	1.90
	more than 16000	48	61.40	12.77	1.84
Industrial Relations score	up to Rs.16000	50	109.62	32.52	4.60
	more than 16000	48	105.83	39.07	5.64
HRD Competencies score	up to Rs.16000	50	191.42	42.40	6.00
	more than 16000	48	194.35	45.71	6.60
HRD Activities/ Task score	up to Rs.16000	50	138.40	52.21	7.38
	more than 16000	48	136.75	52.75	7.61
Organization Effectiveness score	up to Rs.16000	50	113.06	9.89	1.40
	more than 16000	48	112.92	9.44	1.36

		Levene's Test for Equality of Variances	
		F	Sig.
LEADERSHIP SCORE	Equal variances assumed Equal variances not assumed	1.423	0.236
PRODUCTIVITY SCORE	Equal variances assumed Equal variances not assumed	0.140	0.709
HRD Professional Knowledge	Equal variances assumed Equal variances not assumed	2.546	0.114
HRD Professional Skills	Equal variances assumed Equal variances not assumed	0.048	0.827
Personal attitudes and Values	Equal variances assumed Equal variances not assumed	0.004	0.950
Industrial Relations score	Equal variances assumed Equal variances not assumed	1.167	0.283
HRD Competencies score	Equal variances assumed Equal variances not assumed	0.710	0.402
HRD Activities/ Task score	Equal variances assumed Equal variances not assumed	0.012	0.914
Organization Effectiveness Score	Equal variances assumed Equal variances not assumed	0.188	0.665

		t-test for Equality of Means						
		T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
LEADERSHIP SCORE	Equal variances assumed	2.210	96	0.029	1.56	0.71	Lower	Upper
	Equal variances not assumed	2.201	90.927	0.030	1.56	0.71	0.16	2.97
PRODUCTIVITY SCORE	Equal variances assumed	-0.761	96	0.448	-2.45	3.22	-8.83	3.93
	Equal variances not assumed	-0.761	95.714	0.449	-2.45	3.22	-8.83	3.94
HRD Professional Knowledge	Equal variances assumed	-0.389	96	0.698	-1.67	4.28	-10.16	6.82
	Equal variances not assumed	-0.388	90.933	0.699	-1.67	4.29	-10.20	6.86
HRD Professional Skills	Equal variances assumed	-0.448	96	0.655	-1.27	2.84	-6.92	4.37
	Equal variances not assumed	-0.448	95.989	0.655	-1.27	2.84	-6.91	4.37
Personal attitudes and Values	Equal variances assumed	0.002	96	0.999	4.17E-03	2.65	-5.25	5.26
	Equal variances not assumed	0.002	95.994	0.999	4.17E-03	2.65	-5.25	5.26
Industrial Relations score	Equal variances assumed	0.522	96	0.603	3.79	7.25	-10.60	18.18
	Equal variances not assumed	0.520	91.495	0.604	3.79	7.28	-10.67	18.24
HRD Competencies score	Equal variances assumed	-0.330	96	0.742	-2.93	8.90	-20.60	14.73
	Equal variances not assumed	-0.329	94.722	0.743	-2.93	8.92	-20.63	14.77
HRD Activities/ Task score	Equal variances assumed	0.156	96	0.877	1.65	10.60	-19.40	22.70
	Equal variances not assumed	0.156	95.746	0.877	1.65	10.61	-19.40	22.70
Organization Effectiveness Score	Equal variances assumed	0.073	96	0.942	0.14	1.96	-3.74	4.02
	Equal variances not assumed	0.73	95.997	0.942	0.14	1.95	-3.73	4.02

From the above table it can be seen that t-test is significant at 0.05 level. Hence it can be interpreted that both the income groups i.e. up to Rs.16000 & more than Rs.16000 differ significantly with each other with reference to leadership score. The mean of both the groups is 18.98 & 17.42 respectively.

Table -- V Group Statistics

Experience code	N	Mean	Std. Deviation	Std. Error Mean
LEADERSHIP SCORE	49	18.65	3.70	0.53
up to 12 years	49	17.73	3.40	0.49
more than 12 years	49	83.61	15.18	2.17
PRODUCTIVITY SCORE	49	82.43	16.34	2.33
up to 12 years	49	78.92	21.59	3.08
more than 12 years	49	74.14	20.42	2.92
HRD Professional Knowledge	49	57.18	14.08	2.01
up to 12 years	49	53.00	13.66	1.95
more than 12 years	49	63.12	13.84	1.98
Personal attitudes and values	49	59.24	12.17	1.74
Industrial Relations score	49	101.16	37.09	5.30
up to 12 years	49	115.51	33.43	4.78
more than 12 years	49	199.22	45.00	6.43
HRD Competencies score	49	186.39	41.89	5.98
up to 12 years	49	139.59	55.40	7.91
more than 12 years	49	135.02	47.41	6.77
HRD Activities/ Task score	49	112.00	10.81	1.54
up to 12 years	49	113.86	8.54	1.22
more than 12 years	49			
Organization Effectiveness score	49			
up to 12 years	49			
more than 12 years	49			

	Levene's Test for Equality of Variances	
	F	Sig.
LEADERSHIP SCORE	0.074	0.786
PRODUCTIVITY SCORE	0.326	0.569
HRD Professional Knowledge	0.322	0.572
HRD Professional Skills	0.061	0.805
Personal attitudes and Values	0.961	0.329
Industrial Relations score	0.550	0.460
HRD Competencies score	0.384	0.537
HRD Activities/ Task score	1.017	0.316
Organization Effectiveness Score	3.326	0.071

		t-test for Equality of Means						
		T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
LEADERSHIP SCORE	Equal variances assumed	1.280	96	0.204	0.92	0.72	-0.51	2.34
	Equal variances not assumed	1.280	95.303	0.204	0.92	0.72	-0.51	2.34
PRODUCTIVITY SCORE	Equal variances assumed	0.372	96	0.711	1.18	3.19	-5.14	7.51
	Equal variances not assumed	0.372	95.493	0.711	1.18	3.19	-5.14	7.51
HRD Professional Knowledge	Equal variances assumed	1.125	96	0.263	4.78	4.25	-3.65	13.20
	Equal variances not assumed	1.125	95.703	0.263	4.78	4.25	-3.65	13.20
HRD Professional Skills	Equal variances assumed	1.493	96	0.139	4.18	2.80	-1.38	9.75
	Equal variances not assumed	1.493	95.910	0.139	4.18	2.80	-1.38	9.75
Personal attitudes and Values	Equal variances assumed	1.473	96	0.144	3.88	2.63	-1.35	9.10
	Equal variances not assumed	1.473	94.465	0.144	3.88	2.63	-1.35	9.10
Industrial Relations score	Equal variances assumed	-2.011	96	0.047	-14.35	7.13	-28.51	-0.19
	Equal variances not assumed	-2.011	94.980	0.047	-14.35	7.13	-28.51	-0.19
HRD Competencies score	Equal variances assumed	1.461	96	0.147	12.84	8.78	-4.60	30.27
	Equal variances not assumed	1.461	95.512	0.147	12.84	8.78	-4.60	30.27
HRD Activities/ Task score	Equal variances assumed	0.439	96	0.662	4.57	10.42	-16.10	25.25
	Equal variances not assumed	0.439	93.761	0.662	4.57	10.42	-16.11	25.25
Organization Effectiveness Score	Equal variances assumed	-0.944	96	0.348	-1.86	1.97	-5.76	2.05
	Equal variances not assumed	-0.944	91.137	0.348	-1.86	1.97	-5.77	2.05

From the above-mentioned table it can be seen that t-test is significant at 0.05 level. Hence it can be interpreted that both the groups i.e. experience Group up to 12 years and more than 12 years, differ significantly from each other with reference to Industrial relations score and the mean of both the group is 101.16 and 115.51 respectively.

Table -- VI -- Group Statistics

	Education code	N	Mean	Std. Deviation	Std. Error Mean
LEADERSHIP SCORE	IRPM	22	16.36	4.78	1.02
	Others (BA,MA,M.Sc,MBA)	24	19.17	2.28	0.46
PRODUCTIVITY SCORE	IRPM	22	83.36	18.16	3.87
	Others (BA,MA,M.Sc,MBA)	24	80.79	15.45	3.15
HRD Professional Knowledge	IRPM	22	75.23	20.98	4.47
	Others (BA,MA,M.Sc,MBA)	24	72.38	18.12	3.70
Personal attitudes and Values	IRPM	22	62.00	13.10	2.79
	Others (BA,MA,M.Sc,MBA)	24	56.13	13.69	2.79
Industrial Relations Score	IRPM	22	104.45	42.82	9.13
	Others (BA,MA,M.Sc,MBA)	24	117.13	21.69	4.43
HRD Competencies Score	IRPM	22	189.95	45.72	9.75
	Others (BA,MA,M.Sc,MBA)	24	180.29	39.04	7.97
HRD Activities/ Task Score	IRPM	22	138.73	46.57	9.93
	Others (BA,MA,M.Sc,MBA)	24	119.04	51.14	10.44
Organization Effectiveness score	IRPM	22	116.27	8.51	1.81
	Others (BA,MA,M.Sc,MBA)	24	114.13	8.88	1.81

		Levene's Test for Equality of Variances	
		F	Sig.
LEADERSHIP SCORE	Equal variances assumed Equal variances not assumed	7.130	0.011
PRODUCTIVITY SCORE	Equal variances assumed Equal variances not assumed	0.125	0.726
HRD Professional Knowledge	Equal variances assumed Equal variances not assumed	0.427	0.517
Personal attitudes and Values	Equal variances assumed Equal variances not assumed	0.032	0.859
Industrial Relations score	Equal variances assumed Equal variances not assumed	5.136	0.028
HRD Competencies score	Equal variances assumed Equal variances not assumed	0.377	0.542
HRD Activities/ Task score	Equal variances assumed Equal variances not assumed	0.385	0.538
Organization Effectiveness Score	Equal variances assumed Equal variances not assumed	0.514	0.477

		t-test for Equality of Means						
		T	df	Sig. (2-tailed)	Mean Difference	Std.Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
LEADERSHIP SCORE	Equal variances assumed	-2.575	44	0.013	-2.80	1.09	-5.00	-0.61
	Equal variances not assumed	-2.504	29.498	0.018	-2.80	1.12	-5.09	-0.52
PRODUCTIVITY SCORE	Equal variances assumed	0.519	44	0.607	2.57	4.96	-7.42	12.56
	Equal variances not assumed	0.515	41.454	0.609	2.57	4.99	-7.51	12.65
HRD Professional Knowledge	Equal variances assumed	0.495	44	0.623	2.85	5.77	-8.77	14.47
	Equal variances not assumed	0.491	41.729	0.626	2.85	5.80	-8.86	14.57
Personal attitudes and Values	Equal variances assumed	1.484	44	0.145	5.88	3.96	-2.10	13.85
	Equal variances not assumed	1.487	43.911	0.144	5.88	3.95	-2.09	13.84
Industrial Relations score	Equal variances assumed	-1.282	44	0.207	-12.67	9.88	-32.59	7.25
	Equal variances not assumed	-1.249	30.496	0.221	-12.67	10.15	-33.38	8.04
HRD Competencies score	Equal variances assumed	0.773	44	0.444	9.66	12.50	-15.54	34.86
	Equal variances not assumed	0.767	41.522	0.447	9.66	12.59	-15.75	35.08
HRD Activities/ Task score	Equal variances assumed	1.361	44	0.181	19.69	14.47	-9.47	48.84
	Equal variances not assumed	1.366	43.999	0.179	19.69	14.41	-9.35	48.72
Organization Effectiveness Score	Equal variances assumed	0.836	44	0.408	2.15	2.57	-3.03	7.33
	Equal variances not assumed	0.837	43.907	0.407	2.15	2.56	-3.02	7.32

From the above mentioned table it can be seen that t-test is significant at 0.01 level. Hence it can be interpreted that both the groups with educational qualifications i.e. IRPM and others (BA/MA/MSc/MBA), differ significantly from each other with reference to leadership score. The mean of both the groups is 16.36 and 19.17 respectively.

Table -- VII Group Statistics.

	Education code	N	Mean	Std. Deviation	Std. Error Mean
LEADERSHIP SCORE	IRPM	22	16.36	4.78	1.02
	MSW/MLW/MA-SW	54	18.72	3.15	0.43
PRODUCTIVITY SCORE	IRPM	22	83.36	18.16	3.87
	MSW/MLW/MA-SW	54	84.15	14.71	2.00
HRD Professional Knowledge	IRPM	22	75.23	20.98	4.47
	MSW/MLW/MA-SW	54	79.39	21.97	2.99
Personal attitudes and Values	IRPM	22	62.00	13.10	2.79
	MSW/MLW/MA-SW	54	63.83	11.74	1.60
Industrial Relations Score	IRPM	22	104.45	42.82	9.13
	MSW/MLW/MA-SW	54	106.67	37.33	5.08
HRD Competencies Score	IRPM	22	189.95	45.72	9.75
	MSW/MLW/MA-SW	54	201.13	42.75	5.82
HRD Activities/ Task Score	IRPM	22	138.73	46.57	9.93
	MSW/MLW/MA-SW	54	146.17	52.53	7.15
Organization Effectiveness score	IRPM	22	116.27	8.51	1.81
	MSW/MLW/MA-SW	54	111.44	10.39	1.41

	Levene's Test for Equality of Variances	
	F	Sig.
LEADERSHIP SCORE	3.911	0.052
		Equal variances assumed
		Equal variances not assumed
PRODUCTIVITY SCORE	0.109	0.742
		Equal variances assumed
		Equal variances not assumed
HRD Professional Knowledge	0.049	0.826
		Equal variances assumed
		Equal variances not assumed
Personal attitudes and Values	0.012	0.913
		Equal variances assumed
		Equal variances not assumed
Industrial Relations score	0.779	0.380
		Equal variances assumed
		Equal variances not assumed
HRD Competencies score	0.058	0.811
		Equal variances assumed
		Equal variances not assumed
HRD Activities/ Task score	2.322	0.132
		Equal variances assumed
		Equal variances not assumed
Organization Effectiveness Score	2.329	0.131
		Equal variances assumed
		Equal variances not assumed

t-test for Equality of Means								
	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
						Lower	Upper	
LEADERSHIP SCORE	-2.529	74	0.014	-2.36	0.93	-4.22	-0.50	
	-2.134	28.758	0.041	-2.36	1.11	-4.62	-9.77E-02	
PRODUCTIVITY SCORE	-0.197	74	0.845	-0.78	3.99	-8.73	7.16	
	-0.180	32.806	0.858	-0.78	4.36	-9.65	8.08	
HRD Professional Knowledge	-0.759	74	0.451	-4.16	5.49	-15.09	6.77	
	-0.774	40.735	0.444	-4.16	5.38	-15.03	6.71	
Personal attitudes and Values	-0.597	74	0.552	-1.83	3.07	-7.95	4.29	
	-0.570	35.482	0.572	-1.83	3.22	-8.36	4.70	
Industrial Relations score	-0.224	74	0.823	-2.21	9.86	-21.85	17.43	
	-0.212	34.702	0.834	-2.21	10.45	-23.43	19.00	
HRD Competencies score	-1.013	74	0.314	-11.18	11.03	-33.16	10.81	
	-0.984	36.779	0.331	-11.18	11.35	-34.18	11.83	
HRD Activities/ Task score	-0.578	74	0.565	-7.44	12.88	-33.10	18.22	
	-0.608	43.753	0.546	-7.44	12.24	-32.10	17.22	
Organization Effectiveness Score	1.929	74	0.058	4.83	2.50	-0.16	9.82	
	2.099	47.358	0.041	4.83	2.30	0.20	9.45	

From the above the mentioned table it can be seen that t-test is significant at 0.01 level. Hence it can be interpreted that both the educational groups i.e. IRPM & MSW/MLW/MA-SW, differ significantly from each other with reference to leadership score. The mean of both the group is 16.36 and 18.72 respectively.

From the above mentioned table it can be seen that t-test is significant at 0.05 level. Hence it can be interpreted that both the educational groups i.e. IRPM & MSW/MLW/MA-SW, differ significantly from each other with reference to organization effectiveness. The mean of both these groups is 116.27 and 111.44 respectively.

Table – VIII Group Statistics.

	Age code	N	Mean	Std. Deviation	Std. Error Mean
LEADERSHIP SCORE	up to 35 years more than 35 years	52 48	18.54 17.90	3.56 3.52	0.49 0.51
PRODUCTIVITY SCORE	up to 35 years more than 35 years	52 48	83.33 82.50	15.35 16.32	2.13 2.36
HRD Professional Knowledge	up to 35 years more than 35 years	52 48	78.44 74.90	21.22 20.69	2.94 2.99
HRD Professional Skills	up to 35 years more than 35 years	52 48	56.73 53.35	13.96 13.74	1.94 1.98
Personal attitudes and values	up to 35 years more than 35 years	52 48	63.31 59.58	13.69 11.80	1.90 1.70
Industrial Relations score	up to 35 years more than 35 years	52 48	99.58 117.81	39.12 29.14	5.43 4.21
HRD Competencies score	up to 35 years more than 35 years	52 48	198.48 187.83	44.51 41.84	6.17 6.04
HRD Activities/ Task score	up to 35 years more than 35 years	52 48	140.52 135.08	55.05 48.29	7.63 6.97
Organization Effectiveness score	up to 35 years more than 35 years	52 48	112.44 113.85	10.77 8.60	1.49 1.24

		Levene's Test for Equality of Variances	
		F	Sig.
LEADERSHIP SCORE	Equal variances assumed Equal variances not assumed	0.071	0.790
PRODUCTIVITY SCORE	Equal variances assumed Equal variances not assumed	0.238	0.627
HRD Professional Knowledge	Equal variances assumed Equal variances not assumed	0.191	0.663
HRD Professional Skills	Equal variances assumed Equal variances not assumed	0.042	0.838
Personal attitudes and Values	Equal variances assumed Equal variances not assumed	1.577	0.212
Industrial Relations score	Equal variances assumed Equal variances not assumed	2.760	0.100
HRD Competencies score	Equal variances assumed Equal variances not assumed	0.390	0.534
HRD Activities/ Task score	Equal variances assumed Equal variances not assumed	0.974	0.326
Organization Effectiveness Score	Equal variances assumed Equal variances not assumed	3.485	0.065

		t-test for Equality of Means						
		T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
LEADERSHIP SCORE	Equal variances assumed	0.906	98	0.367	0.64	0.71	-0.76	2.05
	Equal variances not assumed	0.907	97.532	0.367	0.64	0.71	-0.76	2.05
PRODUCTIVITY SCORE	Equal variances assumed	0.261	98	0.795	0.83	3.17	-5.46	7.11
	Equal variances not assumed	0.260	96.065	0.795	0.83	3.18	-5.48	7.13
HRD Professional Knowledge	Equal variances assumed	0.845	98	0.400	3.55	4.20	-4.78	11.88
	Equal variances not assumed	0.846	97.699	0.400	3.55	4.19	-4.77	11.87
HRD Professional Skills	Equal variances assumed	1.217	98	0.226	3.38	2.77	-2.13	8.88
	Equal variances not assumed	1.218	97.590	0.226	3.38	2.77	-2.12	8.88
Personal attitudes and Values	Equal variances assumed	1.451	98	0.150	3.72	2.57	-1.37	8.82
	Equal variances not assumed	1.460	97.557	0.148	3.72	2.55	-1.34	8.79
Industrial Relations score	Equal variances assumed	-2.626	98	0.010	-18.24	6.94	-32.02	-4.45
	Equal variances not assumed	-2.656	93.913	0.009	-18.24	6.86	-31.87	-4.61
HRD Competencies score	Equal variances assumed	1.230	98	0.222	10.65	8.66	-6.53	27.83
	Equal variances not assumed	1.233	97.965	0.221	10.65	8.64	-6.49	27.78
HRD Activities/ Task score	Equal variances assumed	0.523	98	0.602	5.44	10.39	-15.19	26.06
	Equal variances not assumed	0.526	97.755	0.600	5.44	10.34	-15.08	25.95
Organisation Effectiveness Score	Equal variances assumed	-0.721	98	0.473	-1.41	1.96	-5.30	2.48
	Equal variances not assumed	-0.727	96.047	0.469	-1.41	1.94	-5.27	2.44

From the above- mentioned table it can be seen that t-test is significant at 0.01 level. Hence it can be interpreted that both the groups i.e. up to 35 years & more than 35 years, differ significantly from each other with reference to Industrial relations score. The mean of both the groups is 99.58 & 117.81 respectively.

Table -- IX -- Group Statistics

	Designation code	N	Mean	Std. Deviation	Std. Error Mean
LEADERSHIP SCORE	Officer	42	18.76	3.96	0.61
	Manager (Dy, Sr, Ex)	58	17.88	3.21	0.42
PRODUCTIVITY SCORE	Officer	42	80.31	15.27	2.36
	Manager (Dy, Sr, Ex)	58	84.78	15.94	2.09
HRD Professional Knowledge	Officer	42	76.55	20.40	3.15
	Manager (Dy, Sr, Ex)	58	76.66	21.55	2.83
HRD Professional Skills	Officer	42	55.21	14.89	2.30
	Manager (Dy, Sr, Ex)	58	55.00	13.25	1.74
Personal attitudes and Values	Officer	42	60.95	14.82	2.29
	Manager (Dy, Sr, Ex)	58	61.88	11.49	1.51
Industrial Relations score	Officer	42	109.33	27.13	4.19
	Manager (Dy, Sr, Ex)	58	107.59	41.04	5.39
HRD Competencies score	Officer	42	192.71	46.18	7.13
	Manager (Dy, Sr, Ex)	58	193.53	41.77	5.49
HRD Activities/ Task score	Officer	42	135.55	57.31	8.84
	Manager (Dy, Sr, Ex)	58	140.97	45.75	6.01
Organization Effectiveness Score	Officer	42	112.74	11.39	1.76
	Manager (Dy, Sr, Ex)	58	113.14	8.14	1.07

	Levene's Test for Equality of Variances	
	F	Sig.
LEADERSHIP SCORE		
	Equal variances assumed	1.302
	Equal variances not assumed	0.257
PRODUCTIVITY SCORE		
	Equal variances assumed	0.011
	Equal variances not assumed	0.918
HRD Professional Knowledge		
	Equal variances assumed	0.190
	Equal variances not assumed	0.664
HRD Professional Skills		
	Equal variances assumed	0.270
	Equal variances not assumed	0.605
Personal attitudes and Values		
	Equal variances assumed	1.809
	Equal variances not assumed	0.182
Industrial Relations score		
	Equal variances assumed	4.226
	Equal variances not assumed	0.042
HRD Competencies score		
	Equal variances assumed	0.252
	Equal variances not assumed	0.617
HRD Activities/ Task score		
	Equal variances assumed	4.599
	Equal variances not assumed	0.034
Organization Effectiveness Score		
	Equal variances assumed	6.719
	Equal variances not assumed	0.011

		t-test for Equality of Means						
		T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
LEADERSHIP SCORE	Equal variances assumed	1.229	98	0.222	0.88	0.72	-0.54	2.31
	Equal variances not assumed	1.188	76.803	0.238	0.88	0.74	-0.60	2.36
PRODUCTIVITY SCORE	Equal variances assumed	-1.407	98	0.163	-4.47	3.17	-10.76	1.83
	Equal variances not assumed	-1.417	90.634	0.160	-4.47	3.15	-10.73	1.79
HRD Professional Knowledge	Equal variances assumed	-0.025	98	0.980	-0.11	4.27	-8.58	8.37
	Equal variances not assumed	-0.025	91.221	0.980	-0.11	4.23	-8.51	8.30
HRD Professional Skills	Equal variances assumed	0.076	98	0.940	0.21	2.83	-5.40	5.83
	Equal variances not assumed	0.074	82.074	0.941	0.21	2.88	-5.52	5.95
Personal attitudes and Values	Equal variances assumed	-0.352	98	0.725	-0.93	2.63	-6.15	4.30
	Equal variances not assumed	-0.338	74.318	0.736	-0.93	2.74	-6.39	4.53
Industrial Relations score	Equal variances assumed	0.240	98	0.811	1.75	7.27	-12.68	16.17
	Equal variances not assumed	0.256	97.298	0.798	1.75	6.82	-11.80	15.29
HRD Competencies score	Equal variances assumed	-0.093	98	0.926	-0.82	8.85	-18.38	16.74
	Equal variances not assumed	-0.091	83.018	0.928	-0.82	8.99	-18.71	17.07
HRD Activities/ Task score	Equal variances assumed	-0.525	98	0.601	-5.42	10.31	-25.89	15.05
	Equal variances not assumed	-0.507	75.938	0.614	-5.42	10.69	-26.71	15.88
Organization Effectiveness Score	Equal variances assumed	-0.205	98	0.838	-0.40	1.95	-4.27	3.47
	Equal variances not assumed	-0.194	70.059	0.846	-0.40	2.06	-4.50	3.70

From the above mentioned table it can be seen that t-test is not significant. Hence it can be interpreted that none of the groups differ significantly with reference to each other.

REGRESSION ANALYSIS

TABLE – 1: PRODUCTIVITY WITH HRD ACTIVITIES

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.488 ^a	0.238	0.230	13.75
2	0.529 ^b	0.280	0.265	13.43
3	0.566 ^c	0.321	0.300	13.11

ANOVA^d

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5846.692	01	5846.692	30.933	0.000 ^a
	Residual	18712.061	99	189.011		
	Total	24558.752	100			
2	Regression	6874.917	02	3437.458	19.050	0.000 ^b
	Residual	17683.836	98	180.447		
	Total	24558.752	100			
3	Regression	7877.954	03	2625.985	15.270	0.000 ^c
	Residual	16680.799	97	171.967		
	Total	24558.752	100			

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	62.525	3.919	0.488	15.955	0.000
HRD Activities / Task score	0.148	0.027		5.562	0.000
2 (Constant)	50.853	6.211		8.188	0.000
HRD Activities / Task score	0.116	0.029	0.381	3.936	0.000
HRD Competencies score	8.368E-02	0.035	0.231	2.387	0.019
3 (Constants)	41.621	7.168		5.807	0.000
HRD Activities / Task score	0.110	0.029	0.363	3.827	0.000
HRD Competencies score	8.524E-02	0.034	0.235	2.490	0.014
Industrial Relations score	8.941E-02	0.037	0.203	2.415	0.018

Excluded Variables^c

Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1 Industrial Relations score	0.199 ^a	2.308	0.023	0.227	0.994
HRD Competencies score	0.231 ^a	2.387	0.019	0.234	0.785
2 Industrial Relations score	0.203 ^b	2.415	0.018	0.238	0.993

Model : 1:

Referring to the above table it can be interpreted that productivity score is the function of HRD Activities Task. It can be interpreted that t-value is significant at 0.01 level of confidence (5.562), while $R^2 = 0.238$ and F ratio is 30.933 which is significant at 0.01 level of confidence. Hence the whole model is significant. Hence as there is any change in HR there would be a change in the Productivity score.

Model : 2:

From the above table it can be interpreted that productivity score is the function of HRD activities Task and competencies score. It can be further more interpreted that t value is significant at 0.01 level of confidence. The R^2 – value is 0.280, while the F-value is 19.050 which is at 0.01 level of confidence. Hence the whole model is significant at 0.01 level of confidence, hence the model-2 is significant at 0.01 level.

Model:3:

Referring to the above table it can be interpreted that productivity score is function of HRD activities Task, HRD competence score and Industrial Relations. From the above table it can be interpreted that $R^2 = 0.32$, which is significant at 0.01 level, the F-ratio is also significant at 0.01 level. The above table indicates F-ratio is significant at 0.01 level of confidence. It can be therefore be interpreted that a strong relations exists between them.

TABLE – 2: PRODUCTIVITY WITH INDUSTRIAL RELATIONS AND HRD COMPETENCIES

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.471 ^a	0.222	0.197	14.04

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	5441.228	03	1813.743	9.203	0.000 ^a
Residual	19117.525	97	197.088		
Total	24558.752	100			

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	42.928	8.222		5.221	0.000
Industrial Relations score	0.102	0.040	0.232	2.588	0.011
HRD Professional Knowledge	0.209	0.084	0.278	2.473	0.015
Personal attitudes and Values	0.211	0.136	0.174	1.550	0.124

Model : 1:

The above table indicates that it is not significant at 0.01 level of confidence. Hence there is no strong relationship between Productivity score and Industrial Relation score.

TABLE – 3: PRODUCTIVITY WITH INDUSTRIAL RELATIONS, HRD PROFESSIONAL KNOWLEDGE, PERSONAL ATTITUDES AND VALUES

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.582 ^a	0.338	0.311	13.01

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8306.938	04	2076.734	12.267	0.000 ^a
Residual	16251.815	96	169.290		
Total	24558.752	100			

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.071	19.293		0.678	0.500
Industrial Relations score	9.035E-02	0.037	0.205	2.459	0.016
HRD Competencies score	7.506E-02	0.035	0.207	2.172	0.032
HRD Activities / Task score	0.134	0.032	0.440	4.158	0.000
Organizational Effectiveness Score	0.240	0.151	0.149	1.592	0.115

It can be interpreted that F value is significant at 0.01 level of confidence. A strong relationship therefore exists between Productivity and Industrial relations, HRD Professional knowledge and Personal Attitudes and Values. It can be further be interpreted that productivity – 5.221, Ind. – 2.588, HRD Professional knowledge – 2.475 is significant at 0.01 level of confidence. While Productivity and Personal Attitudes & Values do not have strong relationships. Hence Productivity and Personal Attitudes & Values are not significant, but the whole model is significant, hence a strong relationship exists between them, R^2 is 0.388 & F is 12.267.

TABLE : 4: PRODUCTIVITY WITH INDUSTRIAL RELATIONS, HRD COMPETENCIES, HRD ACTIVITIES / TASK AND ORGANISATIONAL EFFECTIVENESS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.468 ^a	0.219	0.195	14.06

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	5380.214	03	1793.405	9.071	0.000 ^a
Residual	19178.539	97	197.717		
Total	24558.752	100			

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	49.362	18.595		2.655	0.009
Industrial Relations score	0.100	0.040	0.227	2.524	0.013
HRD Competencies score	0.145	0.033	0.401	4.468	0.000
Organization effectiveness Score	-4.715E-02	0.145	-0.029	-	0.746
				0.325	

Referring to the above table it can be interpreted that F - ratio is significant hence there is a strong relationship between productivity and Industrial Relations, HRD competencies and HRD Activities while there is no strong relationship between Productivity and Organization Effectiveness R² is 0.219 & F is 9.071.

**TABLE – 5 : PRODUCTIVITY WITH ORGANISATION EFFECTIVENESS,
HRD COMPETENCIES AND INDUSTRIAL RELATIONS**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.470 ^a	0.221	0.188	14.12

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5415.433	04	1353.858	6.789	0.000 ^a
Residual	19143.319	96	199.410		
Total	24558.752	100			

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	48.878	18.709		2.612	0.010
experience	6.998E-02	0.167	0.039	0.420	0.675
Industrial Relations score	9.622E-02	0.041	0.218	2.359	0.020
HRD Competencies score	0.148	0.033	0.407	4.460	0.000
Organization effectiveness Score	-5.137E-02	0.146	-0.032	-	0.726
				0.352	

Referring to the above table it can be interpreted that F-ratio is significant at 0.01 level of confidence, hence there is a strong relationship between Productivity and Industrial Relations and HRD competencies while Productivity and Organization Effectiveness is inversely correlated with each other R^2 is 0.221 & F is 6.789.

**TABLE : 6 : PRODUCTIVITY WITH ORGANISATION EFFECTIVENESS,
HRD COMPETENCIES AND INDUSTRIAL RELATIONS.**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.278 ^a	0.077	0.059	3.44

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	96.956	02	48.478	4.107	0.019 ^a
Residual	1156.826	98	11.804		
Total	1253.782	100			

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1(Constant)	17.760	1.154		15.385	0.000
HRD Activities / Task score	1.181e-02	0.007	0.172	1.765	0.081
Experience	-8.219E-02	0.039	-0.204	-2.100	0.038

Referring to the above table F-ratio is significant at 0.01 level of confidence. Hence there is a strong association between Productivity with Experience, Industrial Relation and HR competencies while there is inverse correlation between Productivity and Organization Effectiveness. Hence the entire model is significant at 0.01 level of confidence R^2 is 0.077 F is 4.107.

TABLE 7 : INCOME PER MONTH WITH PRODUCTIVITY SCORE AND EXPERIENCE

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.471 ^a	0.222	0.205	8060.18

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1.759E+09	02	879694454	13.541	0.000 ^a
Residual	6.172E+09	95	64966457.2		
Total	7.931E+09	97			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4626.420	4500.154		1.028	0.307
	Experience	458.232	93.548	0.443	4.898	0.000
	Productivity Score	84.664	51.562	0.149	1.642	0.104

From the above table it can be interpreted that F is significant at 0.01 level of confidence. Therefore it can be seen that the value of F-ratio is 13.541 while that of $R^2 = 0.222$. Therefore there is a strong association between Income per month and Productivity.

**TABLE :8 INCOME PER MONTH WITH INDUSTRIAL RELATIONS,
ORGANISATION EFFECTIVENESS, EXPERIENCE AND PRODUCTIVITY**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.524 ^a	0.275	0.244	7862.91

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2.181E+09	04	545361644	8.821	0.000 ^a
Residual	5.750E+09	93	61825330.8		
Total	7.931E+09	97			

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22604.330	10693.575		2.114	0.037
Experience	503.782	93.260	0.488	5.402	0.000
Productivity Score	105.828	51.793	0.186	2.041	0.044
Organizational Effectiveness Score	-131.969	83.217	-0.140	.586	0.116
Industrial Relations Score	-50.370	23.478	-0.199	2.145	0.035

From the above table it can be interpreted that experience = 0.0503 (5.402), Productivity (0.105) (2.043) Organization Effectiveness (-0.0131) (-1.586) and Industrial Relations (-0.053) (-2.145) are all positively correlated except for Organization Effectiveness at 0.01 and 0.05 level of confidence. Henceforth F-ratio is 8.821, while the R^2 is 0.275, which is also significant.

**TABLE :9 INDUSTRIAL RELATIONS WITH EXPERIENCE,
PRODUCTIVITY AND LEADERSHIP.**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.332 ^a	0.110	0.082	34.05

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	13887.000	03	4629.000	3.933	0.010 ^a
Residual	112443.357	97	1159.210		
Total	126330.356	100			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.597	25.996		1.292	0.199
	LEADERSHIP SCORE	1.103	0.989	0.110	1.116	0.267
	PRODUCTIVITY SCORE	0.506	0.218	0.223	2.321	0.022
	Experience	0.931	0.396	0.231	2.348	0.021

From the above table it can be interpreted that the F-ratio is significant there is a strong association. Henceforth Leadership score is 1.103 (1.116), Productivity score is 0.506 (2.321), Experience score is 0.931 (2.348), while the Industrial Relations score is 33.597(1.292). Therefore productivity and Experience are positively correlated. The F-ratio is 3.993 while the R^2 is 0.110.