

# **CHAPTER-4**

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### THE EMPIRICAL STUDY

#### 4.1 THE DOMAIN OF STUDY

The present study aims at studying meaning of 'work' as is attributed by executives and managers of Indian companies of **public** and **private** sectors particularly employees who are performing their supervisory and managerial roles at various levels of **organizational hierarchy**—from lowest to highest. Thus '**workers**' are **not** covered in this study. It includes both **genders** of executives i.e. males and females. To capture age, both **old and young** executives have been covered.

The words like supervisory employees, executives, managers (junior, middle, senior and top) have thus to be understood in this context as synonymous unless specifically differently specified.

#### 4.2 THE QUESTIONNAIRE

The instrument used for the study is the Meaning of Work Questionnaire (MWQ)<sup>109</sup> developed by Singh, Jain, and Bhandarkar (2006)-Exhibit-1. This was supplemented with details that were required for this study.

The questionnaire contains thirty-two statements used to capture "meaning of work" assigned by corporate executives<sup>110</sup>. Each statement is considered as the meaning assigned to work and is considered a '**variable**' for purposes of this study. Though each variable hopefully describes the meaning of 'work' but does not holistically convey the full meaning. This opens up avenues for typical Socratic mode of enquiry to unfold the meaning in as much detail as feasible.

The **respondents'** demographic details and other **attributes**, needed for the study namely sex, age, sector, hierarchical level, qualifications and length of work experience were also captured.

### 4.3 THE SAMPLE

The sample data was **drawn** from executives of following organizations (large corporates with employee strength more than 1000) from their various departments:

Gujarat Alkalies and Chemicals Limited (GACL), Vadodara	Public sector
Gujarat Industrial Power Company Limited (GIPCL), Vadodara	Public sector
Heavy Engineering Corporation Limited (HECL), Ranchi	Public sector
Indian Farmers' Fertilizers Cooperative (IFFCO), Phulpur, Kandla	Public sector
Indian Oil Corporation Limited (IOC), Vadodara	Public sector
Oil and Natural Gas Corporation Limited Vadodara, Ankleshwar	Public sector
Atul Limited, Valsad	Private Sector
Larsen and Toubro (L&T), Vadodara	Private sector
Reliance Industries Limited (RIL), Vadodara, Hazira and Jamnagar	Private sector

The *Executives (respondents)* from above organisation were chosen who belonged to various hierarchical levels, age groups, work-experience and genders. This was based on convenience and ease of administering the survey instrument.

The responses to questionnaire were collected using seven-point **Likert-type Scale** (for Strongly Disagree =1; Disagree = 2; Slightly Disagree = 3; Somewhat Not Sure = 4; Slightly Agree =5; Agree =6 and Strongly Agree =7).

Total **668** responses were received and analysed. Of this 364 participants (54.5%) were from Private Sector organization; comprising 313 male managers (46.9%) and 51 female managers (7.6%) while 304 participants (45.5%) were from Public Sector organization that included 233 male managers (34.9%) and 71 female managers (10.6%) respectively.

#### 4.3.1 VARIABLES

The parametric analysis in this study proceeds with the assumption that responses follow a **normal** distribution.

The descriptive statistics for all the variables (32 statements) is tabulated in Table -2.

The data-base shows following relationships between various attributes of respondents:

Age and Work Experience are strongly correlated (0.966) while Work Level and Age (0.527) are not so strongly correlated. Similarly Work- Level and Work- Experience (0.509) also do not have strong correlation.

#### 4.3.2 PRIVATE SECTOR vs. PUBLIC SECTOR

The **seemingly** similar response patterns are observed in organizations of both sectors (Tables 3 and 4). In order to draw meaningful conclusions, it becomes necessary to undertake detailed parametric analysis. Intuitively, it is safe to assume that culture and objectives (at least in some respects) being different in both types of organizations, it will make an interesting exploration to understand meaning of work through the eyes of two different sets of executives.

#### 4.3.3 GENDER AND AGE PROFILE

For every attribute the independent data analysis is also carried out for both genders. The minimum age of the respondents is 21 years and maximum age is 60 years being the age of superannuation. The overall average age of the respondents is 37.7 years which includes 82% male respondents and 18% female respondents from total 668 responses (Table – 5). The average age of male respondents is 39.3 years ranging from 22 years to 60 years and that of female respondents is 30.7 years ranging from 21 years to 57 years. The overall average age (Table-6) of 364 respondents for Private Sector organization is 34.2 years, whereas the average age of males is 35.3 years (ranging 22- 60 years) and the average age of females is 27.8 years (ranging 21- 50 years). Similarly, the overall average age of 304 respondents is 41.9 years for Public sector organizations, whereas the average age of males is 44.7 years (ranging 22 - 60 years) and average age of females is 32.7 years (ranging 21- 57 years) respectively. This shows that the respondents of Private sector are, on an average, younger to those from Public sector organizations. **‘Young’** is the nomenclature used in this study for those having **less than or equal to 35 years** of age. **‘Old’** are those whose age is **greater than 35 years**.

#### 4.3.4 WORK-EXPERIENCE PROFILE

The average work experience of 668 respondents is 14.5 years; whereas the average work experience of male respondents is 16.0 years and female respondents is 7.8 years (Table – 6).

Those with experience of 15 years or less are mentioned as ‘experienced’(E) and those with higher years of experience are categorized as ‘more experienced’(ME).

The overall average experience of executives in Private Sector organizations is 11.5 years wherein greater number of younger respondents are having lesser work

experience (25% respondents are with 1 to 5 years of experience) as compared to Public sector organizations' respondents having average work experience of 18.1 years (in which only 9.4% respondents have 1 year to 5 years of work experience).

The Private sector organization respondents (313 males) have average work experience of 12.6 years while that of 51 females is 4.6 years. The average work experience of males in Public sector organizations is 20.6 years ranging from 1 year to 38 years and that of females is 9.9 years ranging from 1 year to 32 years respectively. The job satisfaction of a manager depends on work experience, age, education and level of manager. The number of years spent in an organization is an age related variable. Decker & Borgen (1993) found that education, work experience and age are positively related to job satisfaction. In fact, persons with more work experience had respect for their jobs, could apply their experience to that work and might like the physical work environment (Bilgic, 1998). The level at which individuals work within an organization has some influence on their satisfaction. According to Reilly *et al.* (1993), managerial employees have more opportunities for growth in an organization and are more involved in planning and implementing any changes for growth in the organization. **More positive responses on meaning of 'work' might be expected from employees at higher hierarchical levels.**

#### 4.3.5 LEVELS OF MANAGEMENT AND EDUCATION

46% respondents belong to Junior Management Group (Table 8); 41% to Middle Management, 12% to Senior Management and rest 1% to Top Management group respectively.

**For purposes of this study, the data on levels of management is classified in two categories-Junior management executives (comprising of Junior and middle level executives) and Senior management executives (comprising of senior and top management levels of executives).**

64% respondents are graduates, 31% post- graduate and 5% having other qualifications. 50% graduates are in Junior Management Level whereas 29% graduates are having 1 year to 5 years of working experience. 40% post graduates

and 28% other qualification holders are at Junior Management Level (Tables 9 ,10,11).

#### 4.4 DATA RELIABILITY AND VALIDITY

Table -2 presents the averages of the responses given for each statement by the respondents, the standard deviation and coefficients of variations.

##### 4.4.1 Sampling adequacy of individual variables

The sampling adequacy predicts if data are likely to factor well based on correlation. The Kaiser-Meyer-Olkin measure of sampling adequacy (MSA) establishes that data is adequate for factor analysis if the measure is **greater than 0.50** for each individual variable as well as the set of variables. The variables that do not have an MSA of 0.50 or greater **are removed from the analysis**; one at a time, until for all the variables and the overall MSA comes above 0.50. This condition also tests that the variance of each variable is accounted for mostly by common factor and is directly related to sampling adequacy. The Kaiser-Meyer-Olkin measure of sampling adequacy is an index for comparing the magnitudes of the observed correlation coefficients with the magnitudes of the partial correlation coefficients. **Large values for the KMO measure indicate that a factor analysis of the variables will be a good idea.**

Another indicator of the strength of the relationship among variables is Bartlett's test of sphericity which is used to test the null hypothesis that the variables in the population correlation matrix are uncorrelated. The observed significance level is (p) < .001.

Table - 12 KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.921
Bartlett's Test of Sphericity	Approx. Chi-Square	5260.972
	Degree of freedom-d.f.	351.000
	Sig.	0.000

The overall MSA for the set of variables included in the analysis is 0.921 (Table – 12) which exceeds the threshold value of 0.50 for overall MSA- **indicating sampling adequacy**. From the above table, we can also see that the Bartlett's test of sphericity is significant. That is, its associated probability is less than 0.05 (i.e. 0.000). This means that the correlation matrix is not an identity matrix. **It is concluded that the strength of the relationship among variables is strong and hence a factor analysis is done for the data.**

#### 4.5 ELIMINATION OF VARIABLES

Before proceeding with detailed analysis, it is desirable to weed-out those variables having variance greater than 40% (depicting an unsure response) for the reasons of capturing only meaningful essence of the response.

The distribution of responses with high co-efficient of variation reflects that current managerial thinking on certain variables is unsure. This also makes the task of formulating appropriate organizational response to address those dimensions of 'work' that much more difficult.

Accordingly, the variables-V20 (CV=55.96%), V25 (CV=53%), V28 (CV=50.91%), V31 (CV=43.24%) and V32 (CV=53.36 %)—are removed for purposes of factor analysis.

However, these would be useful for inter-variable comparison of 'meanings' using t-test to understand differences in perception of Indian executives—with differentiating attributes of gender, age, sector, hierarchy and length of work-experience on variables signifying meaning of 'work'.

From Table-2 it is evident that majority responses to several meaning- of-work variables by the respondents are in affirmative (agreement)—30% and more for Agree (6) or Strongly Agree (7).

The Coefficient of variation is used to measure the consistency of the responses across all the 32 variables. The high percentage of CV reflects divergence among the responses within these variables.

The variables where co-efficient of variation are high (exhibiting distributed agreement and disagreement) are as follows:

V 20 Work makes life more monotonous and boring. (Mean=3.34)

V25 Work gives me power and authority to influence others. (Mean=3.86)

V28 Work creates jealousy and hatred among people. (Mean=3.58)

V 31 Work creates stress in life. (Mean=4.11)

V32 Work disturbs mental peace in life. (Mean=3.38)

The analysis of these statements is worthy of further exploration and would in itself throw-up interesting variations—if any—that may exist between sectors (public vs. private) and genders (male vs. female executives) and age (personality type) of individual respondents.

#### 4.6 PRINCIPAL COMPONENT ANALYSIS (PCA)

**The entire data is used for PCA.** Principal component analysis is normally conducted in a sequence of steps; **the steps followed are delineated below.**

The principal component analysis is a simple mathematical construct using correlation matrix of all variables. The first component can be expected to account for a fairly large amount of total variance. Each succeeding component will account for progressively smaller amount of variance (Kim and Muller 1978).

The out-put using Minitab-14 and SPSS-17 software packages provide the Eigen-values after the analysis. The selected values are tabulated in Table -13.

##### **Step 1: Initial Extraction of the Components**

The number of valid cases for the 27 variables (after dropping five variables as above) is 668. The ratio of cases to variables in principal component analysis should be at least 5:1. With 668 cases and 27 variables, the ratio of cases to variables is nearly 25:1, which **far exceeds the requirement** for the ratio of cases to variables.

The Eigen-value<sup>111</sup> for each component is also tabulated at the bottom of the column. Each column in the table presents information about the component. The column headed “PC1” provides information about the first component extracted, the column headed “PC2” provides information about the second component extracted, and so forth.

The **first principal component** has Eigen-value 7.95 and accounts for 29.5% of the total variance. The coefficients listed under PC1 will provide the principal component scores.

The **second principal component** has Eigen value 1.45 and accounts for 5.4% of the data variability. It is calculated from the original data using the coefficients listed under PC2.



Together, the **first six principal components** represent **52.0%** of the total variability of data.

Thus, most of the data structure can be captured in two or three underlying dimensions. The remaining principal components account for a very small proportion of the variance and can be treated to be less important.

### **Step 2: Determining the number of meaningful Components to retain**

In general, only first few components are truly meaningful and worthy of being retained for rotation and interpretation because these first few components will account for meaningful amount of variance and that the later components will tend to account for only trivial variance.

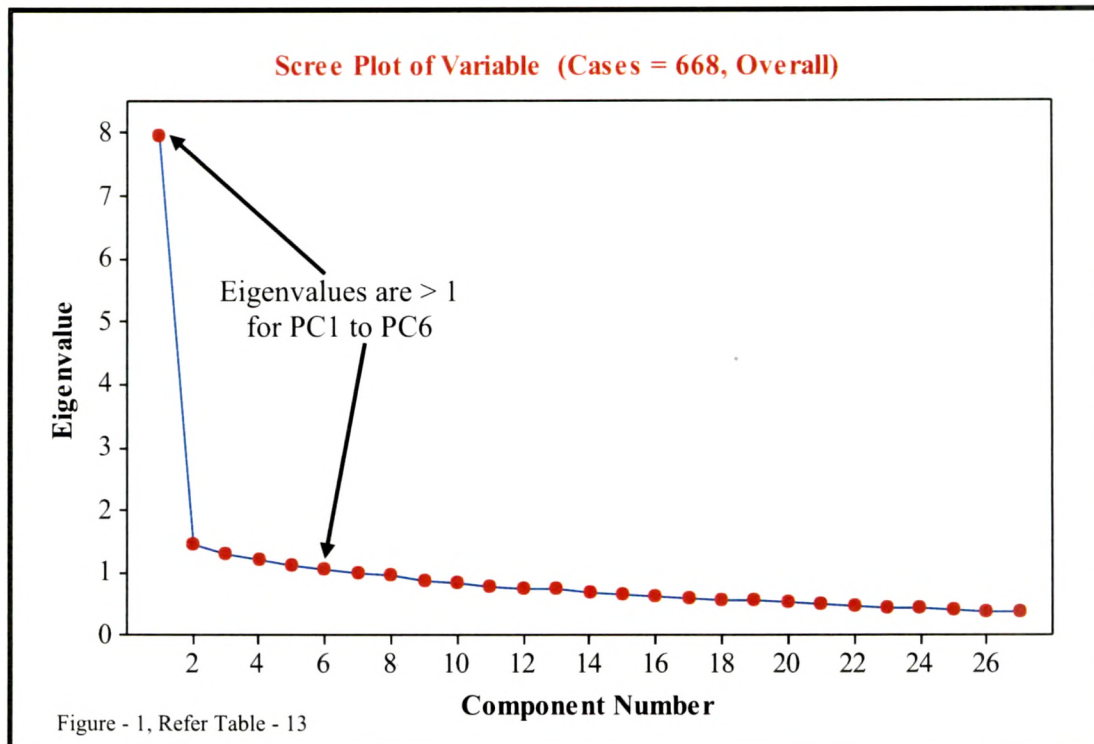
There are four different criteria that can be used in making the decision to determine meaningful components for interpretation. These are:

- the Eigen value (greater than one) criterion,
- the Scree test,
- the proportion of variance accounted for; and
- the interpretability criterion.

The Eigen values for the current analysis are presented in Table – 13 and only first six values i.e. 7.95, 1.45, 1.29, 1.20, 1.11 and 1.03 respectively are tabulated from the statistical output as these six components demonstrated Eigen-values greater than 1.0, which leads us to retain them and take it forward for interpretation. The two next components PC7 (Eigen-value 0.98) and PC8 (Eigen-value 0.93) are dropped (though they are having Eigen-values fairly close to 1.00) in preference to more deserving ones. In this situation the Eigen value-equal to or greater-than-one criterion is used and only six components are retained.

**The Scree test** - The Scree test demonstrates a point at which the plot of Eigen-values changes the direction from vertical to horizontal. The judgment is somewhat subjective and open to interpretation with this test (Cattell, 1966). The plot of Eigen-values associated with each component is shown in Figure-1. A “break” between the components with relatively large Eigen-values and those with small Eigen-values is marked on the graph. These are assumed to be meaningful and retained for rotation; those appearing *after* the break are assumed to be unimportant and are not retained.

The Scree test is expected to provide reasonably accurate results provided the sample is large (over 200) and most of the variable communalities are large (Stevens, 1986).



### Step 3: Rotation to a Final Solution

**Factor patterns and factor loadings** - The entries in the matrix are *factor loadings*. A **factor loading** is a general term for a coefficient that appears in a factor pattern matrix or a factor *structure* matrix (Table – 14). The rows for observed variables intersect with first column for factor F1. The correlation between V1 and the first component (factor) is 0.535; the correlation between V2 and the first component is 0.448 and so forth.

**Communalities** represent the proportion of the variance in the original variables that is accounted for by the factor solution. The factor solution should explain at least half of each original variable's variance, so the communality value for each variable should be 0.50 or higher. In the Table – 16, communality values less than 0.50 are highlighted and at first iteration variables V3, V8-V12, V14, V16, V21 and V27 having communalities less than 0.50 are selected for removal.

The software subsequently extracted and produced **communalities** in which all the variables have the required minimum value of 0.50.

**Table 14: Factor Analysis (cases = 668) – Before Rotation**

<b>Var. No.</b>	<b>Question</b>	<b>F1</b>	<b>F2</b>	<b>F3</b>	<b>F4</b>	<b>F5</b>	<b>F6</b>	<b>Communi- -nality</b>
<b>V1</b>	Work gives me mental satisfaction.	<b>0.535</b>	-0.133	0.021	-0.218	-0.437	0.096	<b>0.552</b>
<b>V2</b>	Work provides an opportunity for living a peaceful life.	0.448	0.040	0.162	-0.372	0.462	-0.153	<b>0.604</b>
<b>V3</b>	Work helps in achieving the life goals and objectives.	<b>0.571</b>	-0.177	0.016	-0.034	0.272	0.244	0.493
<b>V4</b>	Work helps in higher achievements.	<b>0.628</b>	-0.178	-0.276	-0.003	0.023	0.036	<b>0.504</b>
<b>V5</b>	Work provides the way to contribute to society.	<b>0.517</b>	0.190	0.389	-0.357	-0.145	0.129	<b>0.620</b>
<b>V6</b>	Work helps in achieving the social recognition.	<b>0.520</b>	0.319	-0.003	-0.159	-0.091	0.325	<b>0.512</b>
<b>V7</b>	Work helps in gaining the materialistic benefits in life.	0.401	-0.215	-0.462	0.159	0.365	0.288	<b>0.662</b>
<b>V8</b>	Work provides an opportunity for continuous improvement.	<b>0.544</b>	-0.404	0.013	-0.074	-0.107	-0.128	0.492
<b>V9</b>	Work gives chance to apply my skills and knowledge.	<b>0.548</b>	-0.379	0.129	0.070	-0.104	0.062	0.481
<b>V10</b>	Work helps in social interaction and developing new friends.	<b>0.586</b>	0.130	-0.165	-0.050	0.030	-0.066	0.395
<b>V11</b>	Work is a real joy in the life.	<b>0.581</b>	0.100	0.217	0.034	-0.061	0.171	0.429
<b>V12</b>	Work helps in realizing the creative talent in me.	<b>0.607</b>	-0.024	0.079	-0.079	-0.264	0.068	0.455
<b>V13</b>	Work helps in keeping me physically and mentally agile.	0.493	0.003	0.359	-0.112	0.358	-0.376	<b>0.653</b>
<b>V14</b>	Work helps me in acquiring more knowledge and competencies.	<b>0.586</b>	-0.163	0.251	0.089	0.165	0.114	0.481
<b>V15</b>	Work helps in managing time for varieties of things.	<b>0.545</b>	-0.210	0.420	0.296	-0.053	0.072	<b>0.612</b>
<b>V16</b>	Work makes me a committed and devoted person.	<b>0.574</b>	0.250	0.034	-0.001	0.097	-0.011	0.403
<b>V17</b>	Work provides opportunity to work with others in a team.	<b>0.627</b>	-0.046	-0.280	0.070	0.112	0.210	<b>0.535</b>

...contd

(Table-14 continued)

Var. No.	Question	F1	F2	F3	F4	F5	F6	Communality
V18	Work is an important phase in my life.	0.596	0.098	-0.173	-0.214	-0.288	-0.023	0.524
V19	Work is a motivation and energy for life.	0.616	0.027	-0.300	0.015	-0.070	-0.331	0.584
V20	Work makes life more monotonous and boring.	< --- Omitted in calculation --- >						
V21	Work is worship for me.	0.481	-0.049	0.091	0.015	0.181	0.216	0.322
V22	Work is a big challenge and responsibility.	0.585	0.411	-0.162	0.036	0.027	0.054	0.542
V23	Work provides an opportunity for self-expression.	0.548	0.028	-0.148	0.058	0.004	-0.465	0.542
V24	Work brings discipline in life.	0.605	0.281	-0.107	-0.042	-0.100	-0.196	0.507
V25	Work gives me power and authority to influence others.	< --- Omitted in calculation --- >						
V26	Work helps me in fulfilling my dreams in life.	0.474	-0.183	-0.017	0.477	-0.242	-0.087	0.552
V27	Work makes people more competitive and challenge seeking.	0.507	0.006	-0.215	-0.155	0.046	-0.030	0.330
V28	Work creates jealousy and hatred among people.	< --- Omitted in calculation --- >						
V29	Work makes weak people susceptible to exploitation.	0.105	0.648	0.091	0.454	0.046	0.117	0.660
V30	Work brings people together.	0.575	0.049	0.185	0.442	0.022	-0.190	0.599
V31	Work creates stress in life.	< --- Omitted in calculation --- >						
V32	Work disturbs mental peace in life.	< --- Omitted in calculation --- >						
Variance		7.953	1.451	1.290	1.205	1.113	1.034	14.045
Variability %		0.295	0.054	0.048	0.045	0.041	0.038	0.520

#### Step 4: Interpreting the Rotated Solution

The interpretation of the rotated outcome (Table – 16) essentially will reflect what is measured by each of the retained components. This involves identification of the variables that demonstrate high loadings for a given component and determining what these variables have in common.

How large a factor loading should be is to be decided. Stevens (1986) mentioned some issues relevant to this decision and provided guide lines for testing the statistical significance of factor loadings. In the present study a loading is considered to be *large* if its absolute value exceeds **0.35 (+)**.

There are different methods of rotations. We have used **varimax rotation**. A varimax rotation is an orthogonal rotation for un-correlated components. This rotation maximizes the variance of a column of the factor pattern matrix.

**Table 16: Factor Analysis (cases = 668) – After Rotation (Varimax)**

Var. No.	Question	F1	F2	F3	F4	F5	F6	Comm- unality
V1	Work gives me mental satisfaction.	.272	.580	.256	.067	-.087	-.252	0.552
V2	Work provides an opportunity for living a peaceful life.	.182	.160	.036	.206	.705	-.064	0.604
V3	Work helps in achieving the life goals and objectives.	.068	.229	.265	.532	.285	-.045	0.493
V4	Work helps in higher achievements.	.419	.199	.228	.467	.044	-.130	0.504
V5	Work provides the way to contribute to society.	.063	.687	.148	.048	.345	.028	0.620
V6	Work helps in achieving the social recognition.	.152	.596	.015	.264	.073	.241	0.512
V7	Work helps in gaining the materialistic benefits in life.	.164	-.093	.077	.788	-.019	-.006	0.662
V8	Work provides an opportunity for continuous improvement.	.314	.189	.405	.186	.130	-.377	0.492
V9	Work gives chance to apply my skills and knowledge.	.143	.237	.529	.242	.081	-.242	0.481
V10	Work helps in social interaction and developing new friends.	.459	.260	.107	.268	.160	.090	0.395
V11	Work is a real joy in the life.	.127	.445	.353	.179	.177	.166	0.429
V12	Work helps in realizing the creative talent in me.	.288	.497	.325	.123	.044	-.056	0.455
V13	Work helps in keeping me physically and mentally agile.	.260	.044	.277	.014	.712	.006	0.653
V14	Work helps me in acquiring more	.061	.228	.475	.307	.325	.013	0.481

	knowledge and competencies.							
V15	Work helps in managing time for varieties of things.	.011	.219	.719	.108	.181	.050	0.612
V16	Work makes me a committed and devoted person.	.328	.301	.161	.204	.271	.252	0.403
V17	Work provides opportunity to work with others in a team.	.319	.230	.191	.582	.033	.058	0.535

...contd

Table-16 continued)

Var. No.	Question	F1	F2	F3	F4	F5	F6	Comm- unality
V18	Work is an important phase in my life.	.491	.502	.079	.141	-.011	-.069	0.524
V19	Work is a motivation and energy for life.	.708	.115	.169	.183	.085	-.030	0.584
V20	Work makes life more monotonous and boring.	< --- Omitted in calculation --- >						
V21	Work is worship for me.	.037	.243	.252	.373	.233	.067	0.322
V22	Work is a big challenge and responsibility.	.432	.346	.039	.272	.112	.384	0.542
V23	Work provides an opportunity for self-expression.	.666	.004	.226	.046	.213	-.005	0.542
V24	Work brings discipline in life.	.572	.323	.114	.080	.153	.181	0.507
V25	Work gives me power and authority to influence others.	< --- Omitted in calculation --- >						
V26	Work helps me in fulfilling my dreams in life.	.329	.022	.622	.123	-.194	.064	0.552
V27	Work makes people more competitive and challenge seeking.	.394	.236	.031	.307	.142	-.065	0.330
V28	Work creates jealousy and hatred among people.	< --- Omitted in calculation --- >						
V29	Work makes weak people susceptible to exploitation.	.046	.053	.083	-.028	-.048	.803	0.660
V30	Work brings people together.	.342	.027	.602	.080	.171	.289	0.599
V31	Work creates stress in life.	< --- Omitted in calculation --- >						
V32	Work disturbs mental peace in life.	< --- Omitted in calculation --- >						
Variance		3.137	2.745	2.704	2.331	1.746	1.382	14.045
Variability %		0.116	0.102	0.100	0.086	0.065	0.051	0.520

**Repeat the process for the remaining variables** – The procedure is repeated after taking out the variables that load on more than one component. In this analysis, at different stages (iterations) some of the variables that have high loadings on more than one component are dropped.

**Review all of the surviving variables** with high loadings on only one component to determine the nature of this component.

**Table 17: Factor Analysis (cases = 668) – After Rotation (varimax) - Final**

Var. No.	Statement	F1	F2	F3	Comm- unality
V2	Work provides an opportunity for living a peaceful life.	-0.116	0.734	0.280	0.631
V5	Work provides the way to contribute to society.	0.263	0.680	-0.079	0.538
V7	Work helps in gaining the materialistic benefits in life.	0.057	-0.003	0.885	0.786
V13	Work helps in keeping me physically and mentally agile.	0.224	0.719	0.053	0.570
V15	Work helps in managing time for varieties of things.	0.712	0.300	0.061	0.601
V17	Work provides opportunity to work with others in a team.	0.315	0.189	0.675	0.590
V26	Work helps me in fulfilling my dreams in life.	0.798	-0.093	0.130	0.662
V30	Work brings people together.	0.643	0.265	0.194	0.521
Variance		1.792	1.723	1.384	4.898
Variability %		.224	.215	.173	.612

**Table – 17 A: Reliability Test-Cronbach alpha- (Overall – Cases = 668)**

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
V2	40.25	28.523	0.333	0.171	0.690
V5	40.01	28.309	0.369	0.207	0.682
V7	40.49	28.028	0.278	0.167	0.707
V13	40.25	27.508	0.421	0.246	0.671
V15	40.35	26.125	0.493	0.297	0.654
V17	40.07	27.022	0.457	0.249	0.663
V26	40.07	28.394	0.353	0.210	0.685
V30	40.05	26.999	0.484	0.275	0.658

After the last of iterations the **three** components in the analysis had more than one variable loading on each variable. The communalities for all the variables included on the components were greater than 0.50 and all the variables had simple structure. The Cronbach alpha values (ranging between 0.654 and 0.707) exhibit reliability of the factors.

**This shows that the principal component analysis is complete.**

The three components **explain 61.2% of the total variance** in the variables which are included in all the components.

- **First** component includes the variables V15, V26 and V30 ;
  - Work helps in managing **time for varieties** of things.
  - Work helps me in **fulfilling my dreams** in life.
  - Work brings **people together**.
- **Second** component includes variables V2, V5 and V13 ;
  - Work provides an opportunity for **living a peaceful life**.
  - Work provides the way to **contribute to society**.
  - Work helps in keeping me **physically and mentally agile**.
- **Third** component includes variables V7 and V17 respectively;
  - Work helps in gaining the **materialistic benefits in life**.
  - Work provides opportunity to **work with others in a team**.

These variables capture meaning which Indian executives assign to 'work'. Statistical analysis has helped in their identification out of a large number of such variables and also to an extent prioritized them. In order to develop meaningful constructs to enhance relevance of the analysis for managerial decision-making in organizational context we need to re-group them.

Broadly speaking, in the context of human existence and life, above variables reflect the needs in following areas:

- Fulfillment of life's purpose- missions, ambitions, aspirations and dreams (may be materialistic benefits, mental and physical agility to enjoy those benefits or meta-physical pursuits) to signify a meaningful existence. (V7, V26,V13)
- Deriving satisfaction, happiness or pleasure while discharging various roles in life –be they personal, familial, organizational, social, national or global- by maintaining an inter-personal or social connect and becoming and remaining



meaningful and relevant identity for family, organization and society at large.  
(V5,V17, V30)

- Experiencing peace of mind (enjoying undisturbed or peaceful existence) where time does not become a burden but a source of variety and meaningful change.  
(V2, V15)

#### **4.7 CHRISTENING THE COMPONENTS**

It is desirable to name these components in as broad a manner as possible so that the substantive meaning is captured without getting into the difficulty of overlap on causal linkages. This is to facilitate understanding of the meaning in order to make it relevant and promote better appreciation of issues involved and making them relevant and meaningful for managerial and organizational decision-making specially from the perspective of development of human resource management policies, systems and processes and leadership issues. This could be done after the conceptual understanding is developed on the variables identified.

#### **4.8 MEANING OF 'WORK'**

The purpose of this analysis was to **empirically** study the factors that significantly reflect the Indian Executives' view on 'meaning' assigned by them to the concept of 'work'. The factor analysis helps in deciphering meaningful constructs that constitute and explain this understanding.

Each one is in perpetual search of a 'meaningful' existence. So are Indian executives. The meaning which Indian executive assigns to 'work' has an important connect with the organization, its culture and strategies for managing. These are discussed below. In doing so, it is pertinent to state that while empirically factors could be identified with the help of statistical tools, it is equally tedious but necessary to fathom reasons which lead to existence of these thought processes in the minds of Indian executives as then only it could be helpful for deciding policies and processes to address issues of organizational importance. This obviously requires articulation of the context and assumptions that characterize modern day executives<sup>112</sup>.

Given the aforementioned broad analysis, it would be safe to state that Indian executives favour and give importance to following issues while assigning meaning to 'work':

**Variety of Roles and Time management:**

Indian executive is continuously engaged in managing diversity of his role-obligations-be they organizational, familial or social. Variety thus is in-built into his very existence. He attaches great significance to this aspect of his work. Indian social and cultural context—that he is a part of—impacts on his thinking and action.

From the perspective of **employee engagement** it holds an important clue that apart from money that he may need, it is ‘**time**’ that also is important to him for fulfilling his various roles and attendant responsibilities. A trade-off between ‘leisure’ and ‘work’ thus is more relevant and meaningful for him.

Time is a resource which is equally available to all. Meaningful utilization of time is another way of defining work. **Search of variety while utilizing time** is to make life exciting and more enjoyable and truly meaningful. No one wants to live in an environment filled with boredom and hence one seeks enrichment through variety.

Search of ‘variety’ could also mean search of ‘purpose’ in life. Boredom, stress and disturbance in work-life balance are apparently to be handled through effective time management. Time also is critical while handling responsibilities of various roles that an individual is required to perform.

Organisations would, therefore, be required to factor in this aspect of meaning of work while designing organizational systems and processes. It is not un-common to see executive burn-out and attrition in those organizations which are only task-focused, unmindful of striking a balance and providing space for work-life balance so vitally needed for sustainability of executives in their organizations. The data-analysis leads to establishing its significance in case of Indian executives.

**Dreams (aspirations):**

These signify individual’s hopes, aspirations and ambitions. These give direction to his pursuits. Dreams become drivers. Dreams reflect ‘purpose’ of life and even give meaning to one’s existence. No wonder this aspect is so integrally linked with ‘search of variety in life’.

In the context of an organization, establishing congruence between individual’s dreams and organization’s dreams therefore becomes extremely important from the perspective of delivering performance and pursuit of excellence (March & Simon, 1958).

'Purpose' thus becomes meaning of 'work'. Providing a sense of 'purpose', to executives, with which they could relate, becomes important motivator by itself in an organizational context. It is one thing to write 'mission' statements in organisations but getting executives committed to the same is an altogether different and quite often arduous phenomenon.

The case of Indian executives, as revealed through this study, is eminently displaying that organizational 'purpose' has to get intertwined with 'dreams' of executives for extracting their commitment to the organisation. The establishment of congruence of 'purpose'(goal) thus almost becomes a pre-condition of success and organizational sustainability in Indian context.

### **Togetherness:**

Indian executives lay great emphasis on togetherness. The Indian cultural context forces them to remain a family and social man. The impact of traditions and customs of Indian civilization where festivity and funerals get attention with same fervor and fetish are clearly reflected through this variable as executives would like this to be a significant dimension of their 'meaningful' organizational, family and social existence.

Organisations thus may have to establish a culture of 'celebration' in order to enhance engagement of executives. There are examples in India where organizations have integrated this process of celebrating occasions, events and successes (for example achieving milestones on project execution) with their employee welfare or affirmative-action strategies to promote spirit of team-work.

Security needs of individuals also get fulfilled through togetherness. Joint-family system (though slowly crumbling with urbanization and nuclearisation of family) acted as a medium of social security and perhaps in the absence of any viable alternative, Indian executive seeks to get this need fulfilled by his felt-need of 'inclusion' by seeking 'togetherness' at work-place.

It could also get reflected in managerial decision-making process where assumption of responsibility could drift away from an individual's domain to 'collective domain' and executives would like to have views of others too before taking decision.

Assertiveness, thus, may not be a dominant trait of Indian executives. He wishes to please everyone and annoy none. He may say 'yes' and still not do the job or may not get the job done. They may be continuously on the look-out for endorsement and support of their actions and decisions by their superiors or peers.

'Ownership' of consequences of the decision, thus, may not be portrayed. It could again get support from the family and social structure of Indian society where right from childhood, dependence and endorsement from parents forms a critical input in personal up-bringing and decision making. This gets carried right through work-life.

Togetherness—for seeking social approvals of one's actions-- therefore makes an important meaning of 'work' for Indian executives.

#### **Peace in life:**

It is again evident and clear that Indian executive considers peace in life as one important component of 'work'. This is ultimate pursuit of Indian executive. Peace and happiness are interrelated. Stress is absence of peace.

It is easy to notice cases where executives change jobs on the grounds that they are not in a position to derive 'peace of mind' out of their work or work place (organization). The sources of disturbance could be many. It could vary from lack of challenging assignment to an irritating boss at work place to lack of hygiene factors to sickness of a family member to schooling difficulties of one's kid to lack of growth opportunity or elevation in organisation.

#### **Physical and mental agility:**

'Health is wealth'. Health has been considered as one of the most important gifts that one could look from providence<sup>113</sup>. A disturbed health condition of self or family-member is an important source that definitely disturbs mental peace and that of life. Fossilised existence does not carry any great thrill in life. Indian executive is greatly concerned on this aspect of his life.

The work-place stress also demands attention in this regard for effective coping with these challenges. Organisations in India run extensive training programmes to educate employees on the aspect of leading a healthy life. Indian executive appreciates importance of remaining mentally and physically agile. Whether he pursues action in this regard or not is another matter. Some organizations carry out periodic medical examination of executives and provide feed-back to individuals with suggestions from

expert medical professionals. Some organizations use this data while considering placements on critical roles.

### **Contribution to society:**

Search of a meaningful existence brings Indian executive to altruistic domain of making contributions to society through the medium of 'work'.

This again has deep roots in the cultural context of the country and society which holds and promotes altruism through its ancient history and detests selfishness. Stories and fables that eulogize self-sacrificial instincts in human beings are an important part of Indian folklore. Indian model of leadership places premium on 'selflessness' in leaders' conduct and behavior and rejects those falling short of expectations on this score.

The belief in 'Theory of Karma' is prominently visible in this dimension. An Indian executive therefore seeks fulfillment of his life and work if he gets an opportunity and discharges his 'obligation' towards society. This situation is in conflict with the present day environment of competition which draws people away from 'altruism'.

### **Material benefits:**

In the current context of India making significant strides in economic development (logging nine percent annual growth in GDP when economies of developed world are languishing and are afflicted with business bankruptcies in the wake of economic crises), it is hard to imagine that material prosperity will not figure in as an important dimension of 'work' in life and minds of Indian executives. Perhaps this is most significant dimension and is confirmed by analysis. Materialistic pursuits in organizational and personal life thus typify 'work' for Indian executives. Organisations lay great emphasis on material compensation and benefits for employees only for the reason that this is an area which if ignored could invite serious troubles. Acquisition of material wealth, since time immemorial, has been pursued to help create physical well-being and comfort and also gain power in society. 'Artha' is one of the four 'purushartha'(endeavour).

Economic well-being is an important dimension of 'work' and acts as a means to achieve 'peace'. Globally the economic compulsions of nations are deciding their political alignments and even ideologies. Executives in India also consider material well-being as an important element of 'work'. Current economic crisis in Europe,

USA and other countries testifies how economic well-being is important for political and social stability.

#### **Team-work:**

The importance of team-work for performance and success is recognized by Indian executives. Exposures to modern management practices make him recognize the importance of this dimension. Individually, each one may be striving for 'perfection' in one's job but collective effort leads to 'excellence'. However, given the frequency and intensity with which team-building training programmes are run in Indian organizations (practically every company's training calendar has this agenda on top), it is clear that while the Indian executive values team-work at thought-level, he is yet not an active partner in team-working process.

That team-work is a necessary ingredient of 'work'-which is recognized as such- is depicted clearly by the present study<sup>114</sup>.

The above factor analysis presents a composite picture of meaning of 'work' as shown by the data analysis of **all** respondents.

It is indeed difficult to find a few words which could sufficiently and accurately capture above dimensions. The literature surveyed --mostly Indian texts--helped in the process besides detailed discussions that were held in informal settings and seminars with over 500 executives (not necessarily the respondents to questionnaire).

**It seems life aspirations revolve around 'SAMMRIDDHI, SUKH and SHAANTI'. These are the three words (and could be considered as factors) which holistically capture the variables that reflect Indian executives' thinking on 'work'**<sup>115</sup>.

#### **4.9 WORK, DEMOGRAPHY AND INDUSTRIAL SECTOR (PUBLIC vs. PRIVATE SECTOR):**

We now examine the differences or commonalities that may exist in respect of the variables of the factors identified through above analysis by comparing the variances and their significance as obtained from data for various genders, age-groups, hierarchical levels and PUBLIC and PRIVATE sector executives.

The population surveyed is a part of Indian society. The societal values should be impacting minds of individual executives in a similar vein as of citizen.

**Thus in order to gain an insight into differentials that may exist, we begin with the initial hypotheses (Null hypotheses) that:**

- (a) There is no significant difference in the perception on meaning of 'work' between public and private sector executives.
- (b) There is no significant difference in perception on meaning of 'work' between male and female executives.
- (c) There is no significant difference in perception on meaning of 'work' between young (less than or equal to 35 years of age) and old executives (more than 35 years of age).
- (d) There is no significant difference in perception on meaning of 'work' between 'experienced' (less than or equal to 15 years of experience) and 'more experienced' (more than 15 years of experience) executives.
- (e) There is no significant difference in perception on meaning of 'work' between Junior and Senior management executives.

Table-17 depicts factors identified. It is seen there from that following pattern emerges:

Factor 1(Overall)

V 15 Work helps in managing time for a variety of things.

V26 Work helps me in fulfilling my dreams in life

V30 Work brings people together

The longing to be able to manage time and add variety to one's life is a significant driver or motivation to work. It also reflects the changing aspirations and dynamism that life has for each one of us. The growth of an individual is accompanied with his dreaming of future ambitions and aspirations –be they materialistic or spiritual and physical or meta-physical. Fulfillment of dreams shows fulfillment in life-or thus it may seem. This is in conformity with achievement motivation (McClelland, 1965). Indian executives are not unaffected by social affiliations because togetherness is a significant dimension of meaningful social existence manifested through work.

The degree of agreement on these dimensions that exists between Public and Private sector executives and other dimensions stated above needs to be examined to explore if they show any patterns that may have managerial significance.

- It is interesting to observe (confirmed through T- test as well-that the difference is **significant**) that public sector executives agree to a **higher** degree as compared to their counterparts in private sector on **all of the above three aspects** of work namely, managing time and variety of things to be attended, fulfillment of life-dreams and developing togetherness at work place. It is also possible to visualize a psychological paradigm of deficiency that may be pervading in the minds of public sector executives as compared to private sector executives on these dimensions of work and thus **higher** agreement reflects this mind-set.

**Higher the degree of agreement with a variable, stronger may be the psychological or experienced deficiency (felt need) on that dimension.**

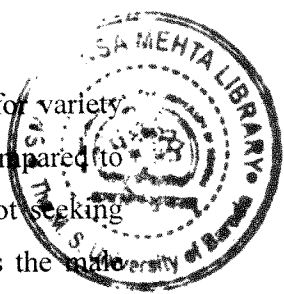
**Alternatively, it could also mean strong existence of that variable in a given system. Either one is already living 'this way' (focused on time, dreams and togetherness) or one wishes to live that way.**

- In any case this significant difference between public and private sector executives' perception may lead to following shift in organizational policies that address issues of ways and means of providing meaningful and varied challenges in work, developing and implementing strategies (not necessarily only salary and benefits) to help achieve one's aspirations and a meaningful and socially relevant life at work.
- **One way to look at this analysis is to say that these dimensions are relatively addressed to a greater extent in public sector than private sector enterprises.**

The systems, processes and policies of Public sector in India lay great emphasis on integrated and holistic development of individuals and society (reflected in basic tenets of foundation of PSEs and as could be seen in their CSR policies) and therefore it is not unusual to get this result reflected through the empirical data.

The Private sector enterprises of India lay greater emphasis on profit maximization as compared to building teams through conscious efforts on organization and societal development.



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- **Male** executives have given **higher** weightage to 'managing time for variety of things' and 'fulfillment of dreams in life' through 'work', as compared to **female** executives. This could mean that female executives are not seeking career 'to fulfill dreams in life' through 'work' to same degree as the male executives do. This could also mean that Indian women executives have chosen not to distance themselves from their familial roles.
  - **Older executives**- as compared to younger executives- have laid **greater emphasis** on managing time for a variety of things, fulfillment of dreams in life through work and believe that it brings people together. **Similar** perception is shared by '**more experienced**' executives as compared to 'experienced' group. **Senior management** executives also reflect the same significant difference in perception as compared to junior management executives.
  - Age, experience and hierarchy being strongly correlated, the above result is understandable.
  - Thus, as in case of female executives, younger executives also appear to be lacking long term-focus on their career and the objectives they wish to achieve through 'work' as compared to older executives. The 'short-termism' is clearly manifested in case of younger executives' perception and meaning that they assign to 'work'.
  - No wonder organizations in India are currently facing 'retention of talent' as one of the key organizational sustainability issues. There are organizations where young engineer and management trainees have average longevity of less than two years.

#### Factor 2 (Overall)

V2 Work provides an opportunity for living a peaceful life

V5 Work provides the way to contribute to society

V 13 Work helps in keeping my-self physically and mentally agile.

- Both Public and Private sector executives have **no significant** difference in perception on the aspect of work providing an opportunity for living a

peaceful life. Null hypothesis is accepted in this case. Both groups share the same perception.

- However, on other two variables -namely, work providing the way to contribute to society and that it helps in keeping oneself mentally and physically agile- the **differences are statistically significant** and Public sector executives have shown **higher degree of agreement** with these statements as compared to Private sector executives.

Public sector executives in India mostly identify themselves as being part of a conscious process of social development (through various judicial pronouncements of Supreme Court of India, the public sector units are categorized as an 'extended arm' of the Government and thus obligated to render public service as laid under Constitution of India-Article 12) and this constitutes an important aspect of their lives which gives meaning or content to whatever they do during their professional career and pursuits. Such identification by private sector executives with any larger 'purpose' of 'existence' and 'work' (for society) is obviously manifest to a **lesser** degree in absence of any such enabling factors.

- Similarly, the public sector practices in India in respect of giving importance to physical and mental development of human resources by virtue of promoting sports, art and culture and making them integral part of their policies in this regard go to explain this difference which has been observed and gets established empirically. Conversely, it may also reflect relative absence of importance and existence of these facilities and policies in Private sector enterprises as part of employee entitlement, empowerment and development.
- **Executives-Young and Old, experienced and highly experienced and junior and senior management groups-all alike perceive that work provides an opportunity for living a peaceful life.**

**Null hypothesis (there is no significant difference in thinking on this dimension of work between young and old, experienced and highly**

experienced and junior and senior management groups of executives) is valid in these cases.

➤ *Craving for 'peace' in life thus emerges as an unequivocal need of executives of all hues.*

- **Male** executives perceive **more strongly** that work provides the way to contribute to society, as compared to **female** executives.

The emphasis on materialistic benefits by female executives (as observed from data) also signifies that money and other material benefits as retention compensation would find greater acceptance with female executives as compared to male executives. The facilitating environment to altruism may not find acceptance with female executives relatively as for males.

- Old, high-experienced and senior executives similarly show **higher** degree of agreement on this dimension of work i.e. 'providing way to contribute to society' as compared to young, experienced and junior executives.

*The generation gap in thinking is thus visible in the relative degree of belief on this aspect of work (providing way to contribute to society).*

- On the aspect of **mental and physical agility**, there is a **significant difference** in perception of public sector executives who lay greater emphasis on this aspect of work and private sector executives agree to a lesser degree on this variable. The general emphasis on sports and medical care by public sector organizations in India and various training and social programmes being organized as stress-busters even for families (creating better work-life balance) may be one important contributor in developing this perspective.

There is **no significant difference** in perception on this count (Null hypothesis) between young and old, experienced and highly experienced and junior and senior management executives.

➤ *Health is thus a variable equally emphasized by executives of all ages and strata.*

Null hypothesis is valid in this case.

### Factor 3 (Overall)

V 7 Work helps in gaining materialistic benefits in life

V 17 Work provides opportunity to work with others in a team

- Though public sector executives have shown marginally higher degree of agreement (as compared to private sector executives) on 'work' helping in gaining materialistic benefits in life, the difference is **not** statistically 'significant'.

➤ **Executives from both these sectors thus equally (null hypothesis) consider this variable (gaining materialistic benefits in life) as important while defining 'work'.**

- **Female executives** feel more strongly as compared to male executives that work helps in gaining **materialistic benefits** in life.

Since the study does not capture data from females who are engaged in non-executive (including home and domestic pursuits) roles, it is difficult to generalize that female, in general, in India are more materialistic than male executives are. Intuitively, some argue that even for males (bread-winners in India) the family pressure 'to earn the livelihood' is generated by females in families besides their dominant 'possessive' trait contributing to this dimension. It is the stress on her (generated on account of her role to keep the family together and going) that could make her becoming more materialistic in outlook. It will be an interesting area for further exploration.

- Executives from younger, experienced (and not highly experienced) and junior management group subscribe to 'work' helping in gaining materialistic benefits in life with **greater degree of endorsement** as compared to older, highly experienced and senior management executives.

This reflects aspiration- dimension of younger generation. In order that younger executives are retained in organizations, policies of rapid promotions, frequent compensation revisions, market-related bench-marking of salaries, higher performance incentives are in vogue.

The attrition rate among younger executives is higher as could be gauged from the topical interest expressed by organizations in HR seminars and concerns expressed by them. This phenomenon is more pronounced in private sector enterprises as compared to public sector enterprises<sup>116</sup>.

- Opportunity to work with others in a team is **more** emphasized by public sector executives as compared to private sector executives. Here again the differences in organizational practices e.g. emphasizing more on collective decision making, equitable delegation of authority running through hierarchy, decisions through committees, focusing more on collective rather than individual performance and laying emphasis on collaboration more than competition in a public enterprise as against greater emphasis on individual excellence including associated reward mechanisms in private enterprises explain the existence of this variable and the difference which is **statistically significant** as well.

It is quite common to see training programmes in Public sector enterprises covering topics on 'team-building' prominently pursued as a sustained effort to remain focused on this dimension.

There is **no significant difference** in perception between young and old, male and female, experienced and highly experienced and junior and senior executives on this dimension of 'work' providing opportunity to work with others in team.

- *All executives equally (null hypothesis) perceive that work provides an opportunity to work in teams.*

#### **4.10 PUBLIC vs. PRIVATE SECTOR EXECUTIVES: FACTOR ANALYSIS**

In order to track down any differences that may be discernible, the factor analysis is separately done for PUBLIC (304) and PRIVATE (364) sector executives too. The sample sizes-304 and 364 respectively- are large enough (>200) and satisfy all criteria of factor analysis that are discussed in this study for the total population (668). For such large sample size, the assumption that responses follow a normal distribution also holds good.

#### 4.10.1 PUBLIC SECTOR EXECUTIVES (PSU)-FACTOR ANALYSIS

The factor analysis in respect of **only Public sector** executives shows presence of **four** factors explaining **67.5%** of total variance. The Cronbach alpha values range from 0.649 to 0.711 and depict reliability.

**Table - 22 Factor Analysis covering Public Sector Executives –  
After Rotation (Cases = 304) - Final output**

Var. No.	Statement	F1	F2	F3	F4	Comm-unity
V2	Work provides an opportunity for living a peaceful life.	-.004	.014	.042	<b>.868</b>	<b>0.755</b>
V4	Work helps in higher achievements.	.326	.349	.332	<b>.497</b>	<b>0.585</b>
V5	Work provides the way to contribute to society.	<b>.729</b>	-.030	-.247	.305	<b>0.686</b>
V7	Work helps in gaining the materialistic benefits in life.	-.018	-.041	<b>.891</b>	.041	<b>0.798</b>
V15	Work helps in managing time for varieties of things.	<b>.761</b>	.246	.071	-.029	<b>0.645</b>
V17	Work provides opportunity to work with others in a team.	.390	.305	<b>.505</b>	.298	<b>0.589</b>
V21	Work is worship for me.	<b>.666</b>	.110	.333	-.055	<b>0.569</b>
V26	Work helps me in fulfilling my dreams in life.	.199	<b>.819</b>	.083	-.136	<b>0.736</b>
V27	Work makes people more competitive and challenge seeking.	.054	<b>.793</b>	-.027	.276	<b>0.708</b>
Variance		<b>1.855</b>	<b>1.590</b>	<b>1.346</b>	<b>1.282</b>	<b>6.072</b>
Variability %		<b>0.206</b>	<b>0.177</b>	<b>0.150</b>	<b>0.142</b>	<b>0.675</b>

**Table-22 A: Reliability Test-Cronbach alpha-Public Sector (PSU – Cases = 304)**

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
V2	46.35	29.238	0.215	0.095	0.711
V4	46.09	26.342	0.546	0.344	0.653
V5	46.06	28.828	0.309	0.197	0.694
V7	46.59	28.863	0.191	0.125	0.720
V15	46.40	25.872	0.485	0.326	0.660
V17	46.14	25.875	0.559	0.351	0.649
V21	46.77	24.711	0.429	0.244	0.673
V26	46.13	27.450	0.376	0.261	0.682
V27	46.29	27.526	0.383	0.236	0.681

#### Factor 1 PSU

V 5 Work provides the way to contribute to society

V 15 Work helps in managing time for a variety of things.

V 21 Work is worship for me

The innate desire of doing something meaningful and worthwhile for the benefit of society, striking a work-life balance and pursuit of work for its own sake typically exhibit the perception and thoughts of Public sector executives. Altruism is also manifested in this process.

#### Factor 2 PSU

V 26 Work helps me in fulfilling my dreams in life

V 27 Work makes people more competitive and challenge seeking

Competition and challenges have become an integral part of life of Indian executives in Public sector. The opening up of economy to global competition has made them alive to changing needs of management processes. Public sector executives thus consider this important aspect of their work while pursuing their dreams.

#### Factor 3 PSU

V 7 Work helps in gaining materialistic benefits in life

V 17 Work provides opportunity to work with others in a team

Pursuit of 'Artha' (creation of economic wealth)-an ancient Indian thought<sup>117</sup>- is also relevant in contemporary context and integrally linked with the process of globalization of Indian economy. Social connectivity and team-working is an important meaning associated with 'work', as perceived by Public sector executives.

#### Factor 4 PSU

V 2 Work provides an opportunity for living a peaceful life

V 4 Work helps in higher achievements

'Achievement' motivation is a great driver of 'work'. Loss of 'peace' is unwelcome<sup>118</sup>. Growth with peace in life sums up the motto of Indian Public sector executive.

We now examine and explore the similarities and differences that may be significant between genders on the variables contained in factors listed above.

**Null hypotheses:** There is no significant difference in perception of **male and female** executives of **Public sector** on the dimensions as exhibited through variables of various factors identified above.

The following statistically '**significant**' differences are observed ( **(Table- 37 )**):

- ✓ Male executives more strongly (as compared to female executives) perceive that work provides the way to contribute to society.
- ✓ Male executives more strongly perceive that work helps in managing time for variety of things.
- ✓ Male executives more strongly think that work helps in fulfilling their dreams in life.
- ✓ Interestingly female executives more strongly perceive that work helps in gaining the materialistic benefits in life.

✓  
This perhaps explains development of 'double income groups'-working couples-where women, leaving their traditional role of managing family, are joining executive work-force along with male counterparts. Cases are also seen where male executives leave organizations (or do not join them) in case the career needs of their spouse (females)—or vice-versa—does not get addressed in terms of opportunity. Especially executive placements at remote project locations exhibit this phenomenon. Some organizations try to map this need and offer jobs to both spouses to enhance retention. Giving employment to 'couples' by an organization, thus could become its effective HR strategy.

#### 4.10.2 PRIVATE SECTOR EXECUTIVES (PSO)

The factor analysis in respect of Private sector executives shows the presence of **three** factors. These explain 42% of variance. The Cronbach alpha values range from 0.452 to 0.669.



**Table - 27 Factor Analysis for Private Sector Executives – After Rotation (Cases = 364)-Final**

Var. No.	Statement	F1	F2	F3	Communality
V2	Work provides an opportunity for living a peaceful life.	0.091	0.820	-0.105	0.692
V5	Work provides the way to contribute to society.	0.180	0.793	0.090	0.669
V19	Work is a motivation and energy for life.	0.862	0.080	-0.001	0.749
V23	Work provides an opportunity for self-expression.	0.770	0.091	-0.125	0.617
V24	Work brings discipline in life.	0.623	0.303	0.265	0.551
V29	Work makes weak people susceptible to exploitation.	-0.010	-0.026	0.963	0.929
Variance		1.765	1.408	1.033	4.206
Variability %		0.294	0.235	0.172	0.701

**Table 27- A: Reliability Test- Cronbach alpha-Private Sector (PSO – Cases = 364)**

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
V2	28.08	18.148	0.292	0.160	0.521
V5	27.87	17.310	0.364	0.195	0.489
V19	28.06	16.087	0.436	0.341	0.452
V23	27.98	17.383	0.378	0.252	0.485
V24	27.73	16.880	0.453	0.256	0.454
V29	28.74	19.951	0.016	0.013	0.669

The factors are characterized by following variables:

Factor 1 PSO

V19 Work is the motivation and energy for life

V23 Work is an opportunity for self expression

V24 Work brings discipline in life

These dimensions of work are unique to Private sector executives and are different from Public sector executives. Issues of constant motivation (incentivisation of work), focus on discipline and avenues affording opportunities for self-expression (creativity, self-projection or gaining attention) thus become cultural manifestation of private sector work-ethic in India. Laid-back work-culture of Public sectors is contrasted with focus on discipline-based regimen of private sectors..

#### Factor 2 PSO

V2 Work provides an opportunity for living a peaceful life

V5 Work provides the way to contribute to society

These variables are present in Public sector executives' domain too.

This on a deeper plane reflects innate longing of individuals to be meaningful part of social development process and leading life peacefully.

➤ *Longing for Peaceful existence and opportunity to fulfill 'altruistic' pursuits is need expressed by all executives.*

#### Factor 3 PSO

V29 Work makes weak people susceptible for exploitation

**This is an interesting dimension that has emerged in the context of only Private sector executives.**

This belief could emanate if an individual observes such exploitation of others or himself undergoes and experiences suffering of exploitation.

It is easy to appreciate the existence of 'job-security' in Public sector undertakings as compared to 'job-vulnerability' in Private sector that significantly would be contributing to this phenomenon. Legal (Constitutional) safe-guards available to even 'not-so-effective' Public sector executives protect them from being exploited and therefore this does not emerge as a significant factor in case of Public sector executives.

**This factor therefore is an important pointer towards organizational processes of both public and private sectors that need to be addressed to strike a balance between efficiency and performance vis-à-vis equity and fairness. Pursuit of profit-maximisation motive holding a threatening environment or work-culture may be as counter-productive in Private sector as maintaining in job a Public**

sector executive unmindful of his/her performance in so far as long-term sustainability of organizations is concerned. Exploitation may result in extinction. Deficient performance may invite disaster.

The scree plots of the variable and factors are shown below:

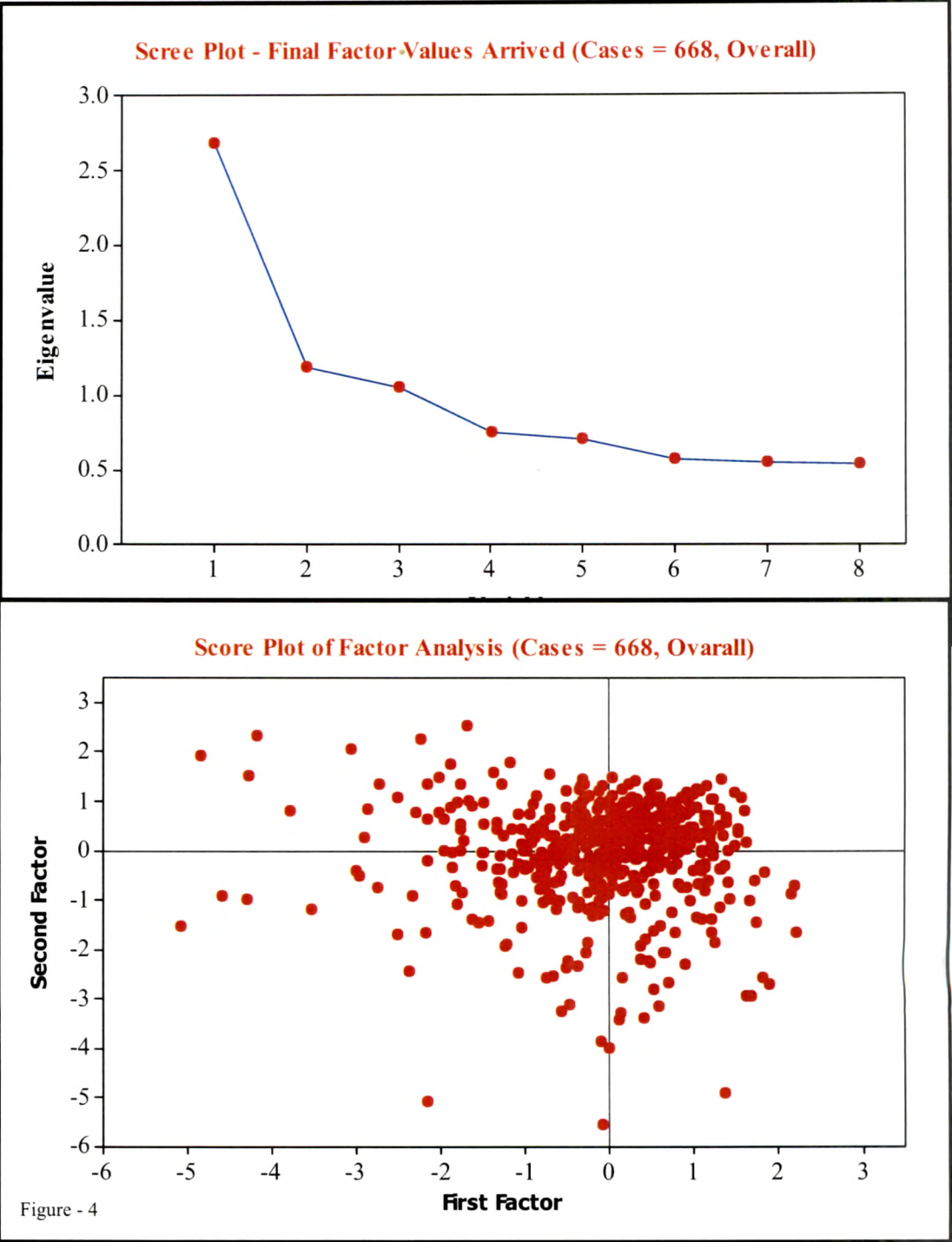


Figure - 4

#### 4.11 DEMOGRAPHY AND WORK

The data is also subjected to further parametric tests to understand the micro-dimensions of the same thought process and to decipher if between various parameters namely age, gender, hierarchy, sector(public-private) any divergence in thinking or perception is evident.

Null hypothesis ( $H_0$ ) in all cases is:

**There is no significant difference in perception between the classified segments- age, gender, hierarchy and sector (public –private) - on each variable.**

Alternate Hypothesis ( $H_1$ ): There is difference in responding to the specific statement by the respondent .

A paired t-test compares the responses on two variables which may be dependent or related and intuitively considered.

A **t-test** was conducted for a few such pairs (Table – 32) based on responses received from all executives.

(Note: The level of significance is assumed at  $\alpha = 0.05$  and the responses (agreements or otherwise) are normally distributed.

For Overall cases = 668, the degrees of freedom (d.f.) are 667 and the decision rule is: Reject  $H_0$  if  $t_{cal}$  value is  $> t_{table}$  value for d.f. 667(i.e. 1.645 at  $\alpha = 0.05$ ) or else do not reject  $H_0$ .

**Table 32 – Selected Statements- Paired (mean difference) -t-Test -Overall (Cases = 668)**

Var. No.	Statement	Ave	Std.	Std.	Corr.*
		Diff	Dev.	Err.	t cal
V2	Work provides an opportunity for living a peaceful life.	5.68	1.262	0.049	0.176*
V7	Work helps in gaining the materialistic benefits in life.	5.44	1.486	0.057	
	Paired Sample Test	0.24	1.772	0.069	3.47@
V5	Work provides the way to contribute to society.	5.92	1.223	0.047	0.042
V7	Work helps in gaining the materialistic benefits in life.	5.44	1.486	0.057	
	Paired Sample Test	0.48	1.885	0.073	6.631@
V7	Work helps in gaining the materialistic benefits in life.	5.44	1.486	0.057	0.236*
V8	Work provides an opportunity for continuous improvement.	5.88	1.162	0.045	
	Paired Sample Test	0.44	1.656	0.064	6.797@

V7	Work helps in gaining the materialistic benefits in life.	5.44	1.486	0.057	0.194*
V21	Work is worship for me.	5.33	1.486	0.057	
	Paired Sample Test	0.11	1.485	0.057	1.31
V7	Work helps in gaining the materialistic benefits in life.	5.44	1.486	0.057	0.116*
V25	Work gives me power and authority to influence others.	3.86	2.045	0.079	
	Paired Sample Test	1.58	2.384	0.069	<b>17.168<sup>@</sup></b>
V10	Work helps in social interaction and developing new friends.	5.70	1.267	0.049	0.243*
V14	Work helps me in acquiring more knowledge and competencies.	5.90	1.146	0.044	
	Paired Sample Test	0.20	1.488	0.058	<b>3.459<sup>@</sup></b>
V11	Work is a real joy in the life.	5.80	1.289	0.05	-0.150*
V20	Work makes life more monotonous and boring.	3.34	1.301	0.072	
	Paired Sample Test	2.46	2.42	0.094	<b>26.229<sup>@</sup></b>
V12	Work helps in realizing the creative talent in me.	5.89	1.25	0.048	-0.180*
V20	Work makes life more monotonous and boring.	3.34	1.301	0.072	
	Paired Sample Test	2.55	2.43	0.094	<b>27.140<sup>@</sup></b>
V14	Work helps me in acquiring more knowledge and competencies	5.90	1.146	0.044	0.352*
V16	Work makes me a committed and devoted person.	5.74	1.267	0.049	
	Paired Sample Test	0.162	1.377	0.053	<b>3.035<sup>@</sup></b>
V17	Work provides opportunity to work with others in a team.	5.87	1.262	0.049	0.325*
V27	Work makes people more competitive and challenge seeking.	5.66	1.391	0.054	
	Paired Sample Test	0.21	1.545	0.060	<b>3.505<sup>@</sup></b>
V19	Work is a motivation and energy for life.	5.76	1.301	0.05	-0.165*
V20	Work makes life more monotonous and boring.	3.34	1.868	0.072	
	Paired Sample Test	2.42	2.447	0.095	<b>25.586<sup>@</sup></b>
V27	Work makes people more competitive and challenge seeking.	5.66	1.391	0.054	0.202*
V30	Work brings people together.	5.88	1.218	0.047	
	Paired Sample Test	0.23	1.654	0.064	<b>3.580<sup>@</sup></b>
@Table values of t for d.f. 667, alpha at 0.05 (at 95% confidence limit) is 1.645 which is less than the calculated values. The null hypothesis, that on average both the statements have similar response, is rejected.					

**Similar comparisons are made in respect of executives from public (Table-33) and private (Table-34) sectors and females (Table-35) and male (Table-36) executives.**

Based on above analysis, it is interesting to note the following in respect of Indian executive:

1. The executives give preference to opportunity to leading a peaceful life over gaining materialistic benefits in life. (V2/V7).  
The female executives' perception on this score is **not** significant. (Table-35)
2. Work as a medium of making a contribution to society carries higher weight than gaining materialistic benefits. (V5/V7). The female executives' perception on this score is **not** significant. (Table-35)
3. Even learning (continuous improvement) scores over materialistic pursuits. (V7/V8).
4. Work as for 'material benefits' and as 'worship' stand on the same plane. (V7/V21). It is interesting to observe that female executives consider material benefits more important as compared to considering work as worship. (Table-35). For male executives this relative difference is not significant. (Table-36).
5. For public sector executives the material benefits are considered more important than considering work as worship. For private sector executives this difference is not significant.
6. Work is perceived to be more significant for gaining materialistic benefits than for power and authority.(V7/V25)
7. Work is preferred for gaining knowledge and competencies than for social interaction and developing new friends or becoming a committed and devoted person. (V10/V14, V14/V16). For female executives this difference is not significant. For them social interaction and gaining knowledge through work are on the same plane.
8. Work is perceived to be giving real joy, bringing out creativity, is energizing life rather than making it monotonous and boring. (V11/V20, V12/V20, V19/V20).
9. Work as a means of getting opportunity to work with others, building and working in team gains primacy over competition and challenge. (V17/V27).
10. This difference is not significant in case of female executives. Work is perceived to bring people together more than making people more competitive and challenge seeking.(V27/V30).

#### 4.12 Group analysis:

The T-test is appropriate for the analysis in respect of various parameters because it is assumed that the survey statements are independent of each other and every rating given by the respondents to any statement is also independent of his/her response to other statements. It is also assumed that the data follows the 'normal distribution'. It has already been established that respondents' numbers are **large enough** to hold this assumption as true.

The following parametric classifications are done to test the significant differences between different groups:

- a. Gender--Male vs. Female
- b. Age----Young vs. Old
- c. Experience Group: Experienced vs. highly experienced
- d. Management Levels : Junior Management vs. Senior management
- e. Public Sector Undertakings (PSU) vs. Private sector Organisations(PSO).

##### 4.12.1 PERCEPTION ON 'WORK' – MALE EXECUTIVES vs. FEMALE EXECUTIVES (TABLE 37)

1. Male executives more strongly believe that work provides the way to contribute to society. (V5)
2. Male executives more strongly believe that work helps in achieving the social recognition .(V6)
3. Female executives more strongly believe that work helps in gaining the materialistic benefits in the life. (V7)
4. Male executives more strongly believe that work helps in realizing one's creative talent. (V12)
5. Male executives more strongly believe that work helps in acquiring more knowledge and competence. (V14)
6. Male executives more strongly believe that work helps in managing time for variety of things. (V15)
7. Male executives more strongly believe that work makes a person committed and devoted. (V16)

8. Male executives more strongly believe that work is a motivation and energy for life. (V19)
9. Male executives more strongly believe that work is a big challenge and responsibility. (V22)
10. Male executives more strongly believe that work is opportunity for self expression. (V23)
11. Female executives more strongly believe that work gives power and authority to influence others. (V25)
12. Male executives more strongly believe that work helps in fulfilling one's dream in life. (V26)
13. Male executives more strongly believe that work makes people susceptible to exploitation. (V29)

#### DISCUSSION:

It is interesting to note that female executives more strongly perceive that work helps in gaining the materialistic benefits in life. They also perceive that work provides power and authority to influence others.

The female executives joining the corporate world with these drivers at thought level reflect a significant change in emerging social and organizational landscape. Several questions could emanate.

- Is it the search of an independent identity?
- Is it because of a need to improve the standard of family living?
- Is it that more 'possessive' female trait is showing itself at the level of thinking?

The answers could possibly be reflecting a combination of all these factors in respect of the female executives in India. Be whatever it is, organizations in India will have to grapple with these issues at work place while designing their strategies and policies for recruitment, training and career progression besides compensation and benefits incorporating often self- contradictory demands and balancing conflicting interests of male and female executives. The true organizational challenge is therefor to look for innovative HR policies, systems and processes to address this current reality of Indian business organizations.



#### 4.12.2 PERCEPTION ON 'WORK' – OLDER EXECUTIVES vs. YOUNGER EXECUTIVES (TABLE 38)

1. Older executives more strongly believe that work gives mental satisfaction. (V1)
2. Older executives more strongly believe that work provides the way to contribute to society. (V5)
3. Younger executives more strongly believe that work helps in achieving the social recognition. (V6)
4. Older executives more strongly believe that work is a real joy in life. (V11)
5. Older executives more strongly believe that work helps in realizing one's creative talent. (V12)
6. Older executives more strongly believe that work helps in managing time for variety of things. (V15)
7. Older executives more strongly believe that work makes one committed and devoted person. (V16)
8. Older executives more strongly believe that work is an important phase in one's life. (V18)
9. Older executives more strongly believe that work is a motivation and energy for life. (V19)
10. Younger executives more strongly believe that work makes life more monotonous and boring. (V20)
11. Older executives more strongly believe that work is a big challenge and responsibility. (V22)
12. Older executives more strongly believe that work is an opportunity for self-expression. (V23)
13. Older executives more strongly believe that work brings discipline in life. (V24)
14. Younger executives more strongly believe that work gives power and authority to influence others. (V25)
15. Older executives more strongly believe that work helps in fulfilling one's dream in life. (V26)
16. Younger executives more strongly believe that work creates jealousy and hatred among people. (V28)

17. Older executives more strongly believe that work makes weak people susceptible to exploitation. (V29)
18. Older executives more strongly believe that work brings people together. (V30)
19. Younger executives more strongly believe that work creates stress in life. (V31)
20. Younger executives more strongly believe that work disturbs mental peace in life. (V32)

4.12.3 PERCEPTION ON 'WORK'– (experience  $\leq$  15 years) vs. (experience  $>$  15 years)-Table- 39

1. Executives with higher experience more strongly believe that work gives mental satisfaction. (V1)
2. Executives with higher experience more strongly believe that work provides the way to contribute to society. (V5)
3. Executives with higher experience more strongly believe that work helps in achieving the social recognition. (V6)
4. Executives with lesser experience more strongly believe that work helps in gaining the materialistic benefits in life. (V7)
5. Executives with higher experience more strongly believe that work is a real joy in the life. (V11)
6. Executives with higher experience more strongly believe that work helps in managing time for varieties of things. (V15)
7. Executives with higher experience more strongly believe that work makes one committed and devoted person. (V16)
8. Executives with higher experience more strongly believe that work is an important phase in one's life. (V18)
9. Executives with higher experience more strongly believe that work is a motivation and energy for life. (V19)
10. Executives with lesser experience more strongly believe that work makes life more monotonous and boring. (V20)
11. Executives with higher experience more strongly believe that work is a big challenge and responsibility. (V22)

12. Executives with higher experience more strongly believe that work is an opportunity for self expression. (V23)
13. Executives with higher experience more strongly believe that work brings discipline in life. (V24)
14. Executives with lesser experience more strongly believe that work gives power and authority to influence others. (V25)
15. Executives with higher experience more strongly believe that work helps in fulfilling one's dreams in life. (V26)
16. Executives with lesser experience more strongly believe that work creates jealousy and hatred among people. (V28)
17. Executives with higher experience more strongly believe that work makes weak people susceptible to exploitation. (V29)
18. Executives with higher experience more strongly believe that work brings people together. (V30)
19. Executives with lesser experience more strongly believe that work creates stress in life. (V31)
20. Executives with lesser experience more strongly believe that work disturbs mental peace in life. (V32)

#### 4.12.4 PERCEPTION ON 'WORK': EXECUTIVE HIERARCHY

(JUNIOR AND MIDDLE LEVEL vs. SENIOR AND TOP LEVEL) - (Table- 40)

1. Senior executives more strongly believe that work gives mental satisfaction. (V1)
2. Senior executives more strongly believe that work provides way to contribute to society. (V5)
3. Senior executives more strongly believe that work helps in achieving social recognition. (V6)
4. Junior executives more strongly believe that work helps in gaining the materialistic benefits in life. (V7)
5. Senior executives more strongly believe that work is a real joy in the life. (V11)
6. Senior executives more strongly believe that work helps in realizing one's creative talent. (V12)

7. Senior executives more strongly believe that work helps in managing time for variety of things. (V15)
8. Senior executives more strongly believe that work makes one a committed and devoted person. (V16)
9. Senior executives more strongly believe that work is an important phase in one's life. (V18)
10. Senior executives more strongly believe that work is motivation and energy for life. (V19)
11. Junior executives more strongly believe that work makes life more monotonous and boring. (V20)
12. Senior executives more strongly believe that work is a big challenge and responsibility. (V22)
13. Senior executives more strongly believe that work is an opportunity for self expression. (V23)
14. Senior executives more strongly believe that work brings discipline in life. (V24)
15. Junior executives more strongly believe that work gives power and authority to influence others. (V25)
16. Senior executives more strongly believe that work helps one in fulfilling dreams in life. (V26)
17. Junior executives more strongly believe that work creates jealousy and hatred among people. (V28)
18. Senior executives more strongly believe that work makes weak people susceptible to exploitation. (V29)
19. Senior executives more strongly believe that work brings people together. (V30)
20. Junior executives more strongly believe that work creates stress in life. (V31)
21. Junior executives more strongly believe that work disturbs mental peace in life. (V32)

## DISCUSSION

THE AGE, HIERARCHY AND LENGTH OF EXPERIENCE----all the three clearly are strongly reflecting the same population and this is evident from the response pattern that emerges from above analysis. Therefore, all these could be discussed together.

The hierarchy (and so also the age and experience level) is clearly reflecting the diversity in thinking of executives.

It is interesting to note that executives at lower levels of hierarchy (read 'younger' executives) strongly believe that work helps in gaining the materialistic benefits in life. They also find that work makes life monotonous and boring. These have important significance in terms of possible strategies on work design and compensation and benefits formulations. Giving importance to cash payments to younger executives in preference to long term social security benefits would become more attractive proposition for executives at junior levels in hierarchy. At the same time creating job profiles which continuously provide freshness in content and challenges would enhance attraction and retention of talent at younger levels.

Pursuit of power and authority to influence others is another area of interest of executives at lower levels. Empowerment thus becomes an important organizational intervention to help address this dimension.

Management of work related stresses and facilitating peaceful existence in life is yet another area concerning executives at lower levels. Creating an organizational culture with reduced work place jealousy and hatred and designing of HR policies (for instance, performance management systems) which do not encourage and increase work-place jealousy and bickering will become an important area of policy planning and execution.

The executives at senior levels depict their concerns more towards contributing to society, social networking, enhancing physical and mental agility (possibly health issues) and living a peaceful life.

Looking from the perspective of roles and responsibility, it is evident that senior executives need to assume the role of counselor or mentor and to define, provide and guide, junior executives by creating newer and challenging work domains.

#### 4.12.5 PERCEPTION ON 'WORK': PUBLIC SECTOR (PSU) vs. PRIVATE SECTOR (PSO) EXECUTIVES (TABLE 41).

- 1) Public sector executives more strongly believe that work gives mental satisfaction. (V1)
- 2) Public sector executives more strongly perceive that work helps in higher achievements. (V4)
- 3) Public sector executives more strongly perceive that work provides the way to contribute to society. (V5)
- 4) Public sector executives more strongly perceive that work helps in achieving social recognition. (V6)
- 5) Public sector executives more strongly perceive that work helps in social interaction and developing new friends. (V10)
- 6) Public sector executives more strongly perceive that work helps in keeping one physically and mentally agile. (V13)
- 7) Public sector executives more strongly perceive that work helps in acquiring more knowledge and competencies. (V14)
- 8) Public sector executives more strongly perceive that work helps in managing time for variety of thing. (V15)
- 9) Public sector executives more strongly perceive that work makes one a committed and devoted person. (V16)
- 10) Public sector executives more strongly perceive that work provides opportunities to work with others in a team. (V17)
- 11) Public sector executives more strongly perceive that work is an important phase in one's life. (V18)
- 12) Public sector executives more strongly perceive that work is the motivation and energy for life. (V19)
- 13) Private sector executives more strongly perceive that work makes life more monotonous and boring. (V20)
- 14) Public sector executives more strongly perceive that work is a big challenge and responsibility. (V22)

- 15) Public sector executives more strongly perceive that work brings discipline in life. (V24)
- 16) Private sector executives more strongly perceive that work gives more power and authority to influence others. (V25)
- 17) Public sector executives more strongly perceive that work helps in fulfilling one's dreams in life. (V26)
- 18) Public sector executives more strongly perceive that work makes people more competitive and challenge seeking. (V27)
- 19) Public sector executives more strongly perceive that work brings people together (V30)
- 20) Private sector executives more strongly perceive that work creates stress in life. (V31)
- 21) Private sector executives more strongly perceive that work disturbs mental peace in life (V32)

#### DISCUSSION:

It is observed that there is no significant difference in perception of executives in public and private sectors in so far as 'work', as a means to gain the materialistic benefits in life, is concerned.

However the above analysis reflects a few significant perception differences. Private sector executives find work making life more monotonous and boring, creating stress in life and disturbing mental peace. Issue of work-life balance therefore assumes greater significance in case of private sector executives as compared to public sector executives. Organizational HR strategies therefore would have to be designed to address this phenomenon to facilitate employee engagement. Another significant dimension where private sector executives feel that work gives more power and authority to influence others reflects the need of empowering people in private sector organizations. Lack of empowerment could become a source of employee disengagement. Defined 'delegation of authority' in public sector units may be helping this dimension.

The executives in public sector appear to be more strongly identifying their work with mental satisfaction, contribution to society (and in turn gaining social recognition) enhancing social networking and a more balanced work-life domains. Creation of

competitive environment and challenges at work would be more satisfying to public sector executives, relatively speaking and thus is a significant pointer of HRD challenge in public sector units.