

CHAPTER - IV

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 INTRODUCTION

In this chapter an attempt has been made to identify the factors that influenced the talent management practices in IT company employees in the study area. For this purpose, a field survey method was employed to collect the first-hand information from 750 sample respondents and 15 company's HR Managers. The respondents have been chosen randomly from the selected 15 companies of Bengaluru. The collected data were arranged into simple tabular form. The "Talent Management Practices" selected as a dependent variable. The independent variables selected for the study were designation, department, age, sex and working experience.

The data thus collected from the primary sources were analyzed by using simple statistical tools like Percentage, Mean, Two-way tables, Chi- Square and ANOVA test. In addition to these tests, multivariate techniques like Multiple Regression, Factor analysis and Structural Equation Model were used appropriately. Further Henry Garrett Ranking Technique has been used for finding the ranking position of the response.

The analytical chapter has been presented under two parts ie., Part-I and Part-II. Part-I, it is further classified into two sections viz., Section – I deals data analysis for selected IT company respondents and Section – II highlights the analysis and interpretation based on HR Managers. Part-II deals with Discussion based on the analysis results.

PART -I

4.2 SECTION – I: DATA ANALYSIS FOR EMPLOYEES

METHOD OF UTILIZING THE DEPENDENT VARIABLES

In analyzing with employees' talent management practices, the researcher had selected twelve dependent variables which are examined for talent management practices of IT sector employees. These twelve variables are grouped by number of different statements and these are satisfaction with the employee benefits and policies (5 statements), commitment to values (3 statements), customer focus (5 statements), satisfaction with the salary and benefits (8 statements), developing others (5 statements), innovation (4 statements), managing performance (4 statements), quality commitment (5 statements), results orientation (4 statements), stimulating open climate (5 statements), team work (4 statements) and engagement (5 statements). All the statements are having Likert's five point scaling method. The respected dependent variables are categorized into three viz., low, medium and high based on its mean and standard deviation. The number of respondents of the twelve dependent variables is discussed in the following table.

TABLE NO. 4.1

LIST OF DEPENDENT VARIABLES

S.No.	Dependent Variables	Low	Medium	High	Total
1	Employee benefits and policies	134	375	241	750
2	Commitment to values	145	367	238	750
3	Customer focus	134	375	241	750
4	Satisfaction with the salary and benefits	173	424	153	750
5	Developing others	123	471	156	750
6	Innovation	135	416	199	750
7	Managing performance	154	416	180	750
8	Quality commitment	141	383	226	750
9	Results orientation	193	362	195	750
10	Stimulating open climate	164	369	217	750
11	Team work	143	418	189	750
12	Engagement	126	442	182	750

4.2.1 CHI-SQUARE ANALYSIS

OBJECTIVE I: To examine the factors that influences the Talent Management Practices of employees in IT sector.

The data collected from the respondents are analyzed in this section.

The details are furnished in the following table:

DESIGNATION AND LEVEL OF SATISFACTION WITH THE EMPLOYEE BENEFITS AND POLICIES

With a view to find the degree of association between designation and level of satisfaction with the employee benefits and policies, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between designation and level of satisfaction towards employee benefits and policies

TABLE NO.4.2
DESIGNATION AND LEVEL OF SATISFACTION WITH THE EMPLOYEE BENEFITS AND POLICIES (TWO-WAY TABLE)

S. No.	Designation	Level of satisfaction			Total	Mean
		Low	Medium	High		
1.	Top	29 (23.6%)	55 (44.7%)	39 (31.7%)	123	19.5
2.	Middle	23 (11.7%)	113 (57.7%)	60 (30.6%)	196	19.4
3.	Low	82 (19.0%)	207 (48.0%)	142 (32.9%)	431	19.3
	Total	134	375	241	750	

It could be noted from the table that the percentage of high level of satisfaction towards employee benefits and policies was the highest (32.9%) among the respondents who worked in low level and the same was the lowest (30.6%) among the respondents who worked in middle level. The percentage of medium level of satisfaction was the highest (57.7%) among the respondents who worked in middle level and the lowest (44.7%) among the respondents who worked in top level. On the other hand, the percentage of the low level of satisfaction was the highest (23.6%) among the respondents who worked in top level and the lowest (11.7%) among the respondents who worked in middle level. From the analysis, it is identified that maximum level of satisfaction towards the employee benefits and policies perceived by the respondents who worked in top level.

In order to find out the relationship between designation and level of satisfaction, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.3
DESIGNATION AND LEVEL OF SATISFACTION WITH THE
EMPLOYEE BENEFITS AND POLICIES (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	10.249	9.488	4	Significant at 5% level

It is observed from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'designation and level of satisfaction towards employee benefits and policies are not associated' does not hold good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between designation and level of satisfaction towards employee benefits and policies.

DEPARTMENT AND LEVEL OF SATISFACTION WITH THE EMPLOYEE BENEFITS AND POLICIES

With a view to find the degree of association between department and level of satisfaction with the employee benefits and policies, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between department and level of satisfaction towards employee benefits and policies

TABLE NO.4.4
DEPARTMENT AND LEVEL OF SATISFACTION WITH THE EMPLOYEE BENEFITS AND POLICIES (TWO-WAY TABLE)

S. No.	Department	Level of satisfaction			Total	Mean
		Low	Medium	High		
1.	Technical	70 (15.4)	242 (53.2)	143 (31.4)	455	19.5
2.	Non-technical	64 (21.7)	133 (45.1)	98 (33.2)	295	19.3
	Total	134	375	241	750	

It could be summarized from the table that the percentage of high level of satisfaction towards employee benefits and policies was the highest (33.2%) among the respondents who worked in non- technical department and the same was the lowest (31.4%) among the respondents who worked in technical department. The percentage of medium level of satisfaction was the highest (53.2%) among the respondents who worked in technical department and the lowest (45.1%) among the respondents who worked in non-technical department. On the other hand, the percentage of the low level of satisfaction was the highest (21.7%) among the respondents who worked in non-technical department and the lowest (15.4%) among the respondents who worked in technical department. From

the analysis, it is identified that maximum level of satisfaction towards the employee benefits and policies perceived by the respondents who worked in technical department.

In order to find out the relationship between department and level of satisfaction, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

**TABLE NO.4.5
DEPARTMENT AND LEVEL OF SATISFACTION WITH THE
EMPLOYEE BENEFITS AND POLICIES (CHI-SQUARE TEST)**

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	6.517	5.991	2	Significant at 5% level

It is observed from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, ‘department and level of satisfaction towards employee benefits and policies are not associated’ does not hold good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between department and level of satisfaction towards employee benefits and policies.

EMPLOYEE AGE AND LEVEL OF SATISFACTION TOWARDS THE EMPLOYEE BENEFITS AND POLICIES

With a view to find the degree of association between employee’s age and level of satisfaction with the employee benefits and policies, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between employee's age and level of satisfaction towards employee benefits and policies

TABLE NO.4.6
EMPLOYEE AGE AND LEVEL OF SATISFACTION WITH THE
EMPLOYEE BENEFITS AND POLICIES (TWO-WAY TABLE)

S. No.	Employee age	Level of satisfaction			Total	Mean
		Low	Medium	High		
1.	Less than 30	25 (20.2%)	62 (50.0%)	37 (29.8%)	124	19.3
2.	30-40	65 (16.8%)	194 (50.0%)	129 (33.2%)	388	19.4
3.	More than 40	44 (18.5%)	119 (50.0%)	75 (31.5%)	238	19.5
	Total	134	375	241	750	

It could be observed from the table that the percentage of high level of satisfaction towards employee's benefits and policies was the highest (33.2%) among the respondents who belong to the age group between 30-40 years and the same was the lowest (29.8%) among the respondents who belong to the age group of less than 30 years. The percentage of medium level of satisfaction was the highest (50.0%) among all the respondents. On the other hand, the percentage of the low level of satisfaction was the highest (20.2%) among the respondents who belong to the age group of less than 30 years and the lowest (16.8%) among the respondents who belong to the age group between 30-40 years. From the analysis, it is identified that maximum level of satisfaction towards the employee benefits and policies perceived by the respondents of more than 40 years.

In order to find out the relationship between employee's age and level of satisfaction, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.7
EMPLOYEE AGE AND LEVEL OF SATISFACTION WITH THE
EMPLOYEE BENEFITS AND POLICIES (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	1.068	9.488	4	Not significant

It is stated from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, ‘employee’s age and level of satisfaction towards employee benefits and policies are not associated’ holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between employee’s age and level of satisfaction towards employee benefits and policies.

SEX AND LEVEL OF SATISFACTION TOWARDS THE EMPLOYEE BENEFITS AND POLICIES

With a view to find the degree of association between gender and level of satisfaction with the employee benefits and policies, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between gender and level of satisfaction towards employee benefits and policies.

TABLE NO.4.8

SEX AND LEVEL OF SATISFACTION TOWARDS THE EMPLOYEE BENEFITS AND POLICIES (TWO-WAY TABLE)

S. No.	Sex	Level of satisfaction			Total	Mean
		Low	Medium	High		
1.	Male	85 (19.9%)	196 (45.8%)	147 (34.3%)	428	19.7
2.	Female	49 (15.2%)	179 (55.6%)	94 (29.2%)	322	19.4
	Total	134	375	241	750	

It could be determined from the table that the percentage of high level of satisfaction towards employee's benefits and policies was the highest (34.3%) among male respondents and the same was the lowest (29.2%) among female respondents. The percentage of medium level of satisfaction was the highest (55.6%) among female respondents and the same was the lowest (45.8%) among male respondents. On the other hand, the percentage of the low level of satisfaction was the highest (19.9%) among male respondents and the lowest (15.2%) among female respondents. From the analysis, it is identified that maximum level of satisfaction towards the employee benefits and policies attained by male respondents.

In order to find out the relationship between gender and level of satisfaction, a hypothesis was framed and analysed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.9

SEX AND LEVEL OF SATISFACTION WITH THE EMPLOYEE BENEFITS AND POLICIES (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	7.262	5.991	2	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, ‘sex and level of satisfaction towards employee benefits and policies are not associated’ does not hold good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between gender and level of satisfaction towards employee benefits and policies.

EXPERIENCE AND LEVEL OF SATISFACTION TOWARDS THE EMPLOYEE BENEFITS AND POLICIES

With a view to find the degree of association between experience and level of satisfaction with the employee benefits and policies, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between experience and level of satisfaction towards employee benefits and policies.

TABLE NO.4.10
EXPERIENCE AND LEVEL OF SATISFACTION TOWARDS THE EMPLOYEE BENEFITS AND POLICIES (TWO-WAY TABLE)

S. No.	Experience	Level of satisfaction			Total	Mean
		Low	Medium	High		
1.	2-5 years	65 (21.7%)	146 (48.8%)	88 (29.4%)	299	19.2
2.	6-10 years	40 (12.9%)	167 (53.7%)	104 (33.4%)	311	19.5
3.	Above 10 years	29 (20.7%)	62 (44.3%)	49 (35.0%)	140	19.6
	Total	134	375	241	750	

It could be determined from the table that the percentage of high level of satisfaction towards employee's benefits and policies was the highest (35.0%) among the respondents who experienced for above 10 years and the same was the lowest (29.4%) among the respondents who experienced for 2-5 years. The percentage of medium level of satisfaction was the highest (53.7%) among the respondents who experienced for 6-10 years and the same was the lowest (44.3%) among the respondents who experienced for above 10 years. On the other hand, the percentage of the low level of satisfaction was the highest (21.7%) among the respondents who experienced for 2-5 years and the lowest (12.9%) among the respondents who experienced for 6-10 years. From the analysis, it is identified that maximum level of satisfaction towards the employee benefits and policies attained by the respondents who experienced for above 10 years.

In order to find out the relationship between experience and level of satisfaction, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.11
EXPERIENCE AND LEVEL OF SATISFACTION WITH THE
EMPLOYEE BENEFITS AND POLICIES (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	10.555	9.488	4	Significant at 5% level

It is noted from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'experience and level of satisfaction towards employee benefits and policies are not associated' does not hold good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between experience and level of satisfaction towards employee benefits and policies.

COMMITMENT TO VALUES

DESIGNATION AND LEVEL OF COMMITMENT TO VALUES

With a view to find the degree of association between designation and level of commitment to values, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between designation and level of commitment to values.

TABLE NO.4.12
DESIGNATION AND LEVEL OF COMMITMENT TO VALUES (TWO-WAY TABLE)

S. No.	Designation	Level of commitment to values			Total	Mean
		Low	Medium	High		
1.	Top	34 (27.6)	60 (48.8)	29 (23.6)	123	11.5
2.	Middle	28 (14.3)	96 (49.0)	72 (36.7)	196	12.0
3.	Low	83 (19.3)	211 (49.0)	137 (31.8)	431	11.7
	Total	145	367	238	750	

It could be noted from the table that the percentage of high level of commitment to values was the highest (36.7%) among the respondents who worked in middle level and the same was the lowest (23.6%) among the respondents who worked in top level. The percentage of medium level of commitment was the highest (49.0%) among the respondents who worked in both middle and low level and the lowest (48.8%) among the respondents who worked in top level. On the other hand, the percentage of the low level of commitment was the highest (27.6%) among the respondents who worked in top level and the lowest (14.3%) among the respondents who worked in middle level. From the

analysis, it is identified that maximum level of commitment to values attained by the respondents who are working in middle level.

In order to find out the relationship between designation and level of commitment to values, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.13
DESIGNATION AND LEVEL OF COMMITMENT TO VALUES
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	11.101	9.488	4	Significant at 5% level

It is noted from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, ‘designation and level of commitment to values are not associated’ does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between designation and level of commitment to values.

DEPARTMENT AND LEVEL OF COMMITMENT TO VALUES

With a view to find the degree of association between department and level of commitment to values, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between department and level of commitment to values.

TABLE NO.4.14
DEPARTMENT AND LEVEL OF COMMITMENT TO VALUES
(TWO-WAY TABLE)

S. No.	Department	Level of commitment to values			Total	Mean
		Low	Medium	High		
1.	Technical	84 (18.5%)	227 (49.9%)	144 (31.6%)	455	11.8
2.	Non-technical	61 (20.7%)	140 (47.5%)	94 (31.9%)	295	11.2
	Total	145	367	238	750	

It could be surmised from the table that the percentage of high level of commitment to values was the highest (31.9%) among the respondents who worked in non-technical department and the same was the lowest (31.6%) among the respondents who worked in technical department. The percentage of medium level of commitment to values was the highest (49.9%) among the respondents who worked in technical department and the lowest (47.5%) among the respondents who worked in non-technical department. On the other hand, the percentage of the low level of commitment to values was the highest (20.7%) among the respondents who worked in non-technical department and the lowest (18.5%) among the respondents who worked in technical department. From the analysis, it is identified that maximum level of commitment to values perceived by the respondents who worked in technical department.

In order to find out the relationship between department and level of commitment to values, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.15
DEPARTMENT AND LEVEL OF COMMITMENT TO VALUES
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	0.674	5.991	2	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant at 5 percent and 1 percent level. Hence, the hypothesis, 'department and level of commitment to values are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant association between department and level of commitment to values.

EMPLOYEE AGE AND LEVEL OF COMMITMENT TO VALUES

With a view to find the degree of association between employee's age and level of commitment to values, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between age and level of commitment to values.

TABLE NO.4.16
AGE AND LEVEL OF COMMITMENT TO VALUES
(TWO-WAY TABLE)

S. No.	Employee age	Level of commitment to values			Total	Mean
		Low	Medium	High		
1.	Less than 30	35 (28.2%)	49 (39.5%)	40 (32.3%)	124	11.8
2.	30-40	62 (16.0%)	195 (50.3%)	131 (33.8%)	388	11.6
3.	More than 40	48 (20.2%)	123 (51.7%)	67 (28.2%)	238	11.9
	Total	145	367	238	750	

It could be observed from the table that the percentage of high level of commitment to values for their every activity was the highest (33.8%) among the respondents who belong to the age group between 30-40 years and the same was the lowest (28.2%) among the respondents who belong to the age group of more than 40 years. The percentage of medium level of commitment to values for their every activity was the highest (51.7%) among the respondents who belong to above 40 years of age group and the lowest (39.5%) among the respondents who belong to the age group of less than 30 years. On the other hand, the percentage of the low level of commitment to values for their every activity was the highest (28.2%) among the respondents who belong to the age group of less than 30 years and the lowest (16.0%) among the respondents who belong to the age group between 30-40 years. From the analysis, it is identified that maximum level of commitment to values for their every activity perceived by the respondents of more than 40 years.

In order to find out the relationship between employee's age and level of commitment to values for their every activity, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.17
EMPLOYEE AGE AND LEVEL OF COMMITMENT TO VALUES
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	11.645	9.488	4	Significant at 5% level

It is stated from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'employee's age and level of commitment to values towards their every work are not associated' does not holds good. Therefore the null hypothesis

is rejected. It is concluded from the analysis that there is a close significant relationship between employee's age and level of commitment to values towards their every work.

SEX AND LEVEL OF COMMITMENT TO VALUES

With a view to find the degree of association between sex and level of commitment to values, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between sex and level of commitment to values.

TABLE NO.4.18
SEX AND LEVEL OF COMMITMENT TO VALUES
(TWO-WAY TABLE)

S. No.	Sex	Level of commitment to values			Total	Mean
		Low	Medium	High		
1.	Male	84 (19.6%)	210 (49.1%)	134 (31.3%)	428	11.3
2.	Female	61 (18.9%)	157 (48.8%)	104 (32.3%)	322	11.8
	Total	145	367	238	750	

It could be determined from the table that the percentage of high level of commitment to values towards their every activity was the highest (32.3%) among female respondents and the same was the lowest (31.3%) among male respondents. The percentage of medium level of satisfaction was the highest (49.1%) among male respondents and the same was the lowest (48.8%) among female respondents. On the other hand, the percentage of the low level of commitment to values towards their every activity was the highest (19.6%) among male respondents and the lowest (18.9%) among female respondents. From the

analysis, it is identified that maximum level of commitment to values towards their every activity attained by female respondents.

In order to find out the relationship between gender and level of commitment to values towards their every activity, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.19
SEX AND LEVEL OF COMMITMENT TO VALUES
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	0.104	5.991	2	Not Significant

It is found from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant at 5 percent and 1 percent level. Hence, the hypothesis, 'Gender and level of commitment to values towards their every activity are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between gender and level of commitment to values towards their every activity.

EXPERIENCE AND LEVEL OF COMMITMENT TO VALUES

With a view to find the degree of association between experience and level of commitment to values, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between experience and level of commitment to values.

TABLE NO.4.20
EXPERIENCE AND LEVEL OF COMMITMENT TO VALUES (TWO-WAY TABLE)

S. No.	Experience	Level of commitment to values			Total	Mean
		Low	Medium	High		
1.	2-5 years	57 (19.1%)	147 (49.2%)	95 (31.8%)	299	11.5
2.	6-10 years	62 (19.9%)	152 (48.9%)	97 (31.2%)	311	11.7
3.	Above 10 years	26 (18.6%)	68 (48.6%)	46 (32.9%)	140	11.8
	Total	145	367	238	750	

It could be determined from the table that the percentage of high level of commitment to values for their every activity was the highest (32.9%) among the respondents who had experienced for above 10 years and the same was the lowest (31.2%) among the respondents who had experienced for 6-10 years. The percentage of medium level of commitment to values for their every activity was the highest (49.2%) among the respondents who had 2-5 years of experience and the same was the lowest (48.6%) among the respondents who had experienced for above 10 years. On the other hand, the percentage of the low level of commitment to values for their every activity was the highest (19.9%) among the respondents who had experienced for 6-10 years and the lowest (18.6%) among the respondents who had experienced for above 10 years. From the analysis, it is identified that maximum level of commitment to values for their every activity by the respondents who had above 10 years of experience.

In order to find out the relationship between experience and level of commitment to values for their every activity, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.21
EXPERIENCE AND LEVEL OF COMMITMENT TO VALUES
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	0.204	9.488	4	Not significant

It is noted from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, ‘experience and level of commitment to values are not associated’ holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between experience and level of commitment to values for their every activity.

CUSTOMER FOCUS

DESIGNATION AND OPINION TOWARDS CUSTOMER FOCUS

With a view to find the degree of association between designation and opinion towards customer focus, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between designation and opinion towards customer focus.

TABLE NO. 4.22
DESIGNATION AND OPINION TOWARDS CUSTOMER FOCUS
(TWO-WAY TABLE)

S. No.	Designation	Opinion towards customer focus			Total	Mean
		Low	Medium	High		
1.	Top	29 (23.6%)	65 (52.8%)	29 (23.6%)	123	11.5
2.	Middle	33 (16.8%)	91 (46.4%)	72 (36.7%)	196	12.0
3.	Low	83 (19.3%)	211 (49.0%)	137 (31.8%)	431	11.7
	Total	145	367	238	750	

It could be noted from the table that the percentage of high level of opinion towards customer focus was the highest (36.7%) among the respondents who worked in middle level and the same was the lowest (23.6%) among the respondents who worked in top level. The percentage of medium level of opinion was the highest (52.8%) among the respondents who worked in top level and the lowest (46.4%) among the respondents who worked in middle level. On the other hand, the percentage of the low level of opinion towards customer focus was the highest (23.6%) among the respondents who worked in top level and the lowest (16.8%) among the respondents who worked in middle level. From the analysis, it is identified that maximum level of opinion towards customer focus perceived by the respondents who worked in low level.

In order to find out the relationship between designation and level of opinion towards customer focus, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.23

**DESIGNATION AND OPINION TOWARDS CUSTOMER FOCUS
(CHI-SQUARE TEST)**

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	6.539	9.488	4	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'designation and level of opinion towards customer focus are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between designation and level of opinion towards customer focus.

DEPARTMENT AND OPINION TOWARDS CUSTOMER FOCUS

With a view to find the degree of association between department and opinion towards customer focus, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between department and opinion towards customer focus.

TABLE NO. 4.24

**DEPARTMENT AND OPINION TOWARDS CUSTOMER FOCUS
(TWO-WAY TABLE)**

S. No.	Department	Opinion towards customer focus			Total	Mean
		Low	Medium	High		
1.	Technical	84 (18.5%)	227 (49.9%)	144 (31.6%)	455	11.8
2.	Non-technical	61 (20.7%)	140 (47.5%)	94 (31.9%)	295	11.7
	Total	145	367	238	750	

It could be surmised from the table that the percentage of high level of opinion towards customer focus was the highest (31.9%) among the respondents who worked in non-technical department and the same was the lowest (31.6%) among the respondents who worked in technical department. The percentage of medium level of opinion was the highest (49.9%) among the respondents who worked in technical department and the lowest (47.5%) among the respondents who worked in non-technical department. On the other hand, the percentage of the low level of opinion was the highest (20.7%) among the respondents who worked in non-technical department and the lowest (18.5%) among the respondents who worked in technical department. From the analysis, it is identified that maximum level of opinion towards customer focus perceived by the respondents who worked in technical department.

In order to find out the relationship between department and level of opinion towards customer focus, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.25
DEPARTMENT AND OPINION TOWARDS CUSTOMER FOCUS
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	0.674	5.991	2	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'department and level of opinion towards customer focus are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between department and level of opinion towards customer focus.

EMPLOYEE AGE AND OPINION TOWARDS CUSTOMER FOCUS

With a view to find the degree of association between employee's age and opinion towards customer focus, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between employee's age and opinion towards customer focus.

TABLE NO. 4.26
EMPLOYEE AGE AND OPINION TOWARDS CUSTOMER FOCUS
(TWO-WAY TABLE)

S. No.	Employee age	Opinion towards customer focus			Total	Mean
		Low	Medium	High		
1.	Less than 30	25 (20.2%)	59 (47.6%)	40 (32.3%)	124	11.8
2.	30-40	72 (18.6%)	185 (47.7%)	131 (33.8%)	388	11.9
3.	More than 40	48 (20.2%)	123 (51.7%)	67 (28.2%)	238	11.6
	Total	145	367	238	750	

It could be observed from the table that the percentage of high level of opinion towards customer focus was the highest (33.8%) among the respondents who belong to the age group of 30-40 years and the same was the lowest (28.2%) among the respondents who belong to the age group of more than 40 years. The percentage of medium level of opinion towards customer focus was the highest (51.7%) among the respondents who belong to the age group of more than 40 years and the lowest (47.6%) among the respondents who belong to the age group of less than 30 years. On the other hand, the percentage of the low level of opinion towards customer focus was the highest (20.2%) among the respondents who belong to the age group of less than 30 years and more than 40 years and the lowest (18.6%) among the respondents who belong to the age group of 30-40

years. From the analysis, it is identified that maximum level of opinion towards customer focus perceived by the respondents of 30-40 years.

In order to find out the relationship between employee's age and level of opinion towards customer focus, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.27
EMPLOYEE AGE AND OPINION TOWARDS CUSTOMER FOCUS
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	2.265	9.488	4	Not Significant

It is stated from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'employee's age and level of opinion towards customer focus are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between employee's age and level of opinion towards customer focus.

SEX AND OPINION TOWARDS CUSTOMER FOCUS

With a view to find the degree of association between sex and opinion towards customer focus, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between sex and opinion towards customer focus.

TABLE NO. 4.28
SEX AND OPINION TOWARDS CUSTOMER FOCUS
(TWO-WAY TABLE)

S. No.	Sex	Opinion towards customer focus			Total	Mean
		Low	Medium	High		
1.	Male	84 (19.6%)	210 (49.1%)	134 (31.3%)	428	11.7
2.	Female	61 (18.9%)	157 (48.8%)	104 (32.3%)	322	11.8
	Total	145	367	238	750	

It could be determined from the table that the percentage of high level of opinion towards customer focus was the highest (32.3%) among female respondents and the same was the lowest (31.3%) among male respondents. The percentage of medium level of opinion towards customer focus was the highest (49.1%) among male respondents and the same was the lowest (48.8%) among female respondents. On the other hand, the percentage of the low level of opinion towards customer focus was the highest (19.6%) among male respondents and the lowest (18.9%) among female respondents. From the analysis, it is identified that maximum level of opinion towards customer focus attained by female respondents.

In order to find out the relationship between sex and level of opinion towards customer focus, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.29
SEX AND OPINION TOWARDS CUSTOMER FOCUS
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	0.104	5.991	2	Not Significant

It is noted from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'sex and level of opinion towards customer focus are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between sex and level of opinion towards customer focus.

EXPERIENCE AND OPINION TOWARDS CUSTOMER FOCUS

With a view to find the degree of association between experience and opinion towards customer focus, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between experience and opinion towards customer focus.

TABLE NO. 4.30
EXPERIENCE AND OPINION TOWARDS CUSTOMER FOCUS
(TWO-WAY TABLE)

S. No.	Experience	Opinion towards customer focus			Total	Mean
		Low	Medium	High		
1.	2-5 years	57 (19.1%)	147 (49.2%)	95 (31.8%)	299	11.7
2.	6-10 years	62 (19.9%)	152 (48.9%)	97 (31.2%)	311	11.7
3.	Above 10 years	26 (18.6%)	68 (48.6%)	46 (32.9%)	140	11.8
	Total	145	367	238	750	

It could be determined from the table that the percentage of high level of opinion towards customer focus was the highest (32.9%) among the respondents who had experienced for above 10 years and the same was the lowest (31.2%) among the respondents who had experienced for 6-10 years. The percentage of

medium level of opinion towards customer focus was the highest (49.2%) among the respondents who had experienced for 2-5 years and the same was the lowest (48.6%) among the respondents who had experienced for above 10 years. On the other hand, the percentage of the low level of opinion towards customer focus was the highest (19.9%) among the respondents who had experienced for 6-10 years and the lowest (18.6%) among the respondents who had experienced for above 10 years. From the analysis, it is identified that maximum level of opinion towards customer focus attained by the respondents who experienced for above 10 years.

In order to find out the relationship between experience and level of opinion towards customer focus, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.31
EXPERIENCE AND OPINION TOWARDS CUSTOMER FOCUS
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	1.448	9.488	4	Not Significant

It is noted from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, ‘experience and level of opinion towards customer focus are not associated’ holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between experience and level of opinion towards customer focus.

SATISFACTION WITH THE SALARY AND BENEFITS

DESIGNATION AND LEVEL OF SATISFACTION WITH THE SALARY AND BENEFITS

With a view to find the degree of association between designation and level of satisfaction with the salary and benefits, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between designation and level of satisfaction towards salary and benefits.

TABLE NO.4.32

DESIGNATION AND LEVEL OF SATISFACTION WITH THE SALARY AND BENEFITS (TWO-WAY TABLE)

S. No.	Designation	Level of satisfaction			Total	Mean
		Low	Medium	High		
1.	Top	39 (31.7)	64 (52.0)	20 (16.3)	123	29.2
2.	Middle	33 (16.8)	126 (64.3)	37 (18.9)	196	28.9
3.	Low	101 (23.4)	234 (54.3)	96 (22.3)	431	28.1
	Total	173	424	153	750	

It could be noted from the table that the percentage of high level of satisfaction towards salary and benefits was the highest (22.3%) among the respondents who worked in low level and the same was the lowest (16.3%) among the respondents who worked in top level. The percentage of medium level of satisfaction was the highest (64.3%) among the respondents who worked in middle level and the lowest (52.0%) among the respondents who worked in top level. On the other hand, the percentage of the low level of satisfaction was the highest

(31.7%) among the respondents who worked in top level and the lowest (16.8%) among the respondents who worked in middle level. From the analysis, it is identified that maximum level of satisfaction towards the salary and benefits perceived by the respondents who worked in top level.

In order to find out the relationship between designation and level of satisfaction, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.33

DESIGNATION AND LEVEL OF SATISFACTION WITH THE SALARY AND BENEFITS (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	12.209	9.488	4	Significant at 5% level

It is observed from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, ‘designation and level of satisfaction towards salary and benefits are not associated’ does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between designation and level of satisfaction towards salary and benefits.

DEPARTMENT AND LEVEL OF SATISFACTION WITH THE EMPLOYEE SALARY AND BENEFITS

With a view to find the degree of association between department and level of satisfaction with the employee salary and benefits, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between department and level of satisfaction towards salary and benefits.

TABLE NO.4.34
DEPARTMENT AND LEVEL OF SATISFACTION WITH THE SALARY AND BENEFITS
(TWO-WAY TABLE)

S. No.	Department	Level of satisfaction			Total	Mean
		Low	Medium	High		
1.	Technical	123 (27.0)	253 (55.6)	79 (17.4)	455	29.1
2.	Non-technical	50 (16.9)	171 (58.0)	74 (25.1)	295	28.8
	Total	173	424	153	750	

It could be surmised from the table that the percentage of high level of satisfaction towards employee salary and benefits was the highest (25.1%) among the respondents who worked in non-technical department and the same was the lowest (17.4%) among the respondents who worked in technical department. The percentage of medium level of satisfaction was the highest (58.0%) among the respondents who worked in technical department and the lowest (55.6%) among the respondents who worked in non-technical department. On the other hand, the percentage of the low level of satisfaction was the highest (27.0%) among the respondents who worked in technical department and the lowest (16.9%) among the respondents who worked in non-technical department. From the analysis, it is identified that maximum level of satisfaction towards the employee salary and benefits perceived by the respondents who worked in technical department.

In order to find out the relationship between department and level of satisfaction, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.35

DEPARTMENT AND LEVEL OF SATISFACTION WITH THE SALARY AND BENEFITS (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	13.297	5.991	2	Significant at 5% level

It is observed from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'department and level of satisfaction towards employee salary and benefits are not associated' does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between department and level of satisfaction towards employee salary and benefits.

EMPLOYEE AGE AND LEVEL OF SATISFACTION WITH THE EMPLOYEE SALARY AND BENEFITS

With a view to find the degree of association between employee's age and level of satisfaction with the employee salary and benefits, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between employee's age and level of satisfaction towards salary and benefits.

TABLE NO.4.36
EMPLOYEE AGE AND LEVEL OF SATISFACTION WITH THE
SALARY AND BENEFITS
(TWO-WAY TABLE)

S. No.	Employee age	Level of satisfaction			Total	Mean
		Low	Medium	High		
1.	Less than 30	32 (25.8)	75 (60.5)	17 (13.7)	124	28.2
2.	30-40	70 (18.0)	219 (56.4)	99 (25.5)	388	28.6
3.	More than 40	71 (29.8)	130 (54.6)	37 (15.5)	238	29.5
	Total	173	424	153	750	

It could be observed from the table that the percentage of high level of satisfaction towards employee's salary and benefits was the highest (25.5%) among the respondents who belong to the age group between 30-40 years and the same was the lowest (13.7%) among the respondents who belong to the age group of less than 30 years. The percentage of medium level of satisfaction was the highest (60.5%) among the respondents who belong to the age group of less than 30 years and the lowest (54.6%) among the respondents who belong to the age group of more than 40 years. On the other hand, the percentage of the low level of satisfaction was the highest (29.8%) among the respondents who belong to the age group of more than 40 years and the lowest (18.0%) among the respondents who belong to the age group between 30-40 years. From the analysis, it is identified that maximum level of satisfaction towards the employee salary and benefits perceived by the respondents of more than 40 years.

In order to find out the relationship between employee's age and level of satisfaction, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.37
EMPLOYEE AGE AND LEVEL OF SATISFACTION WITH THE
SALARY AND BENEFITS (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	20.317	9.488	4	Significant at 5% level

It is stated from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, ‘employee’s age and level of satisfaction towards employee salary and benefits are not associated’ does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between employee’s age and level of satisfaction towards employee salary and benefits.

SEX AND LEVEL OF SATISFACTION WITH THE EMPLOYEE SALARY AND BENEFITS

With a view to find the degree of association between gender and level of satisfaction with the employee salary and benefits, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between sex and level of satisfaction towards salary and benefits.

TABLE NO.4.38
SEX AND LEVEL OF SATISFACTION WITH THE SALARY AND
BENEFITS (TWO-WAY TABLE)

S. No.	Sex	Level of satisfaction			Total	Mean
		Low	Medium	High		
1.	Male	110 (25.7%)	226 (52.8%)	92 (21.5%)	428	29.0
2.	Female	63 (19.6%)	198 (61.5%)	61 (18.9%)	322	28.8
	Total	173	424	153	750	

It could be determined from the table that the percentage of high level of satisfaction towards employee's salary and benefits was the highest (21.5%) among male respondents and the same was the lowest (18.9%) among female respondents. The percentage of medium level of satisfaction was the highest (61.5%) among female respondents and the same was the lowest (52.8%) among male respondents. On the other hand, the percentage of the low level of satisfaction was the highest (25.7%) among male respondents and the lowest (19.6%) among female respondents. From the analysis, it is identified that maximum level of satisfaction towards the employee salary and benefits attained by male respondents.

In order to find out the relationship between gender and level of satisfaction, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.39
SEX AND LEVEL OF SATISFACTION WITH THE SALARY AND
BENEFITS (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	6.038	5.991	2	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, ‘Gender and level of satisfaction towards employee salary and benefits are not associated’ does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between gender and level of satisfaction towards employee salary and benefits.

EXPERIENCE AND LEVEL OF SATISFACTION WITH THE EMPLOYEE SALARY AND BENEFITS

With a view to find the degree of association between experience and level of satisfaction with the employee salary and benefits, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between experience and level of satisfaction towards salary and benefits.

**TABLE NO.4.40
EXPERIENCE AND LEVEL OF SATISFACTION WITH THE SALARY AND BENEFITS (TWO-WAY TABLE)**

S. No.	Experience	Level of satisfaction			Total	Mean
		Low	Medium	High		
1.	2-5 years	53 (17.7)	189 (63.2)	57 (19.1)	299	28.7
2.	6-10 years	87 (28.0)	153 (49.2)	71 (22.8)	311	28.9
3.	Above 10 years	33 (23.6)	82 (58.6)	25 (17.9)	140	29.1
	Total	173	424	153	750	

It could be determined from the table that the percentage of high level of satisfaction towards employee’s salary and benefits was the highest (22.8%) among the respondents who had experienced for 6-10 years and the same was the

lowest (17.9%) among the respondents who had experienced for above 10 years. The percentage of medium level of satisfaction was the highest (63.2%) among the respondents who had experienced for 2-5 years and the same was the lowest (49.2%) among the respondents who had experienced for 6-10 years. On the other hand, the percentage of the low level of satisfaction was the highest (28.0%) among the respondents who had experienced for 6-10 years and the lowest (17.7%) among the respondents who had experienced for 2-5 years. From the analysis, it is identified that maximum level of satisfaction towards the employee salary and benefits attained by the respondents who experienced for above 10 years.

In order to find out the relationship between experience and level of satisfaction, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.41
EXPERIENCE AND LEVEL OF SATISFACTION WITH THE SALARY AND BENEFITS (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	13.988	9.488	4	Significant at 5% level

It is noted from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'experience and level of satisfaction towards employee salary and benefits are not associated' does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between experience and level of satisfaction towards employee salary and benefits.

DEVELOPMENTAL PLAN

DESIGNATION AND OPINION TOWARDS LEVEL OF DEVELOPMENTAL PLAN

With a view to find the degree of association between designation and Opinion towards Level of Development Plan, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between designation and opinion towards level of development plan.

TABLE NO.4.42
DESIGNATION AND OPINION TOWARDS LEVEL OF DEVELOPMENTAL PLAN
(TWO-WAY TABLE)

S. No.	Designation	Opinion towards level of development plan			Total	Mean
		Low	Medium	High		
1.	Top	20 (16.3%)	82 (66.7%)	21 (17.1%)	123	20.1
2.	Middle	27 (13.8%)	125 (63.8%)	44 (22.4%)	196	19.7
3.	Low	76 (17.6%)	264 (61.3%)	91 (21.1%)	431	19.5
	Total	123	471	156	750	

It could be noted from the table that the percentage of high Opinion towards Level of Development Plan was the highest (22.4%) among the respondents who worked in middle level and the same was the lowest (17.1%) among the respondents who worked in top level. The percentage of medium Opinion towards Level of Development Plan was the highest (66.7%) among the respondents who worked in top level and the lowest (61.3%) among the

respondents who worked in low level. On the other hand, the percentage of the low Opinion towards Level of Development Plan was the highest (17.6%) among the respondents who worked in low level and the lowest (13.8%) among the respondents who worked in middle level. From the analysis, it is identified that maximum Opinion towards Level of Development Plan perceived by the respondents who worked in top level.

In order to find out the relationship between designation and level of developing others, a hypothesis was framed and analysed with the help of chi-square test. The result of the chi-square test is shown in the following table.

**TABLE NO.4.43
DESIGNATION AND LEVEL OF DEVELOPMENTAL PLAN
(CHI-SQUARE TEST)**

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	2.809	9.488	4	Not Significant

It is noted from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, ‘Designation and Opinion towards Level of Development Plan are not associated’ holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between designation and Opinion towards Level of Development Plan.

DEPARTMENT AND OPINION TOWARDS LEVEL OF DEVELOPMENTAL PLAN

With a view to find the degree of association between department and Opinion towards Level of Development Plan, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between department and opinion towards level of development plan.

TABLE NO.4.44
DEPARTMENT AND OPINION TOWARDS LEVEL OF DEVELOPMENTAL PLAN
(TWO-WAY TABLE)

S. No.	Department	Opinion towards Level of Development Plan			Total	Mean
		Low	Medium	High		
1.	Technical	89 (19.6)	278 (61.1)	88 (19.3)	455	19.9
2.	Non-technical	34 (11.5)	193 (65.4)	68 (23.1)	295	19.6
	Total	123	471	156	750	

It could be surmised from the table that the percentage of high Opinion towards Level of Development Plan was the highest (23.1%) among the respondents who worked in non- technical department and the same was the lowest (19.3%) among the respondents who worked in technical department. The percentage of medium Opinion towards Level of Development Plan was the highest (65.4%) among the respondents who worked in non-technical department and the lowest (61.1%) among the respondents who worked in technical department. On the other hand, the percentage of the low Opinion towards Level of Development Plan was the highest (19.6%) among the respondents who worked in technical department and the lowest (11.5%) among the respondents who worked in non-technical department. From the analysis, it is identified that maximum Opinion towards Level of Development Plan perceived by the respondents who worked in technical department.

In order to find out the relationship between department and level of developing others, a hypothesis was framed and analysed with the help of chi-square test. The result of the chi-square test is shown in the following table.

**TABLE NO.4.45
DEPARTMENT AND LEVEL OF DEVELOPMENTAL PLAN
(CHI-SQUARE TEST)**

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	8.763	5.991	2	Significant at 5% level

It is noted from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, ‘department and Opinion towards Level of Development Plan are not associated’ does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between department and Opinion towards Level of Development Plan.

EMPLOYEE AGE AND OPINION TOWARDS LEVEL OF DEVELOPMENTAL PLAN

With a view to find the degree of association between employee and Opinion towards Level of Development Plan, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between age and opinion towards level of development plan.

TABLE NO.4.46
EMPLOYEE AGE AND OPINION TOWARDS LEVEL OF
DEVELOPMENTAL PLAN (TWO-WAY TABLE)

S. No.	Employee age	Opinion towards Level of Development Plan			Total	Mean
		Low	Medium	High		
1.	Less than 30	26 (21.0%)	70 (56.5%)	28 (22.6%)	124	19.5
2.	30-40	57 (14.7%)	249 (64.2%)	82 (21.1%)	388	19.7
3.	More than 40	40 (16.8%)	152 (63.9%)	46 (19.3%)	238	20.1
	Total	123	471	156	750	

It could be observed from the table that the percentage of high Opinion towards Level of Development Plan was the highest (22.6%) among the respondents who belong to the age group of less than 30 years and the same was the lowest (19.3%) among the respondents who belong to the age group of more than 40 years. The percentage of medium Opinion towards Level of Development Plan was the highest (64.2%) among the respondents who belong to 30- 40 years of age group and the lowest (56.5%) among the respondents who belong to the age group of less than 30 years. On the other hand, the percentage of the low Opinion towards Level of Development Plan was the highest (21.0%) among the respondents who belong to the age group of less than 30 years and the lowest (14.7%) among the respondents who belong to the age group between 30-40 years. From the analysis, it is identified that maximum Opinion towards Level of Development Plan perceived by the respondents of more than 40 years.

In order to find out the relationship between employee's age and level of developing others, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.47
EMPLOYEE AGE AND LEVEL OF DEVELOPMENTAL PLAN
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	3.706	9.488	4	Not Significant

It is stated from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'Employee's age and Opinion towards Level of Development Plan are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between employee's age and Opinion towards Level of Development Plan.

SEX AND OPINION TOWARDS LEVEL OF DEVELOPMENTAL PLAN

With a view to find the degree of association between sex and Opinion towards Level of Development Plan, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between sex and opinion towards level of development plan.

TABLE NO.4.48
SEX AND OPINION TOWARDS LEVEL OF DEVELOPMENT PLAN
(TWO-WAY TABLE)

S. No.	Sex	Opinion towards Level of Development Plan			Total	Mean
		Low	Medium	High		
1.	Male	84 (19.6)	268 (62.6)	76 (17.8)	428	19.5
2.	Female	39 (12.1)	203 (63.0)	80 (24.8)	322	19.7
	Total	123	471	156	750	

It could be determined from the table that the percentage of high Opinion towards Level of Development Plan was the highest (24.8%) among female respondents and the same was the lowest (17.8%) among male respondents. The percentage of medium Opinion towards Level of Development Plan was the highest (63.0%) among female respondents and the same was the lowest (62.6%) among male respondents. On the other hand, the percentage of the low Opinion towards Level of Development Plan was the highest (19.6%) among male respondents and the lowest (12.1%) among female respondents. From the analysis, it is identified that maximum Opinion towards Level of Development Plan attained by female respondents.

In order to find out the relationship between gender and level of developing others, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.49
SEX AND LEVEL OF DEVELOPING OTHERS
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	10.770	5.991	2	Significant at 5% level

It is noted from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'sex and Opinion towards Level of Development Plan are not associated' does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between sex and Opinion towards Level of Development Plan.

EXPERIENCE AND OPINION TOWARDS LEVEL OF DEVELOPMENTAL PLAN

With a view to find the degree of association between experience and Opinion towards Level of Development Plan, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between experience and opinion towards level of development plan.

TABLE NO.4.50
EXPERIENCE AND OPINION TOWARDS LEVEL OF DEVELOPMENTAL PLAN
(TWO-WAY TABLE)

S. No.	Experience	Opinion towards Level of Development Plan			Total	Mean
		Low	Medium	High		
1.	2-5 years	49 (16.4%)	188 (62.9%)	62 (20.7%)	299	19.6
2.	6-10 years	48 (15.4%)	199 (64.0%)	64 (20.6%)	311	19.5
3.	Above 10 years	26 (18.6%)	84 (60.0%)	30 (21.4%)	140	20.1
	Total	123	471	156	750	

It could be determined from the table that the percentage of high Opinion towards Level of Development Plan was the highest (21.4%) among the respondents who had experienced for above 10 years and the same was the lowest (20.6%) among the respondents who had experienced for 6-10 years. The percentage of medium Opinion towards Level of Development Plan was the highest (64.0%) among the respondents who had experienced for 6-10 years and the same was the lowest (60.0%) among the respondents who had experienced for

above 10 years. On the other hand, the percentage of the low Opinion towards Level of Development Plan was the highest (18.6%) among the respondents who had experienced for above 10 years and the lowest (15.4%) among the respondents who had experienced for 6-10 years. From the analysis, it is identified that maximum Opinion towards Level of Development Plan attained by the respondents who experienced for above 10 years.

In order to find out the relationship between experience and level of developing others, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.51
EXPERIENCE AND OPINION TOWARDS LEVEL OF DEVELOPTAL PLAN (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	0.859	9.488	4	Not Significant

It is stated from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, ‘experience and Opinion towards Level of Development Plan are not associated’ holds good. Therefore the hypothesis null is accepted. It is concluded from the analysis that there is no significant relationship between experience and Opinion towards Level of Development Plan.

INNOVATION

DESIGNATION AND OPINION TOWARDS INNOVATION

With a view to find the degree of association between designation and opinion towards innovation, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between designation and opinion towards innovation.

TABLE NO. 4.52
DESIGNATION AND OPINION TOWARDS INNOVATION
(TWO-WAY TABLE)

S. No.	Designation	Innovation			Total	Mean
		Low	Medium	High		
1.	Top	23 (18.7%)	66 (53.7%)	34 (27.6%)	123	16.0
2.	Middle	41 (20.9%)	98 (50.0%)	57 (29.1%)	196	15.9
3.	Low	71 (16.5%)	252 (58.5%)	108 (25.1%)	431	15.9
	Total	135	416	199	750	

It could be noted from the table that the percentage of high opinion towards innovation was the highest (29.1%) among the respondents who worked in middle level and the same was the lowest (25.1%) among the respondents who worked in low level. The percentage of medium level of satisfaction was the highest (58.5%) among the respondents who worked in low level and the lowest (50.0%) among the respondents who worked in middle level. On the other hand, the percentage of the low level of satisfaction was the highest (20.9%) among the respondents who worked in middle level and the lowest (16.5%) among the respondents who worked in low level. From the analysis, it is identified that maximum level of satisfaction towards the innovation perceived by the respondents who worked in top level.

In order to find out the relationship between designation and opinion towards innovation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.53

**DESIGNATION AND OPINION TOWARDS INNOVATION
(CHI-SQUARE TEST)**

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	4.238	9.488	4	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'designation and opinion towards innovation are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between designation and opinion towards innovation.

DEPARTMENT AND OPINION TOWARDS INNOVATION

With a view to find the degree of association between department and opinion towards innovation, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between department and opinion towards innovation.

TABLE NO. 4.54

**DEPARTMENT AND OPINION TOWARDS INNOVATION
(TWO-WAY TABLE)**

S. No.	Department	Innovation			Total	Mean
		Low	Medium	High		
1.	Technical	87 (19.1)	245 (53.8)	123 (27.0)	455	15.9
2.	Non-technical	48 (16.3)	171 (58.0)	76 (25.8)	295	15.9
	Total	135	416	199	750	

It could be surmised from the table that the percentage of high opinion towards innovation was the highest (27.0%) among the respondents who worked in technical department and the same was the lowest (25.8%) among the respondents who worked in non-technical department. The percentage of medium level of satisfaction was the highest (58.0%) among the respondents who worked in non-technical department and the lowest (53.8%) among the respondents who worked in technical department. On the other hand, the percentage of the low level of satisfaction was the highest (19.1%) among the respondents who worked in technical department and the lowest (16.3%) among the respondents who worked in non-technical department. From the analysis, it is identified that opinion towards innovation perceived by the respondents who worked in technical and non-technical department are equal.

In order to find out the relationship between department and opinion towards innovation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.55
DEPARTMENT AND OPINION TOWARDS INNOVATION
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	1.464	5.991	2	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'department and opinion towards innovation are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between department and opinion towards innovation.

EMPLOYEE AGE AND OPINION TOWARDS INNOVATION

With a view to find the degree of association between employee's age and opinion towards innovation, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between employee's age and opinion towards innovation.

TABLE NO. 4.56
EMPLOYEE AGE OPINION TOWARDS INNOVATION
(TWO-WAY TABLE)

S. No.	Employee age	Innovation			Total	Mean
		Low	Medium	High		
1.	Less than 30	24 (19.4)	68 (54.8)	32 (25.8)	124	15.8
2.	30-40	73 (18.8)	215 (55.4)	100 (25.8)	388	15.7
3.	More than 40	38 (16.0)	133 (55.9)	67 (28.2)	238	15.9
	Total	135	416	199	750	

It could be observed from the table that the percentage of high opinion towards innovation was the highest (28.2%) among the respondents who belong to the age group more than 40 years and the same was the lowest (25.8%) among the respondents who belong to the age group of less than 30 years and 30-40 years respectively. The percentage of medium level of satisfaction was the highest (55.9%) among the respondents who belong to the age group of more than 40 years and the lowest (54.8%) among the respondents who belong to the age group of less than 30. On the other hand, the percentage of the low level of satisfaction was the highest (19.4%) among the respondents who belong to the age group of less than 30 years and the lowest (16.0%) among the respondents who belong to

the age group of more than 40. From the analysis, it is identified that maximum opinion towards Innovation is perceived by the respondents of more than 40 years.

In order to find out the relationship between employee's age and level of satisfaction towards innovation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.57
EMPLOYEE AGE AND OPINION TOWARDS INNOVATION
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	1.177	9.488	4	Not Significant

It is stated from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'employee's age and opinion towards innovation are not associated' does not holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between employee's age and opinion towards innovation.

SEX AND OPINION TOWARDS INNOVATION

With a view to find the degree of association between gender and opinion towards innovation, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between sex and opinion towards innovation.

TABLE NO. 4.58
SEX AND OPINION TOWARDS INNOVATION
(TWO-WAY TABLE)

S. No.	Sex	Innovation			Total	Mean
		Low	Medium	High		
1.	Male	80 (18.7)	247 (57.7)	101 (23.6)	428	15.8
2.	Female	55 (17.1)	169 (52.5)	98 (30.4)	322	16.1
	Total	135	416	199	750	

It could be determined from the table that the percentage of high opinion towards innovation was the highest (30.4%) among female respondents and the same was the lowest (23.6%) among male respondents. The percentage of medium level of satisfaction was the highest (57.7%) among male respondents and the same was the lowest (52.5%) among female respondents. On the other hand, the percentage of the low level of satisfaction was the highest (18.7%) among male respondents and the lowest (17.1%) among female respondents. From the analysis, it is identified that maximum opinion towards innovation attained by female respondents.

In order to find out the relationship between gender and opinion towards innovation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.59
SEX AND OPINION TOWARDS INNOVATION
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	4.407	5.991	2	Not Significant

It is found from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'sex and opinion towards innovation are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between sex and opinion towards innovation.

EXPERIENCE AND OPINION TOWARDS INNOVATION

With a view to find the degree of association between experience and opinion towards innovation, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between experience and opinion towards innovation.

TABLE NO. 4.60

EXPERIENCE AND OPINION TOWARDS INNOVATION (TWO-WAY TABLE)

S. No.	Experience	Opinion towards innovation			Total	Mean
		Low	Medium	High		
1.	2-5 years	66 (22.1)	159 (53.2)	74 (24.7)	299	15.7
2.	6-10 years	44 (14.1)	176 (56.6)	91 (29.3)	311	16.1
3.	Above 10 years	25 (17.9)	81 (57.9)	34 (24.3)	140	15.9
	Total	135	416	199	750	

It could be determined from the table that the percentage of high opinion towards innovation was the highest (29.3%) among the respondents who had experienced for 6-10 years and the same was the lowest (24.3%) among the respondents who had experienced for above 10 years. The percentage of medium level of satisfaction was the highest (57.9%) among the respondents who had

experienced for above 10 years and the same was the lowest (53.2%) among the respondents who had experienced for 2-5 years. On the other hand, the percentage of the low level of satisfaction was the highest (22.1%) among the respondents who had experienced for 2-5 years and the lowest (14.1%) among the respondents who had experienced for 6-10 years. From the analysis, it is identified that maximum level of satisfaction towards the innovation attained by the respondents who experienced for 6-10 years.

In order to find out the relationship between experience and opinion towards innovation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.61
EXPERIENCE AND OPINION TOWARDS INNOVATION
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	7.317	9.488	4	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'experience and opinion towards innovation are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between experience and opinion towards innovation.

MANAGING PERFORMANCE

DESIGNATION AND LEVEL OF MANAGING PERFORMANCE

With a view to find the degree of association between designation and level of managing performance, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between designation and opinion towards level of managing performance.

TABLE NO.4.62
DESIGNATION AND LEVEL OF MANAGING PERFORMANCE
(TWO-WAY TABLE)

S. No.	Designation	Level of managing performance			Total	Mean
		Low	Medium	High		
1.	Top	39 (31.7%)	57 (46.3%)	27 (22.0%)	123	15.2
2.	Middle	26 (13.3%)	122 (62.2%)	48 (24.5%)	196	15.4
3.	Low	89 (20.6%)	237 (55.0%)	105 (24.4%)	431	15.3
	Total	154	416	180	750	

It could be noted from the table that the percentage of high level of managing performance was the highest (24.5%) among the respondents who worked in middle level and the same was the lowest (22.0%) among the respondents who worked in top level. The percentage of medium level of managing performance was the highest (62.2%) among the respondents who worked in middle level and the lowest (46.3%) among the respondents who worked in top level. On the other hand, the percentage of the low level of

managing performance was the highest (31.7%) among the respondents who worked in top level and the lowest (13.3%) among the respondents who worked in middle level. From the analysis, it is identified that maximum level of managing performance perceived by the respondents who worked in middle level.

In order to find out the relationship between designation and level of managing performance, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

**TABLE NO.4.63
DESIGNATION AND LEVEL OF MANAGING PERFORMANCE
(CHI-SQUARE TEST)**

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	16.271	9.488	4	Significant at 5% level

It is noted from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'Designation and level of managing performance are not associated' does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between designation and level of managing performance.

DEPARTMENT AND LEVEL OF MANAGING PERFORMANCE

With a view to find the degree of association between department and level of managing performance, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between department and level of managing performance.

TABLE NO.4.64
DEPARTMENT AND LEVEL OF MANAGING PERFORMANCE
(TWO-WAY TABLE)

S. No.	Department	Level of managing performance			Total	Mean
		Low	Medium	High		
1.	Technical	98 (21.5%)	248 (54.5%)	109 (24.0%)	455	15.8
2.	Non-technical	56 (19.0%)	168 (56.9%)	71 (24.1%)	295	15.3
	Total	154	416	180	750	

It could be surmised from the table that the percentage of high level of managing performance was the highest (24.1%) among the respondents who worked in non- technical department and the same was the lowest (24.0%) among the respondents who worked in technical department. The percentage of medium level of managing performance was the highest (56.9%) among the respondents who worked in non-technical department and the lowest (54.5%) among the respondents who worked in technical department. On the other hand, the percentage of the low level of managing performance was the highest (21.5%) among the respondents who worked in technical department and the lowest (19.0%) among the respondents who worked in non-technical department. From the analysis, it is identified that maximum level of managing performance perceived by the respondents who worked in technical department.

In order to find out the relationship between department and level of managing performance, a hypothesis was framed and analysed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.65
DEPARTMENT AND LEVEL OF MANAGING PERFORMANCE
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	0.763	5.991	2	Not Significant

It is stated from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, ‘department and level of managing performance are not associated’ holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between department and level of managing performance.

EMPLOYEE’S AGE AND LEVEL OF MANAGING PERFORMANCE

With a view to find the degree of association between employee and level of managing performance, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between employee’s age and opinion towards level of managing performance.

TABLE NO.4.66
EMPLOYEE’S AGE AND LEVEL OF MANAGING PERFORMANCE
(TWO-WAY TABLE)

S. No.	Employee age	Level of managing performance			Total	Mean
		Low	Medium	High		
1.	Less than 30	28 (22.6%)	67 (54.0%)	29 (23.4%)	124	15.2
2.	30-40	74 (19.1%)	212 (54.6%)	102 (26.3%)	388	15.5
3.	More than 40	52 (21.8%)	137 (57.6%)	49 (20.6%)	238	15.1
	Total	154	416	180	750	

It could be observed from the table that the percentage of high level of managing performance was the highest (26.3%) among the respondents who belong to the age group of 30-40 years and the same was the lowest (20.6%) among the respondents who belong to the age group of more than 40 years. The percentage of medium level of managing performance was the highest (57.6%) among the respondents who belong to the age group of more than 40 years and the lowest (54.0%) among the respondents who belong to the age group of less than 30 years. On the other hand, the percentage of the low level of managing performance was the highest (22.6%) among the respondents who belong to the age group of less than 30 years and the lowest (19.1%) among the respondents who belong to the age group between 30-40 years. From the analysis, it is identified that maximum level of managing performance perceived by the respondents of 30-40 years.

In order to find out the relationship between employee’s age and level of managing performance, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.67
EMPLOYEE’S AGE AND LEVEL OF MANAGING PERFORMANCE
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	3.160	9.488	4	Not Significant

It is noted from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, ‘employee’s age and level of managing performance are not associated’ holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between employee’s age and level of managing performance.

SEX AND LEVEL OF MANAGING PERFORMANCE

With a view to find the degree of association between sex and level of managing performance, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between sex and opinion towards level of managing performance.

TABLE NO.4.68
SEX AND LEVEL OF MANAGING PERFORMANCE
(TWO-WAY TABLE)

S. No.	Sex	Level of managing performance			Total	Mean
		Low	Medium	High		
1.	Male	87 (20.3%)	240 (56.1%)	101 (23.6%)	428	15.7
2.	Female	67 (20.8%)	176 (54.7%)	79 (24.5%)	322	15.3
	Total	154	416	180	750	

It could be determined from the table that the percentage of high level of managing performance was the highest (24.5%) among female respondents and the same was the lowest (23.6%) among male respondents. The percentage of medium level of managing performance was the highest (56.1%) among male respondents and the same was the lowest (54.7%) among female respondents. On the other hand, the percentage of the low level of managing performance was the highest (20.8%) among female respondents and the lowest (20.3%) among male respondents. From the analysis, it is identified that maximum level of managing performance attained by male respondents.

In order to find out the relationship between gender and level of managing performance, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.69
SEX AND LEVEL OF MANAGING PERFORMANCE
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	0.154	5.991	2	Not Significant

It is found from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'sex and level of managing performance are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between sex and level of managing performance.

EXPERIENCE AND LEVEL OF MANAGING PERFORMANCE

With a view to find the degree of association between experience and level of managing performance, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between experience and level of managing performance.

TABLE NO.4.70
EXPERIENCE AND LEVEL OF MANAGING PERFORMANCE
(TWO-WAY TABLE)

S. No.	Experience	Level of managing performance			Total	Mean
		Low	Medium	High		
1.	2-5 years	77 (25.8)	164 (54.8)	58 (19.4)	299	15.3
2.	6-10 years	51 (16.4)	169 (54.3)	91 (29.3)	311	15.9
3.	Above 10 years	26 (18.6)	83 (59.3)	31 (22.1)	140	15.6
	Total	154	416	180	750	

It could be determined from the table that the percentage of high level of managing performance was the highest (29.3%) among the respondents who had experienced for 6-10 years and the same was the lowest (19.4%) among the respondents who had experienced for 2-5 years. The percentage of medium level of managing performance was the highest (59.3%) among the respondents who had experienced for above 10 years and the same was the lowest (54.3%) among the respondents who had experienced for 6-10 years. On the other hand, the percentage of the low level of managing performance was the highest (25.8%) among the respondents who had experienced for 2-5 years and the lowest (16.4%) among the respondents who had experienced for 6-10 years. From the analysis, it

is identified that maximum level of managing performance attained by the respondents who experienced for 6-10 years.

In order to find out the relationship between experience and level of managing performance, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.71
EXPERIENCE AND LEVEL OF MANAGING PERFORMANCE
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	13.704	9.488	4	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'Experience and level of managing performance are not associated' does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between experience and level of managing performance.

QUALITY COMMITMENT

DESIGNATION AND LEVEL OF QUALITY COMMITMENT

With a view to find the degree of association between designation and level of quality commitment, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between designation and level of quality commitment.

TABLE NO.4.72
DESIGNATION AND LEVEL OF QUALITY COMMITMENT
(TWO-WAY TABLE)

S. No.	Designation	Level of quality commitment			Total	Mean
		Low	Medium	High		
1.	Top	28 (22.8%)	64 (52.0%)	31 (25.2%)	123	21.2
2.	Middle	38 (19.4%)	100 (51.0%)	58 (29.6%)	196	20.8
3.	Low	75 (17.4%)	219 (50.8%)	137 (31.8%)	431	20.4
	Total	141	383	226	750	

It could be noted from the table that the percentage of high level of quality commitment was the highest (31.8%) among the respondents who worked in low level and the same was the lowest (25.2%) among the respondents who worked in top level. The percentage of medium level of quality commitment was the highest (52.0%) among the respondents who worked in top level and the lowest (50.8%) among the respondents who worked in low level. On the other hand, the percentage of the low level of quality commitment was the highest (22.8%) among the respondents who worked in top level and the lowest (17.4%) among the respondents who worked in low level. From the analysis, it is identified that maximum level of quality commitment perceived by the respondents who worked in top level.

In order to find out the relationship between designation and level of quality commitment, a hypothesis was framed and analysed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.73
DESIGNATION AND LEVEL OF QUALITY COMMITMENT
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	2.943	9.488	4	Not Significant

It is noted from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'Designation and level of quality commitment are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between designation and level of quality commitment.

DEPARTMENT AND LEVEL OF QUALITY COMMITMENT

With a view to find the degree of association between department and level of quality commitment, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between department and level of quality commitment.

TABLE NO.4.74
DEPARTMENT AND LEVEL OF QUALITY COMMITMENT
(TWO-WAY TABLE)

S. No.	Department	Level of quality commitment			Total	Mean
		Low	Medium	High		
1.	Technical	102 (22.4%)	221 (48.6%)	132 (29.0%)	455	21.2
2.	Non-technical	39 (13.2%)	162 (54.9%)	94 (31.9%)	295	20.4
	Total	141	383	226	750	

It could be surmised from the table that the percentage of high level of quality commitment was the highest (31.9%) among the respondents who worked in non- technical department and the same was the lowest (29.0%) among the respondents who worked in technical department. The percentage of medium level of quality commitment was the highest (54.9%) among the respondents who worked in non-technical department and the lowest (48.6%) among the respondents who worked in technical department. On the other hand, the percentage of the low level of quality commitment was the highest (22.4%) among the respondents who worked in technical department and the lowest (13.2%) among the respondents who worked in non-technical department. From the analysis, it is identified that maximum level of quality commitment perceived by the respondents who worked in technical department.

In order to find out the relationship between department and level of quality commitment, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.75
DEPARTMENT AND LEVEL OF QUALITY COMMITMENT
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	9.948	5.991	2	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, ‘Department and level of quality commitment are not associated’ does not hold good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between department and level of quality commitment.

EMPLOYEE AGE AND LEVEL OF QUALITY COMMITMENT

With a view to find the degree of association between employee age and level of quality commitment, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between age and level of quality commitment.

TABLE NO.4.76
EMPLOYEE AGE AND LEVEL OF QUALITY COMMITMENT
(TWO-WAY TABLE)

S. No.	Employee age	Level of quality commitment			Total	Mean
		Low	Medium	High		
1.	Less than 30	32 (25.8)	70 (56.5)	22 (17.7)	124	19.8
2.	30-40	70 (18.0)	190 (49.0)	128 (33.0)	388	20.5
3.	More than 40	39 (16.4)	123 (51.7)	76 (31.9)	238	20.9
	Total	141	383	226	750	

It could be observed from the table that the percentage of high level of quality commitment was the highest (33.0%) among the respondents who belong to the age group between 30-40 years and the same was the lowest (17.7%) among the respondents who belong to the age group of less than 30 years. The percentage of medium level of quality commitment was the highest (56.5%) among the respondents who belong to the age group of less than 30 years and the same was the lowest (49.0%) among the respondents who belong to the age group between 30-40 years. On the other hand, the percentage of the low level of quality commitment was the highest (25.8%) among the respondents who belong to the age group of less than 30 years and the lowest (16.4%) among the respondents who belong to the age group of more than 40 years. From the analysis, it is

identified that maximum level of quality commitment perceived by the respondents of more than 40 years.

In order to find out the relationship between employee's age and level of quality commitment, a hypothesis was framed and analysed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.77
EMPLOYEE AGE AND LEVEL OF QUALITY COMMITMENT
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	12.775	9.488	4	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'employee age and level of quality commitment are not associated' does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between employee age and level of quality commitment.

SEX AND LEVEL OF QUALITY COMMITMENT

With a view to find the degree of association between sex and level of quality commitment, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between sex and level of quality commitment.

TABLE NO.4.78
SEX AND LEVEL OF QUALITY COMMITMENT
(TWO-WAY TABLE)

S. No.	Sex	Level of quality commitment			Total	Mean
		Low	Medium	High		
1.	Male	78 (18.2%)	226 (52.8%)	124 (29.0%)	428	20.3
2.	Female	63 (19.6%)	157 (48.8%)	102 (31.7%)	322	20.4
	Total	141	383	226	750	

It could be determined from the table that the percentage of high level of quality commitment was the highest (31.7%) among female respondents and the same was the lowest (29.0%) among male respondents. The percentage of medium level of quality commitment was the highest (52.8%) among male respondents and the same was the lowest (48.8%) among female respondents. On the other hand, the percentage of the low level of quality commitment was the highest (19.6%) among female respondents and the lowest (18.2%) among male respondents. From the analysis, it is identified that maximum level of quality commitment attained by female respondents.

In order to find out the relationship between gender and level of quality commitment, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.79
SEX AND LEVEL OF QUALITY COMMITMENT
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	1.211	5.991	2	Not Significant

It is noted from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis,

‘sex and level of quality commitment are not associated’ holds good. Therefore the hypothesis null is accepted. It is concluded from the analysis that there is no significant relationship between sex and level of quality commitment.

EXPERIENCE AND LEVEL OF QUALITY COMMITMENT

With a view to find the degree of association between experience and level of quality commitment, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between experience and level of quality commitment.

TABLE NO.4.80
EXPERIENCE AND LEVEL OF QUALITY COMMITMENT
(TWO-WAY TABLE)

S. No.	Experience	Level of quality commitment			Total	Mean
		Low	Medium	High		
1.	2-5 years	65 (21.7%)	142 (47.5%)	92 (30.8%)	299	20.2
2.	6-10 years	43 (13.8%)	174 (55.9%)	94 (30.2%)	311	20.4
3.	Above 10 years	33 (23.6%)	67 (47.9%)	40 (28.6%)	140	21.1
	Total	141	383	226	750	

It could be determined from the table that the percentage of high level of quality commitment was the highest (30.8%) among the respondents who experienced for 2-5 years and the same was the lowest (28.6%) among the respondents who experienced for above 10 years. The percentage of medium level of quality commitment was the highest (55.9%) among the respondents who experienced for 6-10 years and the same was the lowest (47.5%) among the respondents who experienced for 2-5 years. On the other hand, the percentage of

the low level of quality commitment was the highest (23.6%) among the respondents who experienced for above 10 years and the lowest (13.8%) among the respondents who experienced for 6-10 years. From the analysis, it is identified that maximum level of quality commitment attained by the respondents who experienced for above 10 years.

In order to find out the relationship between experience and level of quality commitment, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.81
EXPERIENCE AND LEVEL OF QUALITY COMMITMENT
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	9.798	9.488	4	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, ‘experience and level of quality commitment are not associated’ does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between experience and level of quality commitment.

RESULTS ORIENTATION

DESIGNATION AND OPINION TOWARDS RESULTS ORIENTATION

With a view to find the degree of association between designation and opinion towards results orientation, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between designation and opinion towards results orientation.

TABLE NO. 4.82
DESIGNATION AND OPINION TOWARDS RESULTS ORIENTATION
(TWO-WAY TABLE)

S. No.	Designation	Opinion towards results orientation			Total	Mean
		Low	Medium	High		
1.	Top	39 (31.7%)	55 (44.7%)	29 (23.6%)	123	15.8
2.	Middle	43 (21.9%)	97 (49.5%)	56 (28.6%)	196	16.1
3.	Low	111 (25.8%)	210 (48.7%)	110 (25.5%)	431	15.9
	Total	193	362	195	750	

It could be noted from the table that the percentage of high opinion towards results orientation was the highest (28.6%) among the respondents who worked in middle level and the same was the lowest (23.6%) among the respondents who worked in top level. The percentage of medium level of satisfaction was the highest (49.5%) among the respondents who worked in middle level and the lowest (44.7%) among the respondents who worked in top level. On the other hand, the percentage of the low level of satisfaction was the highest (31.7%) among the respondents who worked in top level and the lowest (21.9%) among the respondents who worked in middle level. From the analysis, it is identified that maximum level of satisfaction towards the results orientation perceived by the respondents who worked in middle level.

In order to find out the relationship between designation and opinion towards results orientation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.83
DESIGNATION AND OPINION TOWARDS RESULTS ORIENTATION
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	5.391	9.488	4	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'designation and opinion towards results orientation are not associated' holds good. Therefore null the hypothesis is accepted. It is concluded from the analysis that there is a close significant relationship between designation and opinion towards results orientation.

DEPARTMENT AND OPINION TOWARDS RESULTS ORIENTATION

With a view to find the degree of association between department and opinion towards results orientation, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between department and opinion towards results orientation.

TABLE NO. 4.84
DEPARTMENT AND OPINION TOWARDS RESULTS ORIENTATION
(TWO-WAY TABLE)

S. No.	Department	Opinion towards results orientation			Total	Mean
		Low	Medium	High		
1.	Technical	121 (26.6)	214 (47.0)	120 (26.4)	455	16.0
2.	Non-technical	72 (24.4)	148 (50.2)	75 (25.4)	295	16.0
	Total	193	362	195	750	

It could be surmised from the table that the percentage of high opinion towards results orientation was the highest (26.4%) among the respondents who worked in technical department and the same was the lowest (25.4%) among the respondents who worked in non-technical department. The percentage of medium level of satisfaction was the highest (50.2%) among the respondents who worked in non-technical department and the lowest (47.0%) among the respondents who worked in technical department. On the other hand, the percentage of the low level of satisfaction was the highest (26.6%) among the respondents who worked in technical department and the lowest (24.4%) among the respondents who worked in non-technical department. From the analysis, it is identified that maximum level of satisfaction towards the results orientation perceived by the respondents who worked in technical and non-technical department.

In order to find out the relationship between department and opinion towards results orientation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.85
DEPARTMENT AND OPINION TOWARDS RESULTS ORIENTATION
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	0.759	5.991	2	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'department and opinion towards results orientation are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is a close significant relationship between department and opinion towards results orientation.

EMPLOYEE AGE AND OPINION TOWARDS RESULTS ORIENTATION

With a view to find the degree of association between employee's age and opinion towards results orientation, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between employee's age and opinion towards results orientation.

TABLE NO. 4.86

EMPLOYEE AGE AND OPINION TOWARDS RESULTS ORIENTATION (TWO-WAY TABLE)

S. No.	Employee age	Opinion towards results orientation			Total	Mean
		Low	Medium	High		
1.	Less than 30	29 (23.4)	62 (50.0)	33 (26.6)	124	16.1
2.	30-40	95 (24.5)	194 (50.0)	99 (25.5)	388	16.0
3.	More than 40	69 (29.0)	106 (44.5)	63 (26.5)	238	15.9
	Total	193	362	195	750	

It could be observed from the table that the percentage of high opinion towards results orientation was the highest (26.6%) among the respondents who belong to the age group less than 30 years and the same was the lowest (25.5%) among the respondents who belong to the age group of 30-40 years. The percentage of medium level of satisfaction was the highest (50.0%) among the respondents who belong to the age group of less than 30 years and 30-40 years and the lowest (44.5%) among the respondents who belong to the age group of more than 40 years. On the other hand, the percentage of the low level of satisfaction was the highest (29.0%) among the respondents who belong to the age group of

more than 40 years and the lowest (23.4%) among the respondents who belong to the age group of less than 30 years. From the analysis, it is identified that maximum level of satisfaction towards the results orientation perceived by the respondents of less than 30 years.

In order to find out the relationship between employee's age and opinion towards results orientation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.87
EMPLOYEE AGE AND OPINION TOWARDS RESULTS ORIENTATION
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	2.561	9.488	4	Not Significant

It is stated from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'employee age and opinion towards results orientation are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is a close significant relationship between employee age and opinion towards results orientation.

SEX AND OPINION TOWARDS RESULTS ORIENTATION

With a view to find the degree of association between sex and opinion towards results orientation, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between sex and opinion towards results orientation.

TABLE NO. 4.88
SEX AND OPINION TOWARDS RESULTS ORIENTATION
(TWO-WAY TABLE)

S. No.	Sex	Opinion towards results orientation			Total	Mean
		Low	Medium	High		
1.	Male	110 (25.7)	209 (48.8)	109 (25.5)	428	16.0
2.	Female	83 (25.8)	153 (47.5)	86 (26.7)	322	16.0
	Total	193	362	195	750	

It could be determined from the table that the percentage of high opinion towards results orientation was the highest (26.7%) among female respondents and the same was the lowest (25.5%) among male respondents. The percentage of medium level of satisfaction was the highest (48.8%) among male respondents and the same was the lowest (47.5%) among female respondents. On the other hand, the percentage of the low level of satisfaction was the highest (25.8%) among female respondents and the lowest (25.7%) among male respondents. From the analysis, it is identified that maximum level of satisfaction towards the results orientation attained by male and female respondents.

In order to find out the relationship between sex and opinion towards results orientation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.89
SEX AND OPINION TOWARDS RESULTS ORIENTATION
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	0.175	5.991	2	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'sex and opinion towards results orientation are not associated' holds good. Therefore the hypothesis is accepted. It is concluded from the analysis that there is a close significant relationship between sex and opinion towards results orientation.

EXPERIENCE AND OPINION TOWARDS RESULTS ORIENTATION

With a view to find the degree of association between experience and opinion towards results orientation, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between experience and opinion towards results orientation.

TABLE NO. 4.90
EXPERIENCE AND OPINION TOWARDS RESULTS ORIENTATION
(TWO-WAY TABLE)

S. No.	Experience	Opinion towards results orientation			Total	Mean
		Low	Medium	High		
1.	2-5 years	74 (24.7)	145 (48.5)	80 (26.8)	299	16.0
2.	6-10 years	84 (27.0)	145 (46.6)	82 (26.4)	311	16.0
3.	Above 10 years	35 (25.0)	72 (51.4)	33 (23.6)	140	15.9
	Total	193	362	195	750	

It could be determined from the table that the percentage of high opinion towards results orientation was the highest (26.8%) among the respondents who had experienced for 2-5 years and the same was the lowest (23.6%) among the respondents who had experienced for above 10 years. The percentage of medium level of satisfaction was the highest (51.4%) among the respondents who had experienced for above 10 years and the same was the lowest (46.6%) among the respondents who had experienced for 6-10 years. On the other hand, the percentage of the low level of satisfaction was the highest (27.0%) among the respondents who had experienced for 6-10 years and the lowest (24.7%) among the respondents who had experienced for 2-5 years. From the analysis, it is identified that maximum level of satisfaction towards the results orientation attained by the respondents who experienced for 2-5 years and 6-10 years.

In order to find out the relationship between experience and opinion towards results orientation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.91
EXPERIENCE AND OPINION TOWARDS RESULTS ORIENTATION
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	1.205	9.488	4	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'Experience and opinion towards results orientation are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is a close significant relationship between experience and opinion towards results orientation.

STIMULATING OPEN CLIMATE

DESIGNATION AND OPINION TOWARDS STIMULATING OPEN CLIMATE

With a view to find the degree of association between designation and opinion towards stimulating open climate, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between designation and opinion towards stimulating open climate.

TABLE NO. 4.92
DESIGNATION AND OPINION TOWARDS STIMULATING OPEN
CLIMATE (TWO-WAY TABLE)

S. No.	Designation	Opinion towards stimulating open climate			Total	Mean
		Low	Medium	High		
1.	Top	26 (21.1%)	73 (59.3%)	24 (19.5%)	123	19.4
2.	Middle	40 (20.4%)	92 (46.9%)	64 (32.7%)	196	19.7
3.	Low	98 (22.7%)	204 (47.3%)	129 (29.9%)	431	19.6
	Total	164	369	217	750	

It could be noted from the table that the percentage of high opinion towards results orientation was the highest (32.7%) among the respondents who worked in middle level and the same was the lowest (19.5%) among the respondents who worked in top level. The percentage of medium level of satisfaction was the highest (59.3%) among the respondents who worked in top level and the lowest (46.9%) among the respondents who worked in middle level. On the other hand, the percentage of the low level of satisfaction was the highest (22.7%) among the respondents who worked in low level and the lowest (20.4%) among the respondents who worked in middle level. From the analysis, it is identified that maximum level of satisfaction towards the stimulating open climate perceived by the respondents who worked in middle level.

In order to find out the relationship between designation and opinion towards results orientation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.93
DESIGNATION AND OPINION TOWARDS STIMULATING OPEN
CLIMATE (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	8.314	9.488	4	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'designation and opinion towards results orientation are not associated' holds good. Therefore the null hypothesis accepted. It is concluded from the analysis that there is a close significant relationship between designation and opinion towards results orientation.

DEPARTMENT AND OPINION TOWARDS STIMULATING OPEN CLIMATE

With a view to find the degree of association between department and opinion towards stimulating open climate, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between department and opinion towards stimulating open climate.

TABLE NO. 4.94
DEPARTMENT AND OPINION TOWARDS STIMULATING OPEN
CLIMATE (TWO-WAY TABLE)

S. No.	Department	Opinion towards stimulating open climate			Total	Mean
		Low	Medium	High		
1.	Technical	100 (22.0)	225 (49.5)	130 (28.6)	455	19.6
2.	Non-technical	64 (21.7)	144 (48.8)	87 (29.5)	295	19.6
	Total	164	369	217	750	

It could be surmised from the table that the percentage of high opinion towards results orientation was the highest (29.5%) among the respondents who worked in non-technical department and the same was the lowest (28.6%) among the respondents who worked in technical department. The percentage of medium level of satisfaction was the highest (49.5%) among the respondents who worked in technical department and the lowest (48.8%) among the respondents who worked in non-technical department. On the other hand, the percentage of the low level of satisfaction was the highest (22.0%) among the respondents who worked in technical department and the lowest (21.7%) among the respondents who worked in non-technical department. From the analysis, it is identified that maximum level of satisfaction towards the stimulating open climate perceived by the respondents who worked in technical and non-technical department.

In order to find out the relationship between department and opinion towards results orientation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.95
DEPARTMENT AND OPINION TOWARDS STIMULATING OPEN
CLIMATE (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	0.074	5.991	2	Not Significant

It is obtained from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'department and opinion towards results orientation are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is a close significant relationship between department and opinion towards results orientation.

EMPLOYEE AGE AND OPINION TOWARDS STIMULATING OPEN CLIMATE

With a view to find the degree of association between employee's age and opinion towards stimulating open climate, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between employee's age and opinion towards stimulating open climate.

TABLE NO. 4.96
EMPLOYEE AGE OPINION TOWARDS STIMULATING OPEN
CLIMATE (TWO-WAY TABLE)

S. No.	Employee age	Opinion towards stimulating open climate			Total	Mean
		Low	Medium	High		
1.	Less than 30	25 (20.2)	65 (52.4)	34 (27.4)	124	19.6
2.	30-40	75 (19.3)	191 (49.2)	122 (31.4)	388	19.8
3.	More than 40	64 (26.9)	113 (47.5)	61 (25.6)	238	19.2
	Total	164	369	217	750	

It could be observed from the table that the percentage of high opinion towards results orientation was the highest (31.4%) among the respondents who belong to the age group between 30-40 years and the same was the lowest (25.6%) among the respondents who belong to the age group of more than 40 years. The percentage of medium level of satisfaction was the highest (52.4%) among the respondents who belong to the age group of less than 30 years and the lowest (47.5%) among the respondents who belong to the age group of more than 40 years. On the other hand, the percentage of the low level of satisfaction was the highest (26.9%) among the respondents who belong to the age group of more than 40 years and the lowest (19.3%) among the respondents who belong to the age group between 30-40 years. From the analysis, it is identified that maximum level of satisfaction towards the stimulating open climate perceived by the respondents of 30-40 years.

In order to find out the relationship between employee's age and opinion towards results orientation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.97
EMPLOYEE AGE AND OPINION TOWARDS STIMULATING OPEN
CLIMATE (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	6.299	9.488	4	Not Significant

It is stated from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, ‘Employee’s age and opinion towards results orientation are not associated’ holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is a close significant relationship between employee’s age and opinion towards results orientation.

SEX AND OPINION TOWARDS STIMULATING OPEN CLIMATE

With a view to find the degree of association between sex and opinion towards stimulating open climate, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between sex and opinion towards stimulating open climate.

TABLE NO. 4.98
SEX AND OPINION TOWARDS RESULTS ORIENTATION
(TWO-WAY TABLE)

S. No.	Sex	Opinion towards stimulating open climate			Total	Mean
		Low	Medium	High		
1.	Male	98 (22.9)	207 (48.4)	123 (28.7)	428	19.6
2.	Female	66 (20.5)	162 (50.3)	94 (29.2)	322	19.6
	Total	164	369	217	750	

It could be determined from the table that the percentage of high opinion towards results orientation was the highest (29.2%) among female respondents and the same was the lowest (28.7%) among male respondents. The percentage of medium level of satisfaction was the highest (50.3%) among female respondents and the same was the lowest (48.4%) among male respondents. On the other hand, the percentage of the low level of satisfaction was the highest (22.9%) among male respondents and the lowest (20.5%) among female respondents. From the analysis, it is identified that maximum level of satisfaction towards the stimulating open climate attained by male and female respondents.

In order to find out the relationship between gender and level of satisfaction towards open climate, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.99
SEX AND OPINION TOWARDS STIMULATING OPEN CLIMATE
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	0.639	5.991	2	Not Significant

It is observed from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'sex and opinion towards results orientation are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is a close significant relationship between sex and opinion towards results orientation.

EXPERIENCE AND OPINION TOWARDS STIMULATING OPEN CLIMATE

With a view to find the degree of association between experience and opinion towards stimulating open climate, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between experience and opinion towards stimulating open climate.

TABLE NO. 4.100
EXPERIENCE AND OPINION TOWARDS STIMULATING OPEN CLIMATE (TWO-WAY TABLE)

S. No.	Experience	Opinion towards stimulating open climate			Total	Mean
		Low	Medium	High		
1.	2-5 years	69 (23.1)	141 (47.2)	89 (29.8)	299	19.5
2.	6-10 years	67 (21.5)	159 (51.1)	85 (27.3)	311	19.6
3.	Above 10 years	28 (20.0)	69 (49.3)	43 (30.7)	140	19.8
	Total	164	369	217	750	

It could be determined from the table that the percentage of high opinion towards results orientation was the highest (30.7%) among the respondents who had experienced for above 10 years and the same was the lowest (27.3%) among the respondents who had experienced for 6-10 years. The percentage of medium level of satisfaction was the highest (51.1%) among the respondents who had experienced for 6-10 years and the same was the lowest (47.2%) among the respondents who had experienced for 2-5 years. On the other hand, the percentage of the low level of satisfaction was the highest (23.1%) among the respondents who had experienced for 2-5 years and the lowest (20.0%) among the respondents

who had experienced for above 10 years. From the analysis, it is identified that maximum level of satisfaction towards the stimulating open climate attained by the respondents who experienced for above 10 years.

In order to find out the relationship between experience and opinion towards results orientation, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO. 4.101
EXPERIENCE AND OPINION TOWARDS STIMULATING OPEN CLIMATE (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	1.427	9.488	4	Not Significant

It is noted from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, ‘Experience and opinion towards results orientation are not associated’ holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is a close significant relationship between experience and opinion towards results orientation.

TEAM WORK

DESIGNATION AND LEVEL OF TEAM WORK

With a view to find the degree of association between designation and level of team work, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between designation and level of team work.

TABLE NO.4.102
DESIGNATION AND LEVEL OF TEAM WORK
(TWO-WAY TABLE)

S. No.	Designation	Level of team work			Total	Mean
		Low	Medium	High		
1.	Top	14 (11.4)	82 (66.7)	27 (22.0)	123	17.2
2.	Middle	35 (17.9)	107 (54.6)	54 (27.6)	196	16.5
3.	Low	94 (21.8)	229 (53.1)	108 (25.1)	431	16.2
	Total	143	418	189	750	

It could be noted from the table that the percentage of high level of team work was the highest (27.6%) among the respondents who worked in middle level and the same was the lowest (22.0%) among the respondents who worked in top level. The percentage of medium level of team work was the highest (66.7%) among the respondents who worked in top level and the lowest (53.1%) among the respondents who worked in low level. On the other hand, the percentage of the low level of team work was the highest (21.8%) among the respondents who worked in low level and the lowest (11.4%) among the respondents who worked in top level. From the analysis, it is identified that maximum level of team work perceived by the respondents who worked in top level.

In order to find out the relationship between designation and level of team work, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.103
DESIGNATION AND LEVEL OF TEAM WORK
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	9.816	9.488	4	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'Designation and level of team work are not associated' does not hold good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between designation and level of team work.

DEPARTMENT AND LEVEL OF TEAM WORK

With a view to find the degree of association between department and level of team work, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between department and level of team work.

TABLE NO.4.104
DEPARTMENT AND LEVEL OF TEAM WORK
(TWO-WAY TABLE)

S. No.	Department	Level of team work			Total	Mean
		Low	Medium	High		
1.	Technical	100 (22.0)	245 (53.8)	110 (24.2)	455	16.9
2.	Non-technical	43 (14.6)	173 (58.6)	79 (26.8)	295	16.3
	Total	143	418	189	750	

It could be surmised from the table that the percentage of high level of team work was the highest (26.8%) among the respondents who worked in non-technical department and the same was the lowest (24.2%) among the respondents who worked in technical department. The percentage of medium level of team work was the highest (58.6%) among the respondents who worked in non-technical department and the lowest (53.8%) among the respondents who worked

in technical department. On the other hand, the percentage of the low level of team work was the highest (22.0%) among the respondents who worked in technical department and the lowest (14.6%) among the respondents who worked in non-technical department. From the analysis, it is identified that maximum level of team work perceived by the respondents who worked in technical department.

In order to find out the relationship between department and level of team work, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

**TABLE NO.4.105
DEPARTMENT AND LEVEL OF TEAM WORK
(CHI-SQUARE TEST)**

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	6.363	5.991	2	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'Department and level of team work are not associated' does not hold good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between department and level of team work.

EMPLOYEE AGE AND LEVEL OF TEAM WORK

With a view to find the degree of association between employee age and level of team work, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between age and level of team work.

TABLE NO.4.106
EMPLOYEE AGE AND LEVEL OF TEAM WORK
(TWO-WAY TABLE)

S. No.	Employee age	Level of team work			Total	Mean
		Low	Medium	High		
1.	Less than 30	30 (24.2%)	63 (50.8%)	31 (25.0%)	124	15.9
2.	30-40	59 (15.2%)	218 (56.2%)	111 (28.6%)	388	16.5
3.	More than 40	54 (22.7%)	137 (57.6%)	47 (19.7%)	238	16.9
	Total	143	418	189	750	

It could be observed from the table that the percentage of high level of team work was the highest (28.6%) among the respondents who belong to the age group between 30-40 years and the same was the lowest (19.7%) among the respondents who belong to the age group of more than 40 years. The percentage of medium level of team work was the highest (57.6%) among the respondents who belong to the age group of more than 40 years and the same was the lowest (50.8%) among the respondents who belong to the age group of less than 30 years. On the other hand, the percentage of the low level of team work was the highest (24.2%) among the respondents who belong to the age group of less than 30 years and the lowest (15.2%) among the respondents who belong to the age group between 30-40 years. From the analysis, it is identified that maximum level of team work perceived by the respondents of more than 40 years.

In order to find out the relationship between employee's age and level of team work, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.107
EMPLOYEE AGE AND LEVEL OF TEAM WORK
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	11.675	9.488	4	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'Employee age and level of team work are not associated' does not hold good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between employee's age and level of team work.

SEX AND LEVEL OF TEAM WORK

With a view to find the degree of association between sex and level of team work, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between sex and level of team work.

TABLE NO.4.108
SEX AND LEVEL OF TEAM WORK
(TWO-WAY TABLE)

S. No.	Sex	Level of team work			Total	Mean
		Low	Medium	High		
1.	Male	93 (21.7)	239 (55.8)	96 (22.4)	428	16.8
2.	Female	50 (15.5)	179 (55.6)	93 (28.9)	322	16.2
	Total	143	418	189	750	

It could be determined from the table that the percentage of high level of team work was the highest (28.9%) among female respondents and the same was the lowest (22.4%) among male respondents. The percentage of medium level of team work was the highest (55.8%) among male respondents and the same was the lowest (55.6%) among female respondents. On the other hand, the percentage of the low level of team work was the highest (21.7%) among male respondents and the lowest (15.5%) among female respondents. From the analysis, it is identified that maximum level of team work attained by male respondents.

In order to find out the relationship between gender and level of team work, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.109
SEX AND LEVEL OF TEAM WORK
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	6.743	5.991	2	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'sex and level of team work are not associated' does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between sex and level of team work.

EXPERIENCE AND LEVEL OF TEAM WORK

With a view to find the degree of association between experience and level of team work, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between experience and level of team work.

TABLE NO.4.110
EXPERIENCE AND LEVEL OF TEAM WORK
(TWO-WAY TABLE)

S. No.	Experience	Level of team work			Total	Mean
		Low	Medium	High		
1.	2-5 years	57 (19.1%)	172 (57.5%)	70 (23.4%)	299	16.1
2.	6-10 years	61 (19.6%)	170 (54.7%)	80 (25.7%)	311	16.2
3.	Above 10 years	25 (17.9%)	76 (54.3%)	39 (27.9%)	140	16.3
	Total	143	418	189	750	

It could be determined from the table that the percentage of high level of team work was the highest (27.9%) among the respondents who experienced for above 10 years and the same was the lowest (23.4%) among the respondents who experienced for 2-5 years. The percentage of medium level of team work was the highest (57.5%) among the respondents who experienced for 2-5 years and the same was the lowest (54.3%) among the respondents who experienced for above 10 years. On the other hand, the percentage of the low level of team work was the highest (19.6%) among the respondents who experienced for 6-10 years and the lowest (17.9%) among the respondents who experienced for above 10 years. From the analysis, it is identified that maximum level of team work attained by the respondents who experienced for above 10 years.

In order to find out the relationship between experience and level of team work, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.111
EXPERIENCE AND LEVEL OF TEAM WORK
CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	1.251	9.488	4	Not Significant

It is noted from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'Experience and level of team work are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between experience and level of team work.

ENGAGEMENT

DESIGNATION AND LEVEL OF ENGAGEMENT

With a view to find the degree of association between designation and level of engagement, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between designation and level of engagement.

TABLE NO.4.12
DESIGNATION AND LEVEL OF ENGAGEMENT
(TWO-WAY TABLE)

S. No.	Designation	Level of engagement			Total	Mean
		Low	Medium	High		
1.	Top	42 (23.1)	106 (58.2)	34 (18.7)	123	19.5
2.	Middle	38 (13.0)	177 (60.4)	78 (26.6)	196	19.3
3.	Low	46 (16.7)	159 (57.8)	70 (25.5)	431	19.4
	Total	126	442	182	750	

It could be noted from the table that the percentage of high level of engagement was the highest (26.6%) among the respondents who worked in middle level and the same was the lowest (18.7%) among the respondents who worked in top level. The percentage of medium level of engagement was the highest (60.4%) among the respondents who worked in middle level and the lowest (57.8%) among the respondents who worked in low level. On the other hand, the percentage of the low level of engagement was the highest (23.1%) among the respondents who worked in top level and the lowest (13.0%) among the respondents who worked in middle level. From the analysis, it is identified that maximum level of engagement perceived by the respondents who worked in top level.

In order to find out the relationship between designation and level of engagement, a hypothesis was framed and analysed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.113
DESIGNATION AND LEVEL OF ENGAGEMENT
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	10.179	9.488	4	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'Designation and level of engagement are not associated' does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between designation and level of engagement.

DEPARTMENT AND LEVEL OF ENGAGEMENT

With a view to find the degree of association between department and level of engagement, a two-way table was prepared and it is shown in the following table.

Null Hypothesis: There is no significant relationship between department and level of engagement.

TABLE NO.4.114
DEPARTMENT AND LEVEL OF ENGAGEMENT
(TWO-WAY TABLE)

S. No.	Department	Level of engagement			Total	Mean
		Low	Medium	High		
1.	Technical	88 (19.3)	253 (55.6)	114 (25.1)	455	19.5
2.	Non-technical	38 (12.9)	189 (64.1)	68 (23.1)	295	19.3
	Total	126	442	182	750	

It could be surmised from the table that the percentage of high level of engagement was the highest (25.1%) among the respondents who worked in technical department and the same was the lowest (23.1%) among the respondents who worked in non-technical department. The percentage of medium level of engagement was the highest (64.1%) among the respondents who worked in non-technical department and the lowest (55.6%) among the respondents who worked in technical department. On the other hand, the percentage of the low level of engagement was the highest (19.3%) among the respondents who worked in technical department and the lowest (12.9%) among the respondents who worked in non-technical department. From the analysis, it is identified that maximum level of engagement perceived by the respondents who worked in technical department.

In order to find out the relationship between department and level of engagement, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

**TABLE NO.4.115
DEPARTMENT AND LEVEL OF ENGAGEMENT
(CHI-SQUARE TEST)**

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	6.916	5.991	2	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'Department and level of engagement are not associated' does not holds good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between department and level of engagement.

EMPLOYEE AGE AND LEVEL OF ENGAGEMENT

With a view to find the degree of association between employee age and level of engagement, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between age and level of engagement.

TABLE NO.4.116
EMPLOYEE AGE AND LEVEL OF ENGAGEMENT
(TWO-WAY TABLE)

S. No.	Employee age	Level of engagement			Total	Mean
		Low	Medium	High		
1.	Less than 30	26 (21.0%)	70 (56.5%)	28 (22.6%)	124	19.2
2.	30-40	56 (14.4%)	230 (59.3%)	102 (26.3%)	388	19.6
3.	More than 40	44 (18.5%)	142 (59.7%)	52 (21.8%)	238	19.4
	Total	126	442	182	750	

It could be observed from the table that the percentage of high level of engagement was the highest (26.3%) among the respondents who belong to the age group between 30-40 years and the same was the lowest (21.8%) among the respondents who belong to the age group of more than 40 years. The percentage of medium level of engagement was the highest (59.7%) among the respondents who belong to the age group of more than 40 years and the same was the lowest (56.5%) among the respondents who belong to the age group of less than 30 years. On the other hand, the percentage of the low level of engagement was the highest (21.0%) among the respondents who belong to the age group of less than 30 years and the lowest (14.4%) among the respondents who belong to the age group between 30-40 years. From the analysis, it is identified that maximum level of engagement perceived by the respondents who belong to the age group of 30- 40 years.

In order to find out the relationship between employee's age and level of engagement, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.117
EMPLOYEE AGE AND LEVEL OF ENGAGEMENT
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Employee Age	4.511	9.488	4	Not Significant

It is noted from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'Employee age and level of engagement are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between employee age and level of engagement.

SEX AND LEVEL OF ENGAGEMENT

With a view to find the degree of association between sex and level of engagement, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between sex and level of engagement.

TABLE NO.4.118
SEX AND LEVEL OF ENGAGEMENT
(TWO-WAY TABLE)

S. No.	Sex	Level of engagement			Total	Mean
		Low	Medium	High		
1.	Male	70 (16.4%)	254 (59.3%)	104 (24.3%)	428	19.6
2.	Female	56 (17.4%)	188 (58.4%)	78 (24.2%)	322	19.4
	Total	126	442	182	750	

It could be determined from the table that the percentage of high level of engagement was the highest (24.3%) among male respondents and the same was the lowest (24.2%) among female respondents. The percentage of medium level of engagement was the highest (59.3%) among male respondents and the same was the lowest (58.4%) among female respondents. On the other hand, the percentage of the low level of engagement was the highest (17.4%) among female respondents and the lowest (16.4%) among male respondents. From the analysis, it is identified that maximum level of engagement attained by male respondents.

In order to find out the relationship between gender and level of engagement, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.119
SEX AND LEVEL OF ENGAGEMENT
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Sex	0.147	5.991	2	Not Significant

It is found from the above analysis that the calculated chi-squared value is lesser than the table value and the result is not significant. Hence, the hypothesis, 'sex and level of engagement are not associated' holds good. Therefore the null hypothesis is accepted. It is concluded from the analysis that there is no significant relationship between sex and level of engagement.

EXPERIENCE AND LEVEL OF ENGAGEMENT

With a view to find the degree of association between experience and level of engagement, a two-way table was prepared and it is shown in the following table.

Null Hypothesis : There is no significant relationship between experience and level of engagement.

TABLE NO.4.120
EXPERIENCE AND LEVEL OF ENGAGEMENT
(TWO-WAY TABLE)

S. No.	Experience	Level of engagement			Total	Mean
		Low	Medium	High		
1.	2-5 years	39 (13.0)	176 (58.9)	84 (28.1)	299	19.3
2.	6-10 years	66 (21.2)	185 (59.5)	60 (19.3)	311	19.5
3.	Above 10 years	21 (15.0)	81 (57.9)	38 (27.1)	140	19.7
	Total	126	442	182	750	

It could be determined from the table that the percentage of high level of engagement was the highest (28.1%) among the respondents who experienced for 2-5 years and the same was the lowest (19.3%) among the respondents who experienced for 6-10 years. The percentage of medium level of engagement was the highest (59.5%) among the respondents who experienced for 6-10 years and the same was the lowest (57.9%) among the respondents who experienced for above 10 years. On the other hand, the percentage of the low level of engagement was the highest (21.2%) among the respondents who experienced for 6-10 years and the lowest (13.0%) among the respondents who experienced for 2-5 years. From the analysis, it is identified that maximum level of engagement attained by the respondents who experienced for above 10 years.

In order to find out the relationship between experience and level of engagement, a hypothesis was framed and analyzed with the help of chi-square test. The result of the chi-square test is shown in the following table.

TABLE NO.4.121
EXPERIENCE AND LEVEL OF ENGAGEMENT
(CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Experience	11.898	9.488	4	Significant at 5% level

It is found from the above analysis that the calculated chi-squared value is greater than the table value and the result is significant at 5 percent level. Hence, the hypothesis, 'Experience and level of engagement are not associated' does not hold good. Therefore the null hypothesis is rejected. It is concluded from the analysis that there is a close significant relationship between experience and level of engagement.

ANOVA ANALYSIS

OBJECTIVE II: To determine the importance of demographic factors and its influence on Talent management practices of employees in IT sector.

The data collected from the employees are analyzed in this section. The details are furnished in the following table:

IMPACT OF TALENT MANAGEMENT PRACTICES

The impact of talent management practices among the employees was measured by the selected twelve variables like Employee benefits and policies, Commitment to values, Customer focus, Satisfaction with the salary and benefits, Developmental plan, Innovation, Managing performance, Quality commitment, Results orientation, Stimulating open climate, Team work and Engagement. The responses were scored by Likert five point scaling technique. The impact of talent

management practices was classified as low, medium and high based on mean and standard deviation.

TABLE NO. 4.122
IMPACT OF TALENT MANAGEMENT PRACTICES

S. No.	Category	No. of Respondents	Percentage (%)
1.	Low	206	27.5
2.	Medium	327	43.6
3.	High	217	28.9
	Total	750	100.0

Source: Computed from primary data

It is observed from the above table that a majority (43.6 percentage) of the respondents were having medium impact of talent management practices followed by 28.9 percentage of the employees were having high impact of talent management practices and remaining 27.5 percentage of the respondents were having low impact of talent management practices. Hence, a majority of respondents were having medium impact of talent management practices in IT sector.

DESIGNATION AND IMPACT OF TALENT MANAGEMENT PRACTICES

The distribution of sample respondents according to the designation of the respondents and impact of talent management practices are shown in the following table.

TABLE NO. 4.123
DESIGNATION AND IMPACT OF TALENT MANAGEMENT
PRACTICES (DESCRIPTIVE ANALYSIS)

S. No.	Designation	No. of Respondents	%	Average	Range		S.D
					Min	Max	
1.	Top	123	16.4	222.2	139	285	24.4
2.	Middle	196	26.1	224.2	139	285	25.1
3.	Low	431	57.5	224.0	139	285	27.1
	Total	750	100.0				

It could be observed from the above table that the impact of talent management practices perceived by the respondents who worked in top level ranged between 139 and 285 with an average of 222.2. The impact of talent management practices perceived by the respondents who worked in middle level ranged between 139 and 285 with an average of 224.2. On the other hand, the impact of talent management practices perceived by the respondents who worked in low level ranged between 139 and 285 with an average of 224.0. From the analysis, it is identified that maximum impact of talent management practices perceived by the respondents who worked in low level.

DESIGNATION AND IMPACT OF TALENT MANAGEMENT
PRACTICES (TWO-WAY TABLE)

With a view to find the degree of association between designation and impact of talent management practices, a two-way table was prepared and it is shown in the following table.

TABLE NO. 4.124
DESIGNATION AND IMPACT OF TALENT MANAGEMENT PRACTICES (TWO-WAY TABLE)

S. No.	Designation	Impact of talent management practices			Total
		Low	Medium	High	
1.	Top	37 (30.1%)	62 (50.4%)	24 (19.5%)	123
2.	Middle	51 (26.0%)	86 (43.9%)	59 (30.1%)	196
3.	Low	118 (27.4%)	179 (41.5%)	134 (31.1%)	431
	Total	206	327	217	750

It could be noted from the table that the percentage of high impact of talent management practices was the highest (31.1%) among the respondents who worked in low level and the same was the lowest (19.5%) among the respondents who worked in top level. The percentage of medium impact of talent management practices was the highest (50.4%) among the respondents who worked in top level and the lowest (41.5%) among the respondents who worked in low level. On the other hand, the percentage of the low impact of talent management practices was the highest (30.1%) among the respondents who worked in top level and the lowest (26.0%) among the respondents who worked in middle level.

In order to find out the relationship between designation and impact of talent management practices, a hypothesis was framed and analysed with the help of ANOVA test. The result of the ANOVA test is shown in the following table.

Null Hypothesis: There is no significant difference between designation and impact of talent management practices

TABLE NO. 4.125
DESIGNATION AND IMPACT OF TALENT MANAGEMENT PRACTICES (ANOVA TEST)

Source	SS	DF	MS	F	S
Between Groups	2.987	2	1.493	2.628	Not significant
Within Groups	424.528	747	.568		
Total	427.515	749			

It is observed from the above analysis that the calculated ‘F’ value is lesser than the table value and the result is not significant. Hence, the null hypothesis, ‘designation of the respondents and impact of talent management practices’ is accepted. It is concluded from the analysis that there is no significant difference between designation and impact of talent management practices.

DEPARTMENT AND IMPACT OF TALENT MANAGEMENT PRACTICES

The distribution of sample respondents according to the department of the respondents and impact of talent management practices are shown in the following table.

TABLE NO. 4.126
DEPARTMENT AND IMPACT OF TALENT MANAGEMENT PRACTICES (DESCRIPTIVE ANALYSIS)

S. No.	Department	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Technical	455	60.7	223.9	139	285	26.2
2.	Non technical	295	39.3	223.6	139	285	26.0
	Total	750	100.0				

It could be inferred from the above table that the impact of talent management practices perceived by the respondents who worked in technical department ranged between 139 and 285 with an average of 223.6. On the other hand, the impact of talent management practices perceived by the respondents who worked in non-technical department ranged between 139 and 285 with an average of 223.9. From the analysis, it is identified that maximum impact of talent management practices perceived by the respondents who worked in non- technical department.

DEPARTMENT AND IMPACT OF TALENT MANAGEMENT PRACTICES (TWO-WAY TABLE)

With a view to find the degree of association between department and impact of talent management practices, a two-way table was prepared and it is shown in the following table.

TABLE NO. 4.127
DEPARTMENT AND IMPACT OF TALENT MANAGEMENT PRACTICES (TWO-WAY TABLE)

S. No.	Department	Impact of talent management practices			Total
		Low	Medium	High	
1.	Technical	133 (29.2%)	193 (42.4%)	129 (28.4%)	455
2.	Non-technical	73 (24.7%)	134 (45.4%)	88 (29.8%)	295
	Total	206	327	217	750

It could be summarized from the table that the percentage of high impact of talent management practices was the highest (29.8%) among the respondents who worked in non- technical department and the same was the lowest (28.4%) among the respondents who worked in technical department. The percentage of medium

impact of talent management practices was the highest (45.4%) among the respondents who worked in non-technical department and the lowest (42.4%) among the respondents who worked in technical department. On the other hand, the percentage of the low impact of talent management practices was the highest (29.2%) among the respondents who worked in technical department and the lowest (24.7%) among the respondents who worked in non-technical department.

In order to find out the relationship between department and impact of talent management practices, a hypothesis was framed and analyzed with the help of ANOVA test. The result of the ANOVA test is shown in the following table.

Null Hypothesis: There is no significant difference between department and impact of talent management practices

TABLE NO. 4.128
DEPARTMENT AND IMPACT OF TALENT MANAGEMENT PRACTICES (ANOVA TEST)

Source	SS	DF	MS	F	S
Between Groups	.434	2	.217	.907	Not significant
Within Groups	178.533	747	.239		
Total	178.967	749			

It is observed from the above analysis that the calculated 'F' value is lesser than the table value and the result is not significant. Hence, the null hypothesis, 'department of the respondents and impact of talent management practices' is accepted. It is concluded from the analysis that there is no significant difference between department and impact of talent management practices.

EMPLOYEES' AGE AND IMPACT OF TALENT MANAGEMENT PRACTICES

The distribution of sample respondents according to the employee age and impact of talent management practices are shown in the following table.

TABLE NO. 4.129
EMPLOYEES' AGE AND IMPACT OF TALENT MANAGEMENT PRACTICES (DESCRIPTIVE ANALYSIS)

S. No.	Employee age	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Less than 30	124	16.5	222.2	139	285	28.1
2.	30-40	388	51.7	225.4	139	285	25.1
3.	More than 40	238	31.7	221.9	139	285	26.6
	Total	750	100.0				

It could be observed from the above table that the impact of talent management practices perceived by the respondents who belong to the age group of less than 30 years ranged between 139 and 285 with an average of 222.2. The impact of talent management practices perceived by the respondents who belong to the age group of 30-40 years ranged between 139 and 285 with an average of 225.4. On the other hand, the impact of talent management practices perceived by the respondents who belong to the age group of more than 40 years ranged between 139 and 285 with an average of 221.9. From the analysis, it is identified that maximum impact of talent management practices perceived by the respondents of 30-40 years.

EMPLOYEES' AGE AND IMPACT OF TALENT MANAGEMENT PRACTICES (TWO-WAY TABLE)

With a view to find the degree of association between employee's age and impact of talent management practices, a two-way table was prepared and it is shown in the following table.

TABLE NO. 4.130
EMPLOYEES' AGE AND IMPACT OF TALENT MANAGEMENT PRACTICES (TWO-WAY TABLE)

S. No.	Employee age	Impact of talent management practices			Total
		Low	Medium	High	
1.	Less than 30	36 (29.0%)	50 (40.3%)	38 (30.6%)	124
2.	30-40	99 (25.5%)	166 (42.8%)	123 (31.7%)	388
3.	More than 40	71 (29.8%)	111 (46.6%)	56 (23.5%)	238
	Total	206	327	217 □	750

It could be observed from the table that the percentage of high impact of talent management practices was the highest (31.7%) among the respondents who belong to the age group between 30-40 years and the same was the lowest (23.5%) among the respondents who belong to the age group of more than 40 years. The percentage of medium impact of talent management practices was the highest (46.6%) among the respondents who belong to the age group of more than 40 years and the same was the lowest (40.3%) among the respondents who belong to the age group of less than 30 years. On the other hand, the percentage of the low impact of talent management practices was the highest (29.8%) among the respondents who belong to the age group of more than 40 years and the lowest (25.5%) among the respondents who belong to the age group between 30-40 years.

In order to find out the relationship between employee's age and impact of talent management practices, a hypothesis was framed and analyzed with the help of ANOVA test. The result of the ANOVA test is shown in the following table.

Null Hypothesis: There is no significant difference between employee's age and impact of talent management practices

TABLE NO. 4.131
EMPLOYEES' AGE AND IMPACT OF TALENT MANAGEMENT PRACTICES (ANOVA TEST)

Source	SS	DF	MS	F	S
Between Groups	1.491	2	.745	1.623	Not significant
Within Groups	343.181	747	.459		
Total	344.672	749			

It is stated from the above analysis that the calculated 'F' value is lesser than the table value and the result is not significant. Hence, the null hypothesis, 'employee age and impact of talent management practices' is accepted. It is concluded from the analysis that there is no significant difference between employee age and impact of talent management practices.

SEX AND IMPACT OF TALENT MANAGEMENT PRACTICES

The distribution of sample respondents according to the sex of the respondents and impact of talent management practices are shown in the following table.

TABLE NO. 4.132
SEX AND IMPACT OF TALENT MANAGEMENT PRACTICES
(DESCRIPTIVE ANALYSIS)

S. No.	Sex	No. of Respondents	%	Average	Range		S.D
					Min	Max	
1.	Male	428	57.1	223.9	139	285	26.0
2.	Female	322	42.9	223.6	139	285	26.3
	Total	750	100.0				

It could be inferred from the above table that the impact of talent management practices perceived by the male respondents ranged between 139 and 285 with an average of 223.6. On the other hand, the impact of talent management practices perceived by the female respondents ranged between 139 and 285 with an average of 223.9. From the analysis, it is identified that maximum impact of talent management practices attained by female respondents.

SEX AND IMPACT OF TALENT MANAGEMENT PRACTICES (TWO-WAY TABLE)

With a view to find the degree of association between sex and impact of talent management practices, a two-way table was prepared and it is shown in the following table.

TABLE NO. 4.133
SEX AND IMPACT OF TALENT MANAGEMENT PRACTICES
(TWO-WAY TABLE)

S. No.	Sex	Impact of talent management practices			Total
		Low	Medium	High	
1.	Male	119 (27.8%)	181 (42.3%)	128 (29.9%)	428
2.	Female	87 (27.0%)	146 (45.3%)	89 (27.6%)	322
	Total	134	375	241	750

It could be determined from the table that the percentage of high impact of talent management practices was the highest (29.9%) among male respondents and the same was the lowest (27.6%) among female respondents. The percentage of medium impact of talent management practices was the highest (45.3%) among female respondents and the same was the lowest (42.3%) among male respondents. On the other hand, the percentage of the low impact of talent management practices was the highest (27.8%) among male respondents and the lowest (27.0%) among female respondents.

In order to find out the relationship between sex and impact of talent management practices, a hypothesis was framed and analysed with the help of ANOVA test. The result of the ANOVA test is shown in the following table.

Null Hypothesis : There is no significant difference between sex and impact of talent management practices.

TABLE NO. 4.134

**SEX AND IMPACT OF TALENT MANAGEMENT PRACTICES
(ANOVA TEST)**

Source	SS	DF	MS	F	S
Between Groups	.186	2	9.312E-02	.379	Not significant
Within Groups	183.568	747	.246		
Total	183.755	749			

It is found from the above analysis that the calculated 'F' value is lesser than the table value and the result is not significant. Hence, the null hypothesis, 'sex of the respondents and impact of talent management practices' is accepted. It is concluded from the analysis that there is no significant difference between sex of the respondents and impact of talent management practices.

EXPERIENCE AND IMPACT OF TALENT MANAGEMENT PRACTICES

The distribution of sample respondents according to the experience of the respondents and impact of talent management practices are shown in the following table.

TABLE NO. 4.135
EXPERIENCE AND IMPACT OF TALENT MANAGEMENT PRACTICES
(DESCRIPTIVE ANALYSIS)

S. No.	Experience	No. of Respondents	%	Average	Range		S.D
					Min	Max	
1.	2-5 years	299	39.9	222.7	139	285	26.1
2.	6-10 years	311	41.5	224.2	139	285	25.8
3.	Above 10 years	140	18.7	225.2	139	285	27.0
	Total	750	100.0				

It could be observed from the above table that the impact of talent management practices perceived by the respondents who experienced for 2-5 years ranged between 139 and 285 with an average of 222.7. The impact of talent management practices perceived by the respondents who experienced for 6-10 years ranged between 139 and 285 with an average of 224.2. On the other hand, the impact of talent management practices perceived by the respondents who experienced for above 10 years ranged between 139 and 285 with an average of 225.2. From the analysis, it is identified that maximum impact of talent management practices attained by the respondents who experienced for above 10 years.

**EXPERIENCE AND IMPACT OF TALENT MANAGEMENT PRACTICES
(TWO-WAY TABLE)**

With a view to find the degree of association between experience and impact of talent management practices, a two-way table was prepared and it is shown in the following table.

**TABLE NO. 4.136
EXPERIENCE AND IMPACT OF TALENT MANAGEMENT PRACTICES
(TWO-WAY TABLE)**

S. No.	Experience	Impact of talent management practices			Total
		Low	Medium	High	
1.	2-5 years	88 (29.4%)	123 (41.1%)	88 (29.4%)	299
2.	6-10 years	80 (25.7%)	143 (46.0%)	88 (28.3%)	311
3.	Above 10 years	38 (27.1%)	61 (43.6%)	41 (29.3%)	140
	Total	206	327	217	750

It could be determined from the table that the percentage of high impact of talent management practices was the highest (29.4%) among the respondents who experienced for 2-5 years and the same was the lowest (28.3%) among the respondents who experienced for 6-10 years. The percentage of medium impact of talent management practices was the highest (46.0%) among the respondents who experienced for 6-10 years and the same was the lowest (41.1%) among the respondents who experienced for 2-5 years. On the other hand, the percentage of the low impact of talent management practices was the highest (29.4%) among the respondents who experienced for 2-5 years and the lowest (25.7%) among the respondents who experienced for 6-10 years.

In order to find out the relationship between experience and impact of talent management practices, a hypothesis was framed and analyzed with the help of ANOVA test. The result of the ANOVA test is shown in the following table.

Null Hypothesis: There is no significant difference between experience and impact of talent management practices.

TABLE NO. 4.137
EXPERIENCE AND IMPACT OF TALENT MANAGEMENT PRACTICES
(ANOVA TEST)

Source	SS	DF	MS	F	S
Between Groups	.363	2	.181	.335	Not significant
Within Groups	404.929	747	.542		
Total	405.292	749			

It is noted from the above analysis that the calculated ‘F’ value is lesser than the table value and the result is not significant. Hence, the null hypothesis, ‘experience of the respondents and impact of talent management practices’ is accepted. It is concluded from the analysis that there is no significant difference between experience of the respondents and impact of talent management practices.

HENRY GARRETT RANKING TECHNIQUE

OBJECTIVE III: To identify the reasons to attract, motivate, reward and retain the talented employees.

The data collected from the respondents are analyzed in this section. The details are Furnished in the following table:

ATTRACTING AND RETAINING TOP PERFORMERS

The employees who get attracted and helps them to retain in the organization as a top performers by considering the different attractive factors in the IT companies. For this purpose, the various factors which has been considered

are Basic pay, Health care benefits, Retirement benefits, Educational benefits and Job security. To identify the most important required factors, Henry Garrett Ranking Technique was employed and the details of the ranking of factors regarding attracting and retaining top performers are shown in the following table.

TABLE NO.4.138
ATTRACTING AND RETAINING TOP PERFORMERS

S. No.	Factors	Total Score	Mean Score	Rank
1.	Basic pay	40762	54.3	II
2.	Health care benefits	39584	52.8	III
3.	Retirement benefits	38078	50.8	V
4.	Educational benefits	38858	51.8	IV
5.	Job security	43357	57.8	I

It is noted from the above table that most of the employees are attracted and retained as a top performers from the benefits of the company like ‘Job security’ which has been ranked first with a Garrett score of 43357 points. It is followed by the ‘Basic pay’, ‘Health care benefits’ and ‘Educational benefits’ which has been ranked second, third and fourth ranks with Garrett scores of 40762, 39584 and 38858 points respectively. The last rank is placed for the ‘Retirement benefits’ with a Garrett score of 38078 points. From the above analysis it has been noticed that the majority of the respondents are attracted and retained as a top performers with most influential factors like ‘Job security’ and ‘Basic pay’.

REWARDING, MOTIVATING, AND RETAINING TALENT

The employees are rewarding, motivating and retaining the talent with the help of different attractive factors. For this purpose, the various factors such as External Training Sessions, Appreciation for Initiation, Innovations, Recreational Activities and Recognition. To identify the most important required factors, Henry

Garrett Ranking Technique was employed and the details of the ranking of factors regarding rewarding, motivating and retaining talent are shown in the following table.

TABLE NO.4.139
REWARDING, MOTIVATING, AND RETAINING TALENT

S. No.	Factors	Total Score	Mean Score	Rank
1.	External Training Sessions	35131	46.8	IV
2.	Appreciation for Initiation	37038	49.4	III
3.	Innovations	42759	57.0	I
4.	Recreational Activities	32016	42.7	V
5.	Recognition	39503	52.7	II

It is found from the above table that most of the employees are rewarded, motivated and retaining talent towards ‘Innovations’ which has been ranked first with a Garrett score of 42759 points. It is followed by the ‘recognition’, ‘appreciation for initiation’ and ‘external training sessions’ has been ranked as second, third and fourth ranks with Garrett scores of 39503, 37038 and 35131 points respectively. The last rank is placed for the ‘recreational activities’ with a Garrett score of 32016 points. From the above analysis that majority of the respondents are rewarded, motivated and retaining their talent towards ‘innovations’ and ‘recognition’.

MULTIPLE REGRESSION ANALYSIS – DETERMINED FACTORS AND TALENT MANAGEMENT PRACTICES

OBJECTIVE IV: To examine how talent management practices helps in providing a coherent framework for management to increase productivity, and improve recruitment, retention and commitment.

The data collected from the respondents are analyzed in this section. The detail are Furnished in the following table:

In the following analysis, the relationship between the impact of talent management practices among the sample respondents and twelve independent factors were studied. It was found that out of twelve, ten factors were closely associated with the impact of talent management practices offered by the IT companies by the selected sample respondents.

Selected twelve independent factors are.

1. Satisfaction with employee's benefits and policies (X1)
2. Commitment to values (X2)
3. Customer focus (X3)
4. Satisfaction with the Salary and benefits (X4)
5. Developmental plan (X5)
6. Innovation (X6)
7. Managing performance (X7)
8. Quality commitment (X8)
9. Results orientation (X9)
10. Stimulating open climate (X10)
11. Team work (X11)
12. Engagement (X12)

In order to measure the interdependence of independent factors and their impact of talent management practices offered by IT companies, the results were subjected to multiple regression analysis. The results of multiple regression analysis are shown in table 4.123.

TABLE NO. 4.140
MULTIPLE REGRESSION ANALYSIS - DETERMINED FACTORS AND
TALENT MANAGEMENT PRACTICES

Sl. No.	Variables	Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	-0.315	0.046			
1	Satisfaction with employee's benefits and policies	0.071	0.019	0.079	3.712	1%
2	Commitment to values	0.118	0.018	0.134	6.374	1%
3	Customer focus	0.251	0.018	0.288	14.356	1%
4	Satisfaction with the Salary and benefits	0.210	0.022	0.224	9.541	1%
5	Developmental plan	0.024	0.019	0.026	1.257	NS
6	Innovation	0.068	0.024	0.067	2.800	1%
7	Managing performance	0.073	0.019	0.078	3.735	1%
8.	Quality commitment	0.029	0.021	0.030	1.357	NS
9	Results orientation	0.045	0.019	0.052	2.386	1%
10	Stimulating open climate	0.119	0.018	0.137	6.735	1%
11	Team work	0.157	0.020	0.168	7.718	1%
12	Engagement	0.037	0.018	0.041	2.039	5%

R-Value	R ² – Value	Degree of freedom – V ₁	Degree of freedom – V ₂	F Value	Significance
0.908	0.824	12	737	287.82	1% Level

The multiple linear regression co-efficient (dependent variable) is found to be statistically good fit as R² is 0.824. It shows that independent variables contribute about 82.4 per cent of the variation in the impact of talent management practices by the selected sample respondents and this is statistically significant at 1% level and 5% level respectively.

The table indicated that the co-efficient of Satisfaction with employee's benefits and policies, Commitment to values, Customer focus, Satisfaction with the Salary and benefits, Innovation, Managing performance, Engagement, Results orientation, Stimulating open climate and Team work are positively associated with the impact of talent management practices offered by the IT companies. On the other hand, the co-efficient of Developing others and Quality commitment are not associated.

Thus from the above analysis, the following observation could be made. It is indicated that the contribution of Satisfaction with employee's benefits and policies, Commitment to values, Customer focus, Satisfaction with the Salary and benefits, Innovation, Managing performance, Engagement, Results orientation, Stimulating open climate and Team work are statistically significant implying that their impact of talent management practices is stronger than the other variables. Therefore with the help of these variables the organization can increase the organizational productivity and improve the quality of the employee recruitment and can retain the employee for longer period.

MULTIPLE REGRESSION ANALYSIS – DEMOGRAPHIC FACTORS AND TALENT MANAGEMENT PRACTICES

In the following analysis, the relationship between the impact of talent management practices among the sample respondents and five independent factors were studied. It was found that out of five, four factors were closely associated with the impact of talent management practices offered by the IT companies by the selected sample respondents.

Selected five independent factors are.

1. Designation
2. Department

3. Age
4. Sex
5. Experience

In order to measure the interdependence of independent factors and their impact of talent management practices offered by IT companies, the results were subjected to multiple regression analysis. The results of multiple regression analysis are shown in table 4.88.

TABLE NO.4.141
MULTIPLE REGRESSION ANALYSIS

Sl. No.	Variables	Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	0.199	0.072			
1	Designation	0.023	0.014	0.026	2.758	1%
2	Department	0.004	0.022	0.003	2.681	1%
3	Age	0.903	0.016	0.901	56.735	1%
4	Sex	-0.016	0.022	-0.011	-0.711	NS
5	Experience	-0.006	0.015	-0.007	-2.413	1%

R-Value	R ² – Value	Degree of freedom – V ₁	Degree of freedom – V ₂	F Value	Significance
0.902	0.814	5	744	652.789	1% Level

The multiple linear regression co-efficient (dependent variable) is found to be statistically good fit as R² is 0.814. It shows that independent variables contribute about 81.4 per cent of the variation in the impact of talent management practices by the selected sample respondents and this is statistically significant at 1% level and 5% level respectively.

The table indicated that the co-efficient of designation, department and age are positively associated with the impact of talent management practices offered by the IT companies. On the other hand, the co-efficient of sex and experience is negatively associated. Further, it is indicated that the contribution of designation, department and age are statistically significant implying that their impact of talent management practices is stronger than the other variables.

Thus from the above analysis, the following observation could be made. The impact of talent management practices offered by the IT companies is positively associated with designation, department and age in the study area.

FACTOR ANALYSIS

Factor Analysis is a method used to transform a set of variables into a small number of linear composites, which have a maximum correlation with original variables. Factor analysis is used to study a complex product (or) services, in order to identify the major characteristics or factors considered important by the respondents. The purpose of factor analysis is to determine whether the responses of several statements favored by the respondents are significantly correlated. If the responses to the several statements are significantly correlated, it is considered that the statement measures some factors common to all of them.

Factor analysis can only be applied to continuous variables (or) interval scaled variables. Factor analysis is like Regression analysis as it tries to 'best fit' the factors to a scatter diagram of data in such a way that the factors explain the variance associated with the responses to each statements. Factor analysis was conducted by the researcher in the present research in the following stages.

1. Desk Research
2. Formulation of questionnaire
3. Collection of data
4. Feeding and processing the input

5. Analyzing the output
6. Identification of factors and naming them
7. Conclusion

FACTORS CHOSEN FOR THE ANALYSIS:

The impact of Talent Management Practices was studied by selecting various parameters. Factor analysis and detailed analysis and discussions were done at various stages.

STATISTICS ASSOCIATED WITH FACTOR ANALYSIS:

Bartlett's test of sphericity- Bartlett's test of sphericity can be used to test the null hypothesis that means that the variable chosen are not correlated with the sample population. The test of sphericity is based on the chi-square transformation of the determination of the correlation matrix. A large value of test statistics favors the rejection of null hypothesis.

Kaiser-Mayer-Olkin measure of sampling - This index compares the magnitude of the observed correlation co-efficient to the magnitude of partial correlation co-efficient. Instant small values indicate that the correlation between pairs of variables cannot be explained by other variables and that factor analysis for evaluating a particular aspect will not be appropriate.

Eigen Values and communalities – A factor's Eigen value or latent route is the sum of squared of its factor loading. It helps us to understand how well a given factor fits the data gathered from all sample respondents on all the statements. Communalities were the sum of squares of a statement's factor loading, i.e., it explains how much each variables accounts for the factors taken together.

All 12 items given in the questionnaire were selected for factor analysis by using principle component extraction with an orthogonal (Varimax) rotation. The number of factors is unconstrained. For the sake of convergent validity, 0.50 was used as a factor loading cut-off point.

The factor matrix is a matrix of loading and correlations between the variable and factors. Pure variables have loading of 0.5 and greater or only one factor. Complex variables may have high loading on more than one factor and they make the interpretation of the output difficulty. The researcher rotated the components seven times to get the significant variables under three factors.

TABLE NO.4.142 shows the reliability statistics and proves the data could support 89.1 percentage reliable to do this analysis. TABLE NO.4.143 indicates that the Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy in the study are 0.875. This is good result, as it exceeds 0.5 Bartlett's Test of Sphericity which is 0.000, meaning that factors that form the variables are adequate.

TABLE NO.4.142
RELIABILITY STATISTICS

Cronbach's Alpha	No. of Items
0.8907	12

TABLE NO.4.143
KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.875	
Bartlett's Test of Sphericity	Approx. Chi-Square	3899.284
	Df	66
	Sig.	0.000

The following table shows the variables with the corresponding extraction communality factor value.

TABLE NO.4.144
VARIABLE WITH EXTRACTED COMMUNALITY
FACTOR VALUE – SIGNIFICANCE OF IMPACT OF TALENT
MANAGEMENT PRACTICES

Variables	Initial	Extraction
FACTOR 1	1.000	0.536
FACTOR 2	1.000	0.507
FACTOR 3	1.000	0.435
FACTOR 4	1.000	0.639
FACTOR 5	1.000	0.611
FACTOR 6	1.000	0.761
FACTOR 7	1.000	0.575
FACTOR 8	1.000	0.391
FACTOR 9	1.000	0.535
FACTOR 10	1.000	0.456
FACTOR 11	1.000	0.575
FACTOR 12	1.000	0.593

Extraction Method: Principal Component Analysis.

Where,

- Factor 1 - Satisfaction with employees benefits and policies
- Factor 2 - Commitment to values
- Factor 3 - Customer focus
- Factor 4 - Satisfaction with the salary and benefits
- Factor 5 - Developmental plan
- Factor 6 - Innovation
- Factor 7 - Managing performance
- Factor 8 - Quality commitment
- Factor 9 - Results orientation
- Factor 10 - Stimulating open climate
- Factor 11 - Team work
- Factor 12 - Engagement

TOTAL VARIANCE EXPLAINED

The following table No.4.145 reveals that the extraction has been undertaken by using principal-component method and the initial Eigen values are formulated from the communalities table and the same has been developed as extraction sums of squared loadings with percentage of variance and the relative cumulative percentage. From the initial Eigen values and the extraction sums of squared loadings values, the rotation sums of squared loadings has been formulated and shown in the following table.

TABLE NO.4.145

TOTAL VARIANCE – IMPACT OF TALENT MANAGEMENT PRACTICES

Component	Initial Eigen values			Extraction Sum./s of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.512	45.934	45.934	5.512	45.934	45.934	3.797	31.640	31.640
2	1.101	9.177	55.111	1.101	9.177	55.111	2.817	23.472	55.111
3	0.939	7.822	62.933						
4	0.826	6.880	69.814						
5	0.755	6.289	76.103						
6	0.597	4.977	81.080						
7	0.493	4.109	85.189						
8	0.444	3.703	88.892						
9	0.405	3.378	92.270						
10	0.386	3.216	95.486						
11	0.291	2.426	97.912						
12	0.251	2.088	100.000						

Extraction Method: Principal Component Analysis

The extraction process has been carried out by using principal-component method, and it is found from the rotation sums of squared loadings and the total sum of 12 variables has been extracted and the same has been grouped into 2 components which have Eigen value of more than one. It ranges from component No. 1 to component No. 2 with the cumulative percentage from 45.934 percent to 55.111 percent. The percentage of variance ranges from 45.934% to 9.177%. For the second component of initial Eigen values, the total, percentage of variance and the cumulative percentage values are 1.101, 9.177% and 55.111 respectively. The extracted sum of squared loadings for the same is 1.101, 9.177% and 55.111% respectively. The rotation sum of squared loadings for the above is 2.817, 23.472 and 55.111 respectively.

From the analysis, it is inferred that the factor analysis has been supported upto 55.111% in this study. This is a good result and made the study reliable to the analysis.

The following Table No.4.146 has been formulated by using ‘principal-component method’ for extraction of variables into components and Varimax with Kaiser Normalization has been undergone by using ‘rotation method’. All the 12 variables have been grouped into four components and each component consists of sets of factors and the analysis has been made to identify the influence of one variable over another.

ROTATED COMPONENT MATRIX

The rotated component matrix is discussed in the following table. After a factor solution has been obtained, in which all variables have a significant loading on a factor, the researchers attempted to assign some meaning to the pattern of factor loadings. Variables with higher loadings are considered more important and have greater influence on the name or label selected to represent a factor.

Researchers examined all the underlined variables for a particular factor and placed greater emphasis on those variables with higher loadings to assign a name or label to a factor that accurately reflected the variables loading on that factor. The names or labels are not derived or assigned by the factor analysis computer programme; rather, the label is intuitively developed by the factor analyst based on its appropriateness for representing the underlying dimension of a particular factor. All four factors have given appropriate names on the basis of the variable represented in each case.

TABLE NO.4.146
ROTATED COMPONENT MATRIX ^a

Variable No.	Component	
	1	2
Satisfaction with the salary and benefits	0.791	
Satisfaction with employees benefits and policies	0.723	
Engagement	0.719	
Customer focus	0.634	
Developmental plan	0.631	
Results orientation	0.570	
Commitment to values	0.537	
Stimulating open climate	0.511	
Quality commitment	0.502	
Innovation		0.873
Managing performance		0.705
Team work		0.670

Extraction Method: Principal Component Analysis
 Rotation Method: Varimax with Kaiser Normalization
 a. Rotation converged in 3 iterations

The above table shows the rotated component matrix, in which the extracted factors are assigning a new naming related together. From the above table it is noted that all the loading factors which are having the loading value less than 0.5 are rejected from the analysis.

- a). Factor 1 is the most important factor which explained 31.640% of the variation. The factors as Satisfaction with the salary and benefits (0.791), Satisfaction with employees benefits and policies (0.723), Engagement (0.719), Customer focus (0.634), Developmental plan (0.631), Results orientation (0.570), Commitment to values (0.537), Stimulating open climate (0.511) and Quality commitment (0.502) are highly correlated with each other. These statements reflect the employees talentship towards their work performance. Hence, the researcher names this segment respondents are '**Talenship factors**'.
- b). The second kind of factors explained 23.472% of the variances. In this segment, the researchers took the three important variables such as Innovation (0.873), Managing performance (0.705) and Team work (0.670). These statements are embossed the leadership quality of the employees. Hence, the researcher coined the name as '**Leadership factors**'.

CONCLUSION

The present study has highlighted the significance of impact of talent management practices into two categories like 'Talentship' factor and 'Leadership' factor. In the present study the factors satisfaction with the salary and benefits, Satisfaction with employees benefits and policies, Engagement, Customer focus, Developing others, Results orientation, Commitment to values, Stimulating open climate and Quality commitment have mostly influenced the

characteristics of 'Talentship' factor . With the help of 'Talentship' factor the organization can increase their productivity and also the organizations retain their employees for longer period.

The factors like Innovation, Managing performance and Team work plays an important role of Leadership qualities. Therefore these factors are grouped as 'Leadership factors'. With the help of 'Leadership factors' the employees are able to come out with new ideas, work in team, manage their performance more efficiently. Therefore it has been concluded that 'Talentship factor' and 'Leadership factor' has become a coherent framework for an organization to increase productivity and improve recruitment, retention and commitment.

STRUCTURAL EQUATION MODELLING (SEM)

In order to ascertain the impact of talent management practices, various factors that are influencing talent management practices were studied. Here the influencing factors like Satisfaction with employee's benefits and policies, Commitment to values, Customer focus, Satisfaction with the Salary and benefits, Developing others, Innovation, Managing performance, Quality commitment, Results orientation, Stimulating open climate, Team work and Engagement were studied with the help of structural equation model.

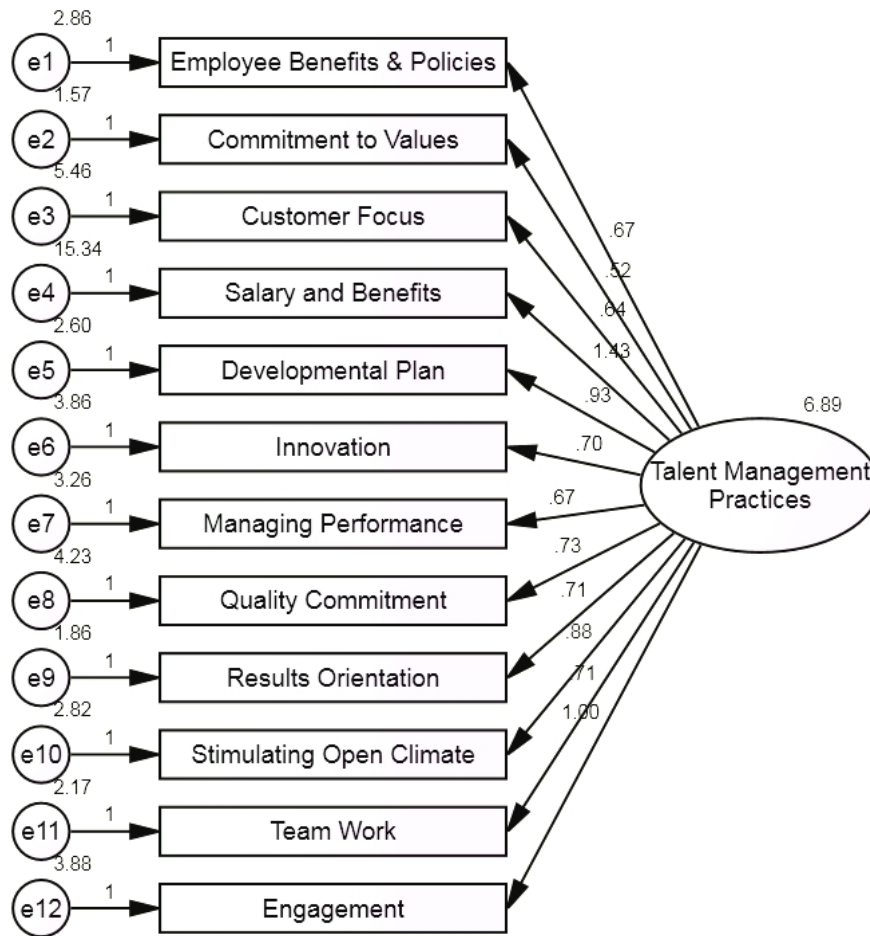
Structural equation modeling is used to test and eliminate causal relationship using a combination of statistical data and qualitative caused assumptions. It is considered the best approach because SEM unlike other methods does not have limitation on the number of variables. There is no difficulty in hypothesis testing in SEM because it takes the confirmatory approach rather than the exploratory approach. Many sub-criteria are considered under each criterion. The response is arrived for all the sub-criteria from the people involved in the decision making process.

The significance of the criteria as well as the sub-criteria is tested. This is the reason why the relative weightage arrived from SEM is considered more valid than through any other approach. This model also takes measurement error into account when analyzing the data statistically. SEM is capable of estimating or assessing measurement error. It can incorporate both observed and latent variables. SEM models require less reliance on basic statistical methods.

Research model and hypothesis formulation

The research hypotheses have been defined on the basis of the constructs outlined above and using previous research on talent management practices. The following figure is a graphic presentation of the developed hypothetical model. On the basis of above presented model, the following hypotheses are proposed.

Hypothesis of the Study: There is no positive relationship between selected twelve measured variables and the latent variable ‘Talent Management Practices’.



Validity of the Measurements

In structural equation modeling, the confirmatory factor model is imposed on the data. In this case, the purpose of structural equation modeling is twofold. First, it aims to obtain estimates of the parameters of the model, i.e. the factor loadings, the variances and covariance of the factor, and the residual error variances of the observed variables. The second purpose is to assess the fit of the model, i.e. to assess whether the model itself provides a good fit to the data.

The ability of SEM to produce a meaningful identification of the correlations between factors is a key strength.

To obtain unstandardized and standardized regression weights, a variance estimate for the residual errors and the squared multiple correlation of the dependent variable ‘Talent Management Practices’. In this case, the calculated value of chi-square test is 804.634 on 54 degrees of freedom, which gives a p-value of 0.00 and this model is a good fit for the analysis. The real strength of SEM is to estimate more complicated path models, with intervening variables between the independent and dependent variables, and latent factor as well.

Maximum Likelihood Estimates

**TABLE NO.4.147
REGRESSION WEIGHTS**

Measured Variable		Latent Variable	Estimate	S.E.	C.R.	P
Engagement	<---	Talent Management	1.000			
Team Work	<---	Talent Management	0.713	.029	24.194	1%
Stimulating Open Climate	<---	Talent Management	0.877	.035	25.137	1%
Results Orientation	<---	Talent Management	0.708	.028	25.055	1%
Quality Commitment	<---	Talent Management	0.731	.036	20.171	1%
Managing Performance	<---	Talent Management	0.669	.032	20.736	1%
Innovation	<---	Talent Management	0.699	.035	20.193	1%
Developmental Plan	<---	Talent Management	0.926	.035	26.229	1%
Satisfaction with the Salary and Benefits	<---	Talent Management	1.434	.070	20.569	1%
Customer Focus	<---	Talent Management	0.642	.038	16.782	1%
Commitment to values	<---	Talent Management	0.523	.023	22.322	1%
Satisfaction with the Employee benefits and policies	<---	Talent Management	0.666	.031	21.522	1%

The above table shows the regression coefficient of the exogenous variables. It is noted that the critical ratio of all the selected variables are above the table value 3.169 and it is significant at 1 percent level. Among the selected twelve variables, all the variables are the most influenced variables to explore the talent management practices in a successful way.

MODEL FIT SUMMARY

The following table shows that CMIN for the 'default model'. A significant chi-square indicates satisfactory model fit.

CMIN

TABLE NO.4.148
CMIN

Model	NP	PAR	CMIN	DF	P	CMIN/DF
Default model	24		804.634	54	.000	14.901
Saturated model	78		.000	0		
Independence model	12		6018.478	66	.000	91.189

CMIN is a chi-square statistics comparing the default model and the independence model with the saturated model. The above table infers that the default model has been associated as 14.901 percent with saturated model and other side, the independence model has been associated as 91.189 percent with saturated model.

RMR, GFI

The Root Mean Square residual is the mean absolute value of the covariance residuals, which reflect the difference between observed and model-estimated covariance. Specifically, RMR is the co-efficient which results from taking the square root of the mean of the squared residuals. The closer is RMR is to 0, the better the model fit. The GFI is the goodness-of-fit index and is equal to $1 - (\text{chi-square for the default model} / \text{chi-square for the null model})$.

TABLE NO.4.149
RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.514	.867	.808	.600
Saturated model	.000	1.000		
Independence model	4.301	.232	.092	.196

From the above table it is indicated that the model is good fit by the influence of RMR value which is closer to one, ie., 0.514. GFI (Goodness of Fit Index) refers to 0.867 percent has been fitted in Default model for the proportion of variance-covariance matrix. On the other hand, 4.301 percent fit in Independence model.

Baseline Comparisons

The NFI, Normed Fit Index, also known as ($\Delta 1$), was developed as the alternative to CFI, comparative fit index, is also known as the Bentler Comparative Fit Index, compares the existing model fit with the null model which assumes the latent variables correlates with the independent variables.

**TABLE NO.4.150
BASELINE COMPARISONS**

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.866	.837	.874	.846	.874
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

From the above table, it is noted that the model fit indices are good fit with the evidence of NFI (0.866) and CFI (0.874) which is greater than 0.8.

RMSEA

Root Mean Square Error of Approximation is the popular measure of fit, because it does not require comparison with the null model. It is one of the fit indexes less affected by sample size. There is good model fit if RMSEA less than or equal to 0.05.

**TABLE NO.4.151
RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.036	.128	.145	.000
Independence model	.347	.340	.354	.000

It could be noted from the above table that the RMSEA value is 0.036 which is lesser than 0.05 and the model resulted as good fit.

Results

**TABLE NO.4.152
BOOTSTRAPPING**

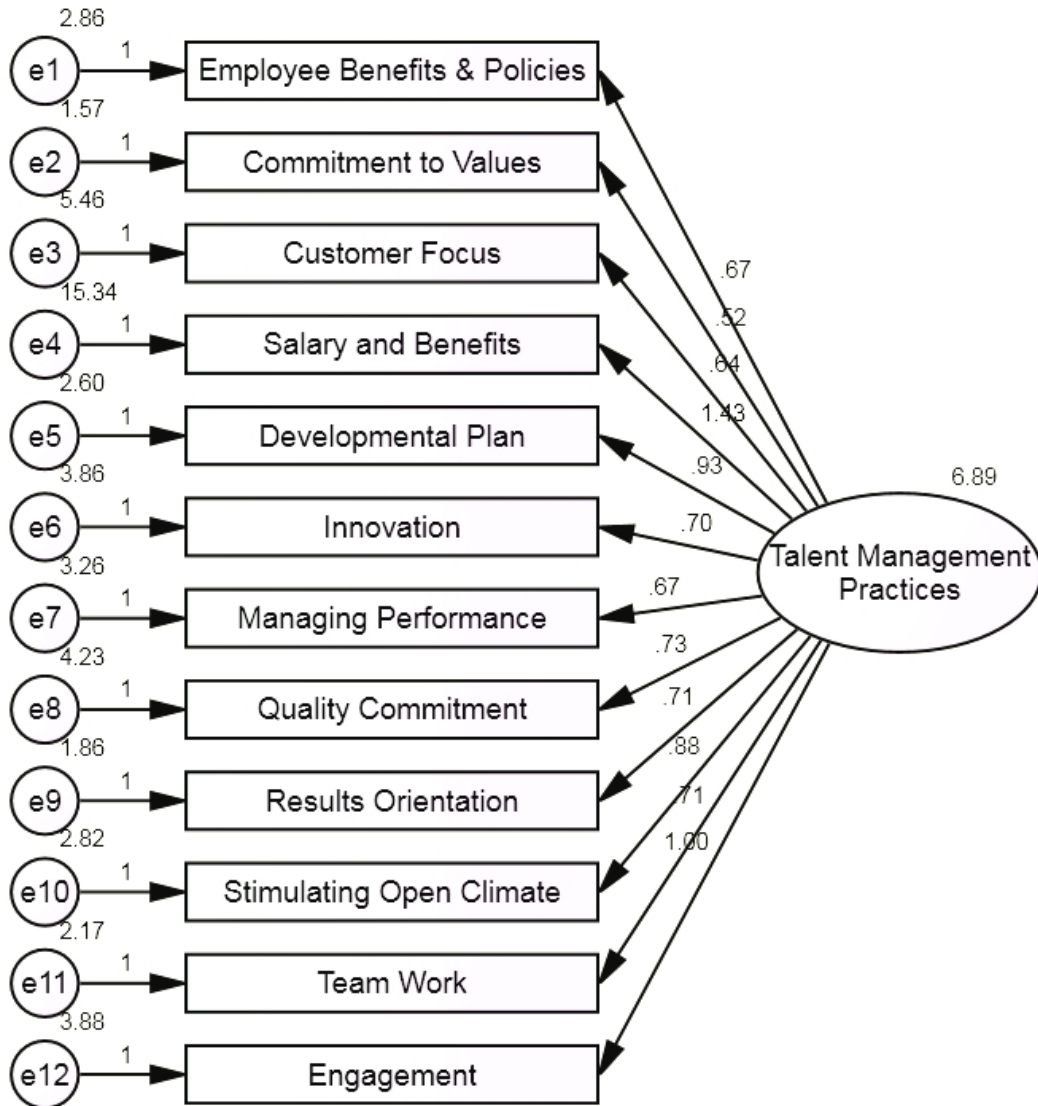
Paths			Estimates	SE	Mean	't' Value	Result
Engagement	<---	TM	.266	.000	1.000	17.167	H ₀ Rejected
Team Work	<---	TM	.226	.022	.715	17.367	H ₀ Rejected
Stimulating Open Climate	<---	TM	.274	.035	.879	17.032	H ₀ Rejected
Results Orientation	<---	TM	.148	.025	.710	17.064	H ₀ Rejected
Quality Commitment	<---	TM	.227	.036	.730	18.283	H ₀ Rejected
Managing Performance	<---	TM	.221	.033	.671	18.188	H ₀ Rejected
Innovation	<---	TM	.257	.040	.702	18.279	H ₀ Rejected
Developmental plan	<---	TM	.181	.021	.925	16.547	H ₀ Rejected
Satisfaction with the Salary and Benefits	<---	TM	.877	.060	1.437	18.217	H ₀ Rejected
Customer Focus	<---	TM	.281	.036	.639	18.713	H ₀ Rejected
Commitment to values	<---	TM	.086	.025	.521	17.872	H ₀ Rejected
Satisfaction with the Employee benefits and policies	<---	TM	.190	.031	.665	18.042	H ₀ Rejected

Structural Equations: Methodology and Technical Application

The following path analysis is used to prove the selected hypotheses.

FIGURE NO. 4.1

RESULTED HYPOTHESES MODEL



Testing of Hypotheses

The following table represents the results of the testing of the hypotheses.

TABLE NO.4.153
TESTING OF HYPOTHESES

Hypotheses	Hypothetical Relationship	Result
H1 : There is a positive impact of satisfaction with the employee benefits and policies and talent management practices	Positive	Confirmed
H2 : There is a positive impact of commitment to values and talent management practices	Positive	Confirmed
H3 : There is a positive impact of customer focus and talent management practices	Positive	Confirmed
H4 : There is a positive impact of satisfaction with the salary and benefits and talent management practices	Positive	Confirmed
H5 : There is a positive impact of developmental plan and talent management practices	Positive	Confirmed
H6 : There is a positive impact of innovation and talent management practices	Positive	Confirmed
H7 : There is a positive impact of managing performance and talent management practices	Positive	Confirmed
H8 : There is a positive impact of quality commitment and talent management practices	Positive	Confirmed
H9 : There is a positive impact of results orientation and talent management practices	Positive	Confirmed
H10 : There is a positive impact of stimulating open climate and talent management practices	Positive	Confirmed
H11 : There is a positive impact of team work and talent management practices	Positive	Confirmed
H12 : There is a positive impact of engagement and talent management practices	Positive	Confirmed

Discussion of the result

From the path diagram, measured variables with latent variable of impact of talent management practices is having positive relationship and also significant at 1 percent level. The analysis of the model, from the viewpoint of the antecedent of impact of talent management practices, suggests that all the measured variables are significantly associated with talent management practices. The associated variables will highly influence the organization and employee productivity.

4.3 SECTION – II: DATA ANALYSIS FOR HR MANAGER

IMPACT OF TALENT MANAGEMENT PRACTICES

The impact of talent management practices among the HR managers was measured by the selected eleven factors like reasons for a business transformation, maintaining leadership position, overall development, workforce assisting the organization, systematic approach, competencies, results, potential acquire new talents, leveraging existing talents and retaining the current potential. The responses were scored by Likert five point scaling technique like 5 for Strongly agree, 4 for Agree, 3 for Neither agree nor disagree, 2 for Disagree and 1 for Strongly Disagree. The impact of talent management practices was classified as low, medium and high based on mean and standard deviation.

TABLE NO. 4.154

IMPACT OF TALENT MANAGEMENT PRACTICES

S. No.	Category	No. of Respondents	Percentage (%)
1.	Low	5	33.3
2.	Medium	6	40.0
3.	High	4	26.7
	Total	15	100.0

Source: Computed from primary data

It is observed from the above table that a majority (40.0 percentage) of the HR managers were having medium impact of talent management practices followed by 33.3 percentage of the HR managers were having low impact of talent management practices and remaining 26.7 percentage of the HR managers were having high impact of talent management practices. Hence a majority of HR managers were having medium impact of talent management practices in IT sector.

3.3.1 ANOVA TEST

OBJECTIVE V: To determine how talent management practices affect the HR Managers.

HR MANAGER AGE AND IMPACT OF TALENT MANAGEMENT PRACTICES

With a view to find the degree of association between HR managers age and impact of talent management practices, a two-way table was prepared and it is shown in the following table.

Null Hypothesis (H₀): There is no significant difference between age and impact of talent management practices.

**TABLE NO.4.155
HR MANAGER AGE AND IMPACT OF TALENT MANAGEMENT PRACTICES (TWO-WAY TABLE)**

S. No.	Age	Impact of talent management practices			Total	Mean
		Low	Medium	High		
1.	Less than 30	2 (22.2%)	4 (44.4%)	3 (33.3%)	9	169.9
2.	31-40	3 (50.0%)	2 (33.3%)	1 (16.7%)	6	167.0
	Total	5	6	4	15	

It could be observed from the table that the percentage of high level of impact of talent management practices was the highest (33.3%) among the respondents who belong to the age group of less than 30 years and the same was the lowest (16.7%) among the respondents who belong to the age group between 31-40 years. The percentage of medium level of impact of talent management practices was the highest (44.4%) among the respondents who belong to the age group of less than 30 years and the same was the lowest (33.3%) among the respondents who belong to the age group of 31-40 years. On the other hand, the percentage of the low level of impact of talent management practices was the highest (50.0%) among the respondents who belong to the age group between 31-40 years and the lowest (22.2%) among the respondents who belong to the age group of less than 30 years. From the analysis, it is identified that maximum level of impact of talent management practices perceived by the respondents of less than 30 years.

In order to find out the relationship between HR managers age and impact of talent management practices, a hypothesis was framed and analysed with the help of ANOVA test. The result of the ANOVA test is shown in the following table.

TABLE NO.4.156
HR MANAGER AGE AND IMPACT OF TALENT MANAGEMENT PRACTICES (ANOVA TEST)

Source	SS	DF	MS	F	S
Between Groups	.317	2	.158	.579	Not significant
Within Groups	3.283	12	.274		
Total	3.600	14			

It is stated from the above analysis that the calculated F value is lesser than the table value (3.88) and the result is not significant. Hence, the hypothesis, “HR

managers age and impact of talent management practices” is accepted. It is concluded from the analysis that there is no significant difference between HR managers age and impact of talent management practices.

SEX AND IMPACT OF TALENT MANAGEMENT PRACTICES

With a view to find the degree of association between sex and impact of talent management practices, a two-way table was prepared and it is shown in the following table.

Null Hypothesis (H₀): There is no significant difference between sex and impact of talent management practices.

TABLE NO.4.157
SEX AND IMPACT OF TALENT MANAGEMENT PRACTICES
(TWO-WAY TABLE)

S. No.	Sex	Impact of talent management practices			Total	Mean
		Low	Medium	High		
1.	Male	3 (30.0%)	5 (50.0%)	2 (20.0%)	10	168.3
2.	Female	2 (40.0%)	1 (20.0%)	2 (40.0%)	5	169.6
	Total	5	6	4	15	

It could be inferred from the table that the percentage of high level of impact of talent management practices was the highest (40.0%) among female respondents and the same was the lowest (20.0%) among male respondents. The percentage of medium level of impact of talent management practices was the highest (50.0%) among male respondents and the same was the lowest (20.0%) among female respondents. On the other hand, the percentage of the low level of impact of talent management practices was the highest (40.0%) among female

respondents and the lowest (30.0%) among male respondents. From the analysis, it is identified that maximum level of impact of talent management practices attained by female respondents.

In order to find out the relationship between gender and impact of talent management practices, a hypothesis was framed and analyzed with the help of ANOVA test. The result of the ANOVA test is shown in the following table.

TABLE NO.4.158
SEX AND IMPACT OF TALENT MANAGEMENT PRACTICES
(ANOVA TEST)

Source	SS	DF	MS	F	S
Between Groups	.300	2	.150	.593	Not significant
Within Groups	3.033	12	.253		
Total	3.333	14			

It is noted from the above analysis that the calculated F value is lesser than the table value (3.88) and the result is not significant. Hence, the null hypothesis is accepted. It is concluded from the analysis that there is no significant difference between sex and impact of talent management practices.

EXPERIENCE AND IMPACT OF TALENT MANAGEMENT PRACTICES

With a view to find the degree of association between experience and impact of talent management practices, a two-way table was prepared and it is shown in the following table.

TABLE NO. 4.159
EXPERIENCE AND IMPACT OF TALENT MANAGEMENT PRACTICES
(TWO-WAY TABLE)

S. No.	Experience	Impact of talent management practices			Total	Mean
		Low	Medium	High		
1.	Below 10 years	3 (100.0)	0	0	3	163.0
2.	Above 10 years	2 (16.7)	6 (50.0)	4 (33.3)	12	170.2
	Total	5	6	4	15	

It could be inferred from the table that the percentage of high level of impact of talent management practices was the highest (33.3%) among respondents who have above 10 years of working experience. The percentage of medium level of impact of talent management practices was the highest (50.0%) among respondents who have above 10 years of experience. On the other hand, the percentage of the low level of impact of talent management practices was the highest (100.0%) among the respondents who have below 10 years of experience and the lowest (16.7%) among the respondents. From the analysis, it is identified that maximum level of impact of talent management practices attained who has more than 10 years of working experience.

In order to find out the relationship between experience and impact of talent management practices, a hypothesis was framed and analysed with the help of ANOVA test. The result of the ANOVA test is shown in the following table.

TABLE NO. 4.160
EXPERIENCE AND IMPACT OF TALENT MANAGEMENT PRACTICES
(ANOVA TEST)

Source	SS	DF	MS	F	S
Between Groups	1.200	2	0.600	6.000	Significant at 5% level
Within Groups	1.200	12	0.100		
Total	2.400	14			

It is noted from the above analysis that the calculated F value is greater than the table value (3.88) and the result is significant at 5 percent level. Hence, the hypothesis, “Experience of the respondents and impact of talent management practices is not associated” is rejected. It is concluded from the analysis that there is a significant difference between experience and impact of talent management practices.

3.3.2 HENRY GARRETT RANKING TECHNIQUE

OBJECTIVE VI: To find out the reasons which affects the employee turnover and retention.

TALENT DEVELOPMENT STRATEGIES

The respondents focused on the talent development strategies such as Job experience matters most, Accelerated development of high performers, Forge mentoring relationship to build motivation and loyalty, Focused training program or career transition, technical skills and leadership Development, Making coaching a part of each development discussion. To identify the most important required factors, Henry Garrett Ranking Technique was employed and the details of the ranking of factors regarding talent employment strategies are shown in the following table.

TABLE NO.4.161
TALENT DEVELOPMENT STRATEGIES

S. No.	Factors	Total Score	Mean Score	Rank
1.	Job experience matters most	875	58.3	I
2.	Accelerated development of high performers.	754	50.3	III
3.	Forge mentoring relationship to build motivation and loyalty	701	46.7	IV
4.	Focused training program or career transition, technical skills and leadership Development	849	56.6	II
5.	Making coaching a part of each development discussion	601	40.1	V

It is inferred from the above table that most of the respondents focused upon ‘job experience matters most’ was ranked first with a Garrett score of 875 points. It is followed by the ‘Focused training program or career transition, technical skills and leadership Development’, ‘Accelerated development of high performers.’ and ‘Forge mentoring relationship to build motivation and loyalty’ was ranked second, third and fourth ranks with Garrett scores of 849, 754 and 701 points respectively. The last rank is placed for the ‘Making coaching a part of each development discussion’ with a Garrett score of 601 points. From the above analysis that majority of the respondents have talent development strategies towards ‘job experience matters most’ and ‘focused training program or career transition, technical skills and leadership development’.

CURRENT EMPLOYMENT

The respondents focused on the current employment and influenced towards the factors like, Compensation and benefits, A challenging role, Leadership style, Learning opportunities and Easier to commute to workplace. To identify the most important required factors, Henry Garrett Ranking Technique

was employed and the details of the ranking of factors regarding current employment are shown in the following table.

TABLE NO.4.162
CURRENT EMPLOYMENT

S. No.	Factors	Total Score	Mean Score	Rank
1.	Compensation and benefits	853	56.9	I
2.	A challenging role	823	54.9	II
3.	Leadership style	652	43.5	IV
4.	Learning opportunities	777	51.8	III
5.	Easier to commute to workplace	610	40.7	V

It is obtained from the above table that most of the respondents focused upon ‘compensation and benefits’ was ranked first with a Garrett score of 853 points. It is followed by the ‘a challenging role’, ‘learning opportunities’ and ‘leadership style’ was ranked second, third and fourth ranks with Garrett scores of 823, 777 and 652 points respectively. The last rank is placed for the ‘easier to commute to workplace’ with a Garrett score of 610 points. From the above analysis it shows that majority of the respondents in the current employment factor focused more towards the ‘compensation and benefits’ and ‘a challenging role’.

EMPLOYEE TURNOVER

The respondents mainly considered that the employee turnover as an important factor that affects the organizational productivity. For this purpose, the factors such as Loss of Productivity and Expertise, Loss of Business Opportunities, High financial costs through recruitment, Image of the organization and Disruption of social and communication networks has been considered. To identify the most important required factors, Henry Garrett Ranking Technique

was employed and the details of the ranking of factors regarding employee turnover are shown in the following table.

TABLE NO.4.163
EMPLOYEE TURNOVER

S. No.	Factors	Total Score	Mean Score	Rank
1.	Loss of Productivity and Expertise	1016	67.7	I
2.	Loss of Business Opportunities	684	45.6	IV
3.	High financial costs through recruitment	701	46.7	III
4.	Image of the organization	885	59.0	II
5.	Disruption of social and communication networks	515	34.3	V

It is observed from the above table that the employee turnover affects the organization towards ‘loss of productivity and expertise’ was ranked first with a Garrett score of 1016 points. It is followed by the ‘image of the organization’, ‘high financial costs through recruitment’ and ‘loss of business opportunities’ was ranked second, third and fourth ranks with Garrett scores of 885, 701 and 684 points respectively. The last rank is placed for the ‘disruption of social and communication networks’ with a Garrett score of 515 points. From the above analysis that majority of the employee turnover affects the organization towards ‘loss of productivity and expertise’ and ‘image of the organization’.

EMPLOYEE TURNOVER ON INDIVIDUALS

The respondents mainly focused upon the effects of employee turnover on individuals like, Loss of Employee Benefits, Financial difficulties, Uncompleted projects, Career problems and Loss of social network. To identify the most important required factors, Henry Garrett Ranking Technique was employed and

the details of the ranking of factors regarding employee turnover on individuals are shown in the following table.

TABLE NO.4.164
EMPLOYEE TURNOVER ON INDIVIDUALS

S. No.	Factors	Total Score	Mean Score	Rank
1.	Loss of Employee Benefits	927	61.8	I
2.	Financial difficulties	729	48.6	III
3.	Uncompleted projects	621	41.4	V
4.	Career problems	828	55.2	II
5.	Loss of social network	685	45.7	IV

It is identified from the above table that the employee turnover on individuals affects the organization towards ‘loss of employee benefits’ was ranked first with a Garrett score of 927 points. It is followed by the ‘career problem’, ‘financial difficulties’ and ‘loss of social network’ was ranked second, third and fourth ranks with Garrett scores of 828, 729 and 685 points respectively. The last rank is placed for the ‘uncompleted projects’ with a Garrett score of 622 points. From the above analysis that majority of the employee turnover in individuals affects the organization towards ‘loss of employee benefits’ and ‘career problems’.

RETAINING EMPLOYEES

The respondents believe in the challenges and retaining employees in the organization towards the factors like, managing expectations of employees, Matching person to the job, Provide adequate opportunities for career growth and

opportunities, Treat employees fairly – through compensation, rewards and recognition schemes and Fostering good relationship with supervisors. To identify the most important required factors, Henry Garrett Ranking Technique was employed and the details of the ranking of factors regarding retaining employees are shown in the following table.

TABLE NO.4.165
RETAINING EMPLOYEES

S. No.	Factors	Total Score	Mean Score	Rank
1.	Managing expectations of employees	1001	66.7	I
2.	Matching person to the job	756	50.4	II
3.	Provide adequate opportunities for career growth and opportunities	618	41.2	V
4.	Treat employees fairly – through compensation, rewards and recognition schemes.	696	46.4	III
5.	Fostering good relationship with supervisors	669	44.6	IV

It is found from the above table that the retaining employees in the organization towards ‘Managing expectations of employees’ was ranked first with a Garrett score of 1001 points. It is followed by the ‘Matching person to the job’, ‘Treat employees fairly – through compensation, rewards and recognition schemes.’ and ‘Fostering good relationship with supervisors’ was ranked second, third and fourth ranks with Garrett scores of 756, 696 and 669 points respectively. The last rank is placed for the ‘Provide adequate opportunities for career growth and opportunities’ with a Garrett score of 618 points. From the above analysis that majority of the retaining employee affects the organization towards ‘Managing expectations of employees’ and ‘Treat employees fairly – through compensation, rewards and recognition schemes.’.

RETENTION STRATEGIES

In order to know about the retention strategies in the organization towards the factors like, Building an open environment and culture, Giving competitive remuneration packages, Clarifying job Responsibilities, Providing continuous training opportunities for skill up gradation and Providing job challenges. To identify the most important required factors, Henry Garrett Ranking Technique was employed and the details of the ranking of factors regarding retention strategies are shown in the following table.

TABLE NO.4.166
RETENTION STRATEGIES

S. No.	Factors	Total Score	Mean Score	Rank
1.	Building an open environment and culture	793	52.9	II
2.	Giving competitive remuneration packages	875	58.3	I
3.	Clarifying job Responsibilities	594	39.6	V
4.	Providing continuous training opportunities for skill up gradation	740	49.3	IV
5.	Providing job challenges	784	52.3	III

It is inferred from the above table that the retention strategies in the organization towards ‘Giving competitive remuneration packages’ was ranked first with a Garrett score of 875 points. It is followed by the ‘Building an open environment and culture’, ‘Providing job challenges’, and ‘Providing continuous training opportunities for skill up gradation’ was ranked second, third and fourth ranks with Garrett scores of 793, 784 and 740 points respectively. The last rank is placed for the ‘Clarifying job Responsibilities’ with a Garrett score of 594 points. From the above analysis that majority of the retaining strategies are ‘Giving competitive remuneration packages’ and Building an open environment and culture’.

EMPLOYEE RETENTION

In the organization, the managers help in employee retention to know about their difficulties and motivated in the optimistic way. For this purpose, the factors such as, Creating a motivating Environment, Standing up for the Team, Providing coaching, Focus on future career and Extra Responsibility has been considered. To identify the most important required factors, Henry Garrett Ranking Technique was employed and the details of the ranking of factors regarding employees' retention are shown in the following table.

TABLE NO.4.167
EMPLOYEE RETENTION

S. No.	Factors	Total Score	Mean Score	Rank
1.	Creating a motivating Environment	667	44.5	IV
2.	Standing up for the Team	811	54.1	II
3.	Providing coaching	627	41.8	V
4.	Focus on future career	798	53.2	III
5.	Extra Responsibility	862	57.5	I

It is summarized from the above table the managers had helped in retaining their employees towards 'extra responsibility' which had ranked first with a Garrett score of 862 points. Then it is followed by the 'standing up for the team', 'focus on further career', and 'creating a motivating environment' was ranked second, third and fourth ranks with Garrett scores of 811, 798 and 667 points respectively. The last rank is placed for 'providing coaching' with a Garrett score of 627 points. From the above analysis it is observed that 'extra responsibility' and 'standing up for the team' are the major roles of the managers that had helped in retaining their employees.

CONTROL TURNOVER

In order to have a control on employee turnover the various alternative pay packages has been introduced in the organization. For this purpose, the factors that have considered are Hiring bonuses as sign-on incentive, Retention bonuses, Employee stock option plan, Project Completion bonus and Liberal annual performance bonus. In order to identify the most important required factors, Henry Garrett Ranking Technique was employed and the details of the ranking of factors regarding control turnover are shown in the following table.

TABLE NO.4.168
CONTROL TURNOVER

S. No.	Factors	Total Score	Mean Score	Rank
1.	Hiring bonuses as sign-on incentive	987	65.8	I
2.	Retention bonuses	759	50.6	II
3.	Employee stock option plan	740	49.3	III
4.	Project Completion bonus	734	48.9	IV
5.	Liberal annual performance bonus	566	37.7	V

It is implied from the above table that ‘Hiring bonuses as sign-on incentive’ was ranked first with a Garrett score of 987 points. It is followed by the ‘retention bonuses’, ‘employee stock option plan’, and ‘project completion bonus’ was ranked second, third and fourth ranks with Garrett scores of 759, 740 and 734 points respectively. The last rank is placed for the ‘liberal annual performance bonus’ with a Garrett score of 566 points. From the above analysis that the majority of the control turnover in the organization are ‘Hiring bonuses as sign-on incentive’ and ‘retention bonuses’.

LEAVE THE ORGANIZATIONS

In order to know the reason of the employees for leaving their organizations, the different factors have been considered like Lack of inspirational, visionary, characteristic leadership, Lack of challenging and supportive work environment, Lack of growth and advancement opportunities, Lack of competitive compensation and rewards and Lack of career development. To identify the most important required factors, Henry Garrett Ranking Technique was employed and the details of the ranking of factors regarding leave the organizations are shown in the following table.

TABLE NO.4.169
LEAVE THE ORGANIZATIONS

S. No.	Factors	Total Score	Mean Score	Rank
1.	Lack of inspirational, visionary, characteristic leadership	812	54.1	II
2.	Lack of challenging and supportive work environment	679	45.3	IV
3.	Lack of growth and advancement opportunities	836	55.7	I
4.	Lack of competitive compensation and rewards	766	51.1	III
5.	Lack of career development	672	44.8	V

It is determined from the above table that the reason for the employees to leave the organization as 'Lack of growth and advancement opportunities' was ranked first with a Garrett score of 836 points. It is followed by the 'Lack of inspirational, visionary, characteristic leadership', 'Lack of competitive compensation and rewards' and 'Lack of challenging and supportive work environment' was ranked second, third and fourth ranks with Garrett scores of 812, 766 and 679 points respectively. The last rank is placed for the 'Lack of career development' with a Garrett score of 672 points. From the above analysis it is observed that the major reasons for the employees to leave the organization are

‘Lack of growth and advancement opportunities’ and ‘Lack of inspirational, visionary, characteristic leadership’.

NEXT EMPLOYMENT

In order to know about the opinion of the employees regarding the organization at the time of choosing the next employment the following factors have been considered. They are Brand Image of the company, The Job profile, Career Development, Compensation and Benefits offered and Due to personal reason. To identify the most important required factors, Henry Garrett Ranking Technique was employed and the details of the ranking of factors of next employment are shown in the following table.

TABLE NO.4.170
NEXT EMPLOYMENT

S. No.	Factors	Total Score	Mean Score	Rank
1.	Brand Image of the company	854	56.9	II
2.	The Job profile	660	44.0	IV
3.	Career Development	877	58.5	I
4.	Compensation and Benefits offered	656	43.7	V
5.	Due to personal reason	693	46.2	III

It is identified from the above table that ‘Career Development’ was ranked first with a Garrett score of 877 points. It is followed by the ‘Brand Image of the company’, ‘Due to personal reason’ and ‘The Job profile’ was ranked second, third and fourth ranks with Garrett scores of 854, 693 and 660 points respectively. The last rank is placed for the ‘Compensation and Benefits offered’ with a Garrett score of 658 points. From the above analysis that the deciding factor at the time of choosing the next employment are ‘Career Development’ and ‘Brand Image of the company’.

EXIT INTERVIEWS

In order to know about the most common reason that employees are likely to state in exit interviews at the time of leaving the organization are In search of Better Financial Prospects, In search of Better Career Opportunities, To move along with a transferred spouse, To take care of immediate family problems and Lack of good relationship with supervisors. To identify the most important required factors, Henry Garrett Ranking Technique was employed and the details of the ranking of factors of exit interviews are shown in the following table.

TABLE NO.4.171
EXIT INTERVIEWS

S. No.	Factors	Total Score	Mean Score	Rank
1.	In search of Better Financial Prospects	813	54.2	I
2.	In search of Better Career Opportunities	642	42.8	V
3.	To move along with a transferred spouse	798	53.2	II
4.	To take care of immediate family problems	758	50.5	III
5.	Lack of good relationship with supervisors	754	50.3	IV

It is implied from the above table that ‘In search of Better Financial Prospects’ was ranked first with a Garrett score of 813 points. It is followed by the ‘To move along with a transferred spouse’, ‘To take care of immediate family problems’ and ‘Lack of good relationship with supervisors’ was ranked second, third and fourth ranks with Garrett scores of 798, 758 and 754 points respectively. The last rank is placed for the ‘In search of Better Career Opportunities’ with a Garrett score of 642 points. From the above analysis that ‘In search of Better Financial Prospects’ and ‘To move along with a transferred spouse’ are the most common reasons that employees state in exit interviews at the time of leaving an organization.

4.4 PART – II

DISCUSSION

The analysis of the current study supports the fact that it is very important for every IT industry to analyze the impact of Talent Management Practices and to improve the organization and employee productivity. The present study concentrates on twelve aspects of talent management practices, i.e., Employee benefits and policies, Commitment to values, Customer focus, Satisfaction with the salary and benefits, Developing others, Innovation, Managing performance, Quality commitment, Results orientation, Stimulating open climate, Team work, Engagement. So in today's competitive business world it has come out as a decisive factor that organizations should make an efforts to build effective, practical and holistic talent strategies which not only able to attract talent but also address employee engagement and the retention of key skills which boosts the employee productivity and business performance (Pallavi Srtivastava and Jyotsna Bhatnagar, 2008).

The objectives of the present study have been pursued the impact of talent management practices in the context of IT sector in Bengaluru. It is essential at this point to note that the present study has employed survey method for collecting the primary data.

For attaining the first objective i.e., to examine the factors that influences the Talent Management Practices of employees in IT sector and to analyse the factor that influence the talent management practices chi-square analysis has been performed. From the study it has been observed that out of three levels of employees who work in the IT sector the maximum level of satisfaction towards the employee benefits and policies are perceived to be high for the top level employees. Since most of the employees are working in technical department and they have more than 10years of experience, their level of satisfaction is also more. At the same time out of twelve factors the maximum level of commitment to

values in their job is attained by the respondents who are working in middle level and most of them are from technical department. It is also observed that female employees are more committed in their job when compared with the male employees. The middle level employees are good in excel their performance and their age group lies between 30-40. Since most of the middle level employees focus more on their career growth, so their performance level is high. It is also found that maximum levels of managing performance are attained by male respondents. The top level employees mainly focus on organizational growth and productivity and the stated objective of the present study is similar with the study conducted by Punita Jasrotia(2003), where Potential employees would like to associate themselves with companies which have a “brand” of success, leadership, people development initiatives and also instill a deep sense of pride and commitment.

In order to attain the second objective ie., to determine the importance of each factor and its influence on talent management practices of employees in IT sector ANOVA analysis has been carried out. The stated objective of the present study consents with the objective of the study conducted by Valerie Garrow and Wendy Hirsh (2008). From the analysis it has been observed that the two key dimensions that require careful consideration for best talent management practices are ‘fit’ and ‘focus’. Focus relies on a clear strategy how talent management will contribute to organizational objectives and Fit ensures that talent management processes support the strategic objectives. It agrees with the findings of Nancy R. Lock Wood (2006) that workforce trends such as shifting demographics, global supply chains, the aging workforce and increasing mobility, forward-looking organizations must rethink their approach to talent management to best harness talent. By doing so, they will be positively positioned to succeed in a highly competitive marketplace. In addition organizational culture, employee engagement and leadership development have a significant impact on talent retention.

The success of any business is to attract, motivate, reward and retain the talented employees. So this study has been designed with an objective to identify the reasons to attract, motivate, reward and retain the talented employees. In order to fulfill this objective, Henry Garette Ranking method has been used which reveals that the factors mostly influence the employees to attract, motivate, reward and retain the talented employee are job security, basic pay, health care benefits, educational benefits and retirement benefits. The study also corroborated with the findings of Nityanand Rao S and Sharvani Bhavirishetty (2008) opines that HR managers should come up with new ideas or framework in minimizing the employees attrition rate in IT sector and to identify the factors which influence the employees to retain in the organization for longer period.

The study also agrees with the findings of Peter Cheese (2008), that organization needs to put in place key processes in order to retain and actively multiply talent by maintaining visible leadership which has focused on talent, encouraging and rewarding line managers for nurturing talent and modernizing HR and training to identify, develop and deploy talent to the best effect

In order to attain the objective i.e., to examine how talent management practices helps in providing a coherent framework for management to increase productivity, and improve recruitment, retention and commitment multiple regression analysis, factor analysis and structural equation modeling has been employed. In multiple regression analysis it was found that the factors Satisfaction with employee's benefits and policies, Commitment to values, Customer focus, Satisfaction with the Salary and benefits, Innovation, Managing performance, Engagement, Results orientation, Stimulating open climate and Team work are positively associated with the impact of talent management practices offered by the IT companies. On the other hand, the factors Developing others and Quality commitment are not well associated. The study supports the findings of Julia Christensen Hughes and Evelina Rog (2008) that talent management is an

espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management where employee recruitment can be improved and increase the employee retention rates and organization productivity. The study also corroborated with the findings of the researcher Tom Baum(2008) explores the characteristics and analyzed the talent management scenarios within which business can operate for developmental approach, which focused mainly on talent identification. When talent is identified with the employees, it is easy to implement the talent management practices in an organization where the employee and organization productivity can be increased.

With the help of factor analysis, the talent management factors are categorized into ‘Talentship’ and ‘Leadership’ factors with the available twelve factors which influence the impact of talent management practices. These categories are supported by a study called “decision Science” model by Boudreau and Ramstad (2005) that enhances decisions about talent resources. The decision science model allows organizations to enhance decisions about human capital and it connects human resources to strategy by examining impact effectiveness and efficiency where People intellectual capital and talent are even more critical to an organization's strategic success.

Structural Equation Modeling technique has been applied to test how talent management practices influenced the increase in productivity of the organization as well as employees. In order to ascertain the impact of talent management practices, various factors that are influencing talent management practices were studied. Here the influencing factors like Satisfaction with employee’s benefits and policies, Commitment to values, Customer focus, Satisfaction with the Salary and benefits, Developing others, Innovation, Managing performance, Quality commitment, Results orientation, Stimulating open climate, Team work and Engagement were studied with the help of structural equation model. It was found that a Talent Management practices is having positive impact with their respective factors. This has been supported by the researcher Susan Cantrell and James M.

Benton (2007) where five fundamental practices which is essential to achieve the above mentioned talent management practices are align people practices with business needs, implement the practices with superior execution, enlist line managers in human capital management, make policies clear, fair, and consistent; and create an information-sharing environment. The power of these practices had brought great improvements in organizational performance and improving the employee recruitment, retention and commitment.

It also agrees with the findings of Pallavi Srtivatsava and Jyotsna Bhatnagar(2010), by building a strong employer brand an organization can easily come into the consideration with set of prospective employees especially the first time job seekers. Resourcing the best candidates from a bigger talent pool rather than the available applicants would result in more efficient talent acquisition.

In order to attain the objective ie., to determine how talent management practices affect HR managers ANOVA analysis has been carried out. In HR managers point of view it was perceived that the maximum level of impact of talent management practices posses who are in the age group of less than 30years and most of the employees are female respondents. The study is supported by the findings of the researcher Rainer Jansen(2009) describes that every company that wants to attract a sufficient number of talents with the right qualities, will increasingly need to provide far more flexible and “family friendly” work models than today. This will bring more female talents into full-time employment and to provide them with realistic career perspectives.

It is noted that job experience matters a lot for an employee to adopt talent development strategies. The majority of the employee has been retained by fulfilling their expectations, treating them fairly through compensation, rewards and recognition schemes. In the present study in order to attain the objective ie., to find out the reasons which affects the employee turnover and retention Henry Garette Ranking technique has been incorporated. It is found that some of the

retention strategies followed by the company are 'Giving competitive remuneration packages' and Building an open environment and culture'. By following these retention strategies the employees are motivated and stick to the same organization for longer time which helps the organization to increase their productivity. The study agrees with findings of Pi Wen Looi, Ted Z Marusz and Raymond W Baumruk (2006) found that best employers consistently outperform the revenue growth, profits and total shareholder returns. HR manager receive more unsolicited applications from potential employees, have higher employee retention rate, which translates into significant savings, higher productivity, and knowledge retention for the companies. It also supports the study of Chery Farley (2005) opines by translating corporate goals into workforce needs, linking people to profit, and effectively managing talent are key to improving business performance.

Watson Wyatt (2006) views engagement as a combination of commitment and line of sight. Committed employees are proud to work for their companies and motivated to help drive success. Line of sight is where employees understand the organization's goals, the steps that must be taken to achieve those goals and know how they can contribute to achieving the goals.

Summary:

At present IT sector is focusing more on talent management practices which is to be implemented in their organization in order to increase the employee and organizational productivity. Based on the findings it is also necessary for the IT sector to frame some of the talent management strategies, in order to minimize the attrition rate and maximize the retention of the employees. Talent management Practices is a strategy, not an HR initiative. It is not a one-time occurrence or communication. Talent management supports all strategic and cultural objectives and embodies emotional commitment by management that is reflected in their actions and decisions (Ready & Conger, 2007). This allows organizations to

develop and retain key employees to meet evolving business needs. However, talent management will fail without commitment from top management. The passion must start at the top and be infused into the culture. Ready and Conger (2007) have stated that the vitality of a company's talent management process is a product of three defining characteristics: commitment, engagement, and accountability. Fostering commitment begins with the new hire and continues throughout a career. Engagement reflects the degree to which company leaders show their commitment to talent management. Even down to line management, engagement is vital to ensure strategy is carried out with specific policies and practices oriented towards talent implementation. As a result, all stakeholders, including the employees themselves, are held accountable for making systems and processes robust.

It is observed that most of the employees expect to be rewarded and motivated for their innovative skills. They also expect their superior has to recognize in their job. Therefore in an organization innovation and recognition play an important role in retaining the talented employee. As organizations increasingly compete through talent and continue to realize that the management of their talent is critical to their operations and survival, the use and application of HRISs, through access to encompassing information, may allow organizations to more effectively and strategically manage their talent and allocate resources. A growing awareness of the changing nature of business through globalization combined with changing demographics such as an ageing population and talent shortage, compels business to focus more of their attention and energy on not only retaining their talent but also keeping them actively engaged in their work [Byrd, 2001; Frank and Taylor, 2004; Joerres and Turcq, 2007; McConville, 2006; Ready and Conger, 2007; Stevens, 2008].