Organizational Characteristics in IT and ITES Industry – A Profile Analysis

CHAPTER IV

ORGANIZATIONAL CHARACTERISTICS IN IT AN
ITES INUSTRY- A PROFILE ANALYSIS

Organizational Characteristics

An Organization structure is a organized combination of people, functions and physical facilities. A sound organization structure should meet various needs of the enterprise, namely, efficient management system, cordial relationship between employer and employee, adaptable working culture, job security, leadership and morale. Sound organization structure indicates capability to compete with the current market situation and produce continual profit.

In this chapter the study has progressed with an analysis of personal profile of employees in IT an ITES industry and its organizational characteristics.

4.1 PERSONAL PROFILE OF EMPLOYEES IN IT AND ITES INDUSTRY

The general profile of the Employees in IT an ITES industry has been presented in the following tables as personal and job related factors.

Personal and job related factors include gender profile, age group, sector employed, experience, educational level, salary, shift and languages known.

Gender Profile

The gender profile of the employees reveals the following results.

Table 4.1

Gender Profile

Gender	No.	Per cent
Male	242	60.5
Female	158	39.5
Total	**400**	**100.0**

Source- Primary Data

The table 4.1 shows gender wise distribution of the employees in IT an ITES sector. It is clear that 60.5% are males and nearly 39.5 percent are females. It is observed that most of the employees are males.

Age of the Respondents

Age is one of the important factors which reveal the maturity level of the employees in understanding organizational culture. The following table shows the age profile of the members.

Table 4.2

Age of the Respondents

Age	No.	Percent
20-25 yrs	169	42.3
26-30 yrs	156	39.0
31-35 yrs	60	15.0
36-40 yrs	15	3.8
Total	**400**	**100.0**

Source- Primary Data

Table 4.2 reveals that, out of 400 respondents, 42.3 per cent of employees fall under the category of 20-25 years of age, 39.0 per cent of the employees fall under the age group of above 26-30 years, 15 per cent of the employees fall under the age group of above 31-35 years and 3.8 per cent of the employees belong to the category of 36-40 years. The study result shows that majority of the employees are between the age group of 20-25 years.

Sector Employed

Employment is revenue driven, and requires a surplus to pay its employees, and to maintain stability and growth. The following table exhibits the field in which the employees are working in the organization.

Table 4.3

Sector Employed

Sector	No.	Percent
IT	136	34.0
ITES	264	66.0
Total	**400**	**100.0**

Source: Primary Data

Table 4.3 shows the sector employed by the employees. It is observed that most of the employees which are 66 per cent employees have been employed in ITES sector and 34 per cent of the employees were employed in IT sector.

Experience of the Employees

Employee experience is a worker's perceptions about his or her journey through all the touch points at a particular company, starting with job entry through to the exit from the company.

Table 4.4

Experience

Duration	No.	Percent
1-2 yrs	128	32.0
3-4 yrs	140	35.0
5-6 yrs	82	20.5
7 yrs & above	50	12.5
Total	**400**	**100.0**

Source: Primary Data

Table 4.4 reveals the experience of the employees in IT and ITES sector. It is observed that majority of the employees have the experience of 3-4 years which is 35 per cent. 32 per cent of employees are working for 1-2 years, 20.5 per cent of employees have 5-6 years of experience and the rest of the employees 12.5 per cent of

employees are working for 7 years and above. It is found that most of the employees have experienced of 3-4 years.

Monthly Salary

Income is one of the most important determinants of the quality of life of the people. The following table exhibits the monthly salary of the respondents.

Table 4.5

Salary per Month

Salary (Rs.)	No.	Percent
Less than 10000	36	9.0
10001–20000	134	33.5
21001– 30000	103	25.8
30001–40000	72	18.0
40001-50000	46	11.5
Above 50000	9	2.3
Total	**400**	**100.0**

Source: Primary Data

Table 4.5 shows that the salary of the employees in IT and ITES sector. It is observed that 33.5 per cent of the employee's have been earning salary of Rs.10001-20000, 25.8 per cent of the employees have been earning of Rs.21001- Rs.30000 per month, 18 per cent of the employees have been earning above Rs.25000 per month, 16.6 per cent of the employees have been earning of Rs.30001–Rs.40000 per month and 11.2 per cent of the employees have been earning 40001-50000. Only 2.3 per cent of the employees have been earning more than above Rs.50000.The result shows that the average earning of the employees in IT and ITES sector is Rs.10000-Rs.15000.

Qualification

Possession of education could help to acquire necessary technical knowledge and skills for empowerment of organization. The following table reveals the educational level of the respondents.

Table 4.6

Educational Level

Qualification	No.	Percent
Graduate	150	37.5
Post Graduate	110	27.5
Engineering	105	26.3
Professional Degree	26	6.5
Others	9	2.3
Total	**400**	**100.0**

Source: Primary Data

As per the above table 37.7 per cent of the employees are graduates, 27.5 per cent of employees are post graduates, 26.3 per cent of the respondents have engineering, 6.5 per cent of the members have professional qualifications and 2.3 of have other qualification. The result shows that the most of the IT and ITES employees are graduates.

Languages Known

In today's global economy, multi lingual skills upgrade the employees' profile in professional environment. If the employees have the ability to speak and use more than one language, they are likely to be able to find a job easily, get travel opportunities and benefit by exchange of ideas through foreign languages. As business expands globally, it is essential to provide service and support in languages that the customers speak.

Table 4.7

Languages Known-Multiple Response

Languages Known-(Multiple Response)	No.	Percentage
English	395	98.8
Hindi	115	28.7
French	27	6.8
Any other	194	48.5

Source: Primary Data

It is clear from the table 4.7 that 98.8 per cent of the respondents are able to speak English, 28.7 per cent of the employees are able to speak Hindi, 6.8 per cent of the employees are able to speak French and 6.8 per cent of the employees are able to speak other foreign languages, namely, German and Italy apart from English which their professional language. Hence, it is observed that most of the people are able to speak English.

Shifts in Organization

In this competitive field, the employees are aware that flexibility provides more scope for growth within the organization and, at the same time, the recent trend of IT and ITES industry is also promising in nature for both workers and employers. There are many shifts in the IT and ITES industry, namely, first shift, second shift, rotational shift and night shift which depends on the organization.

Table 4.8

Shift

Shift	No.	Percent
Day	166	41.5
Night	70	17.5
Both	164	41.0
Total	**400**	**100.0**

Source-Primary Data

Table 4.8 shows the details of employees working in different shifts in IT and ITES sector. 41.5 percent of employees work in Day shift, 41.0 percent of employees work in both shifts and 17.5 percent of employees work in Night shift. It is observed that most of the employees in the IT and ITES have opted day shift.

4.2 ORGANIZATIONAL CHARACTERISTICS

Organization is treated as a dynamic process and a managerial activity which is essential for planning the utilization of company's resources, plant and equipment materials, money and people to accomplish the various objectives. Research suggests that job-related attitudes and characteristics may potentially increase in perceptions of

organizational readiness to change, supervisory support, trust in management and appropriateness of change; prior and after the initiation of a planned organizational change (Weber & Weber, 2001)

The employees of the organizations were asked to express their opinion regarding organizational characteristics on a 5 point rating scale. The scale options were Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree. The scale consisted of 18 statements measuring the organizational characteristics. Each statement had option with ratings ranging from strongly disagree (1) to strongly agree (5). The higher the rating more will be the agreeability of the respondent on the particular statement. Mean ratings were found out for all the statements which are given below.

Table 4.9

Organizational Characteristics - Descriptive Statistics

Organizational Characteristics	N	Min.	Max.	Mean	S.D
Organization shares its business goals with employees.	400	1.00	5.00	4.1425	.94839
I understand the requirement of the organization clearly to reach the goals and make every effort to achieve them.	400	1.00	5.00	3.9975	.80256
Organization, readily offers their assistance to meet corporate objectives.	400	1.00	5.00	3.8575	.86549
I am valued in the organizations and desire to work there for a long time.	400	1.00	5.00	3.7475	.98548
Productivity is high and organizational events are enjoyable and successful.	400	1.00	5.00	3.6325	.95379
Organization provides me on-the-job training and gives me opportunity to enhance the work-related skills.	400	1.00	5.00	3.7200	1.02432
I am given opportunities to pursue certification and continual education.	400	1.00	5.00	3.8250	.90909
I have good relationships with management that are based on trust.	400	1.00	5.00	3.8675	.87284
I readily accept the constructive criticism offered by my leaders.	400	1.00	5.00	3.5575	.87671

Organizational Characteristics	N	Min.	Max.	Mean	S.D
I am valued and my organization makes suggestions on how to improve productivity and achieve high performance rates.	400	1.00	5.00	3.7175	.89984
I am given opportunities to grow.	400	1.00	5.00	3.7075	1.05581
Organizations create and implement company policies that are readily available to their employees.	400	1.00	5.00	3.6625	.93315
Working with a variety of other employees has made an opportunity for me to experience diversity on a personal level.	400	1.00	5.00	3.7900	.91542
The work is been equally distributed to all the employees.	400	1.00	5.00	3.4475	1.09556
Organization ensures that the work of all the persons depends on each other's work even though it happens to be different. Hence, it helps in establishing coordination.	400	1.00	5.00	3.6950	1.02450
Organization involves employees in clear problem solving and decision making procedures.	400	1.00	5.00	3.6650	1.03946
Organization rewards individual performance and also supports the team.	400	1.00	5.00	3.5300	.98056
My superior identifies and resolves group conflicts.	400	1.00	5.00	3.5225	1.04029

Source-Primary Data

It is seen from the above table that the ratings of the respondents vary from a minimum of 1 (Strongly Disagree) to a maximum of 5 (Strongly Agree) for all the statements. The highest mean rating is 4.1425 for the statement 'Organization shares its business goals with employees'. That is on average the opinion of the respondents (employees) with respect to this statement fall within the agreeability level of Agree (4) and Strongly Agree(5). The lowest mean rating is 3.4475 for the statement 'The work is been equally distributed to all the employees. That is the agreeability level for this statement ranged between Neutral (3) and Agree (4). The table shows that for most of the statements the mean ratings are above 3 and below 4. That is, the agreeability level of the respondents fall between 'Neutral' and 'Agree' for most of the statements. To sum up, the opinion of the respondents regarding organizational characteristics majorly fall between 'Neutral' and 'Agree'.

4.3 FACTOR ANALYSIS OF ORGANIZATIONAL CHARACTERISTICS OF IT AND ITES SECTOR

The purpose of factor analysis in general is to find a method of summarizing the information contained in a number of original variables in to a smaller set of new composite dimensions (Factors) with minimum loss of information. That is, the underlying dimensions contained in the original variables are identified and defined using Factor Analysis. The Factor Analysis procedure is applied in this study to find out the underlying dimensions in the set of statements relating to the Organizational Characteristics of IT and ITES companies as expressed by their employees.

Factor analysis is conducted as follows:

1. The correlation matrix for all variables is computed and the variables that do not appear to be related to other variables can be identified from the matrix. The relevance of the factor model can also be calculated.

2. Second step is , factor extraction. The number of factors necessary to represent the data and the method of calculating them are determined and also how well the chosen model fits the data is also ascertained.

3. Rotation of the factor matrix by transforming the factors to make them more interpretable.

4. Scores for each factor can be computed for each case. These scores are then used for further analysis.

The set of 18 variables (statements) which measure the organizational characteristics of IT/ITES companies were used to find the underlying factors in it.

Step 1:

Correlation matrix (Appendix I) for the variables, item 1 to item 18, was examined initially for possible inclusion in Factor Analysis.

One of the goals of the factor analysis is to obtain 'factors' that help explain these correlations and the variables must be related to each other for the factor model to be appropriate. A closer examination of the correlation matrix may reveal what are the variables which do not have any correlations or low correlations. Usually a correlation

value of 0.3 (absolute value) is taken as sufficient to explain the relation between variables. All the variables from 1 to 18 have been retained for further analysis. Further, two tests are applied to the resultant correlation matrix to test whether the relationship among the variables is significant or not.

Table 4.10

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	3006.126
	Df	153
	Sig.	.000

** - Significant at 1% level (P<0.01)

One is Bartlett's test of sphericity. This is used to test whether the correlation matrix is an identity matrix. i.e., all the diagonal terms in the matrix are 1 and the off diagonal terms in the matrix are 0. It is used to test whether the correlations between all the variables is 0. The test value (3006.126) and the significance level (P<.01) are given above. The value of test statistic is 3006.126 and it is found to be significant at less than 1% level. From this result it appears that the correlation matrix is not an identity matrix, i.e., there exists correlations between the variables.

Kaiser-Meyer-Olkin (KMO) is another test which measures the sampling adequacy. This test is based on the correlations and partial correlations of the variables. If the test value, or KMO value is closer to 1, then it is good to use factor analysis. If KMO is closer to 0, then the factor analysis is not a good idea for the variables and data. The value of test statistic is given above as 0.840, from which it can be inferred that the selected variables is found to be more appropriate to the data.

Step 2:

The next step is to determine the method of factor extraction, number of initial factors and the estimates of factors. Principal Components Analysis (PCA) method is used to extract the initial factors. PCA is a method used to transform a set of correlated

variables into set of linear combination of uncorrelated variables (here factors) so that the factors are unrelated and the variables selected for each factor are related. Next PCA is used to extract the number of factors required to represent the data.

The results from principal components analysis are given below.

In the correlation matrix, where the variances of all variables are equal to 1.0. Therefore, the total variance in that matrix is equal to the number of variables. The study includes, we have 18 items (variables) each with a variance of 1 then the total variability that can potentially be extracted is equal to 18 times 1. The variance accounted for by successive factors would be summarized as follows:

Table 4.11

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.089	33.827	33.827	6.089	33.827	33.827	4.111	22.840	22.840
2	2.269	12.604	46.431	2.269	12.604	46.431	2.525	14.029	36.868
3	1.320	7.336	53.766	1.320	7.336	53.766	2.276	12.646	49.514
4	1.177	6.538	60.305	1.177	6.538	60.305	1.942	10.790	60.305
5	.901	5.008	65.313						
6	.851	4.725	70.038						
7	.772	4.289	74.327						
8	.669	3.718	78.045						
9	.593	3.294	81.339						
10	.548	3.046	84.384						
11	.513	2.847	87.232						
12	.445	2.470	89.701						
13	.415	2.306	92.007						
14	.365	2.026	94.033						
15	.322	1.787	95.820						
16	.292	1.620	97.440						
17	.256	1.422	98.862						
18	.205	1.138	100.000						
Extraction Method: Principal Component Analysis.									

From the table given above, the 'Total' column under the title 'Initial *Eigen values'* the variances on the new factors that were successively extracted are shown. In the third column, (% variance) these values are expressed as a percent of the total variance. It is observe that, factor 1 accounts for about 34 percent of the total variance, factor 2 about 13 percent, factor 3 about 7 percent and so on. As expected, the sum of the Eigen values is equal to the number of variables. The fourth column contains the cumulative variance extracted. The variances extracted by the factors are called the *Eigen values*.

The table shows much variance each successive factor extracts and it can be decided about the number of factors to be retained. The factors with Eigen values greater than 1 can only be retained as it are meaningful that, unless a factor extracts at least as much as the equivalent of one original variable, we drop it. This criterion is probably the one most widely used and is followed in this study also. In our example above, using this criterion, we would retain 4 factors (principal components). The total variance explained by the four factor model in the original set of variables is given in the last column (60.305).

Table 4.12

Component Matrix

Statements	Component			
	1	2	3	4
Organization involves employees in clear problem solving and decision making procedures.	.771	-.253	.209	-.054
Organization ensures that the work of all the persons depends on each other's work even though it happens to be different. Hence, it helps in establishing coordination.	.739	-.281	-.063	-.118
Organization rewards individual performance and also supports the team.	.680	-.420	.095	.073
Organization provides me on-the-job training and gives me opportunity to enhance the work-related skills.	.674	-.215	-.240	.209
Organizations create and implement company policies that are readily available to their employees.	.672	-.083	.026	-.064
Productivity is high and organizational events are enjoyable and successful.	.670	-.113	-.393	.049
The work is been equally distributed to all the employees.	.657	-.320	-.159	-.009

Statements	Component			
	1	2	3	4
I am given opportunities to grow.	.648	-.015	.247	-.220
I am valued and my organization makes suggestions on how to improve productivity and achieve high performance rates.	.646	.255	.288	.064
My superior identifies and resolves group conflicts.	.588	-.383	.254	-.200
I have good relationships with management that are based on trust.	.468	.305	.236	.164
Working with a variety of other employees has made an opportunity for me to experience diversity on a personal level.	.449	-.169	-.422	.241
Organization shares its business goals with employees.	.406	.648	-.054	-.208
I understand the requirement of the organization clearly to reach the goals and make every effort to achieve them.	.381	.622	-.226	-.141
Organization, readily offers their assistance to meet corporate objectives.	.484	.600	-.329	.091
I readily accept the constructive criticism offered by my leaders.	.307	.305	.647	.256
I am given opportunities to pursue certification and continual education.	.469	.306	.015	.645
I am valued in the organizations and desire to work there for a long time.	.490	.307	-.046	-.611
Extraction Method: Principal Component Analysis.				
a. 4 components extracted.				

The table shown above gives the Component Matrix or Factor Matrix where PCA extracted 4 factors. These are all coefficients used to express a standardized variable in terms of the factors. These coefficients are called factor loadings, since they indicate how much weight is assigned to each factor. Factors with large coefficients (in absolute value) for a variable are closely related to that variable. For example, Factor 1 is the factor with largest loading (0.771) for the item, namely **"Organization involves employees in clear problem solving and decision making procedures".** These are all the correlations between the factors and the variables, Hence the correlation between this item and Factor 1 is 0.771. Thus the factor matrix is obtained. These are the initially obtained estimates of factors.

Step 3

The factor matrix (Table titled **Component Matrix**) shown above indicates the relationship between the factors and the individual variables. However, it is usually difficult to identify meaningful factors based on this matrix. Often variables and factors do not appear to be correlated in any interpretable pattern. Most factors are correlated with many variables. Since the idea of factor analysis is to identify the factors that meaningfully summarize the sets of closely related variables, the Rotation phase of the factor analysis is attempted to transfer initial matrix into one that is easier to interpret. It is called the rotation of the factor matrix. Among several methods of rotating factor matrix, the one used in this analysis is Varimax Rotation, which is the most commonly used method, which attempts to minimise the number of variables that have high loadings on a factor. This should enhance the interpretability of the factors. The Rotated Factor Matrix (Table titled Rotated Component Matrix) using Varimax rotation is given in the following table where each factor identifies itself with a few set of variables. The variables which identify with each of the factors were sorted in the decreasing order and are highlighted against each column and row.

Table 4.13

Rotated Component Matrix

Rotated Component Matrix	Component			
	1	2	3	4
Organization involves employees in clear problem solving and decision making procedures.	.772	.061	.214	.245
My superior identifies and resolves group conflicts.	.766	-.056	.044	.068
Organization ensures that the work of all the persons depends on each other's work even though it happens to be different. Hence, it helps in establishing coordination.	.704	.129	.361	.023
Organization rewards individual performance and also supports the team.	.700	-.126	.347	.160
I am given opportunities to grow.	.643	.261	.005	.218
The work is been equally distributed to all the employees.	.591	.047	.455	-.008
Organizations create and implement company policies that are readily available to their employees.	.568	.209	.264	.166
Organization shares its business goals with employees.	.058	.757	.005	.232

Rotated Component Matrix	Component			
	1	2	3	4
I understand the requirement of the organization clearly to reach the goals and make every effort to achieve them.	-.025	.745	.153	.154
I am valued in the organizations and desire to work there for a long time.	.435	.701	-.120	-.121
Organization, readily offers their assistance to meet corporate objectives.	-.058	.693	.399	.263
Working with a variety of other employees has made an opportunity for me to experience diversity on a personal level.	.193	.046	.653	-.017
Productivity is high and organizational events are enjoyable and successful.	.411	.248	.622	-.023
Organization provides me on-the-job training and gives me opportunity to enhance the work-related skills.	.447	.060	.618	.127
I readily accept the constructive criticism offered by my leaders.	.180	.062	-.229	.763
I am given opportunities to pursue certification and continual education.	-.037	.124	.491	.687
I am valued and my organization makes suggestions on how to improve productivity and achieve high performance rates.	.420	.333	.082	.525
I have good relationships with management that are based on trust.	.211	.274	.082	.518
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 11 iterations.				

Step 4

The factors are linear combinations of all the variables, from which factor score coefficients can be calculated for all the variables. These factor score coefficients are used to calculate the factor scores for each individual. Since PCA was used in extraction of initial factors, all methods will result in estimating same factor score coeffcients. However, for the study, original values of the variables were retained for further analysis and factor scores were obtained by adding the values (ratings given by the respondents) of the respective variables for that particular factor, for each respondent.

Conclusion

Thus the 18 variables in the data were reduced to four factor model and each factor identified with the corresponding variables as follows:

Table 4.14

Factors Identified against Statements Relating to the Organizational Characteristics

	Statements	Factors Identified
Factor I	Organization involves employees in clear problem solving and decision making procedures.	**Group cohesion**
	My superior identifies and resolves group conflicts.	
	Organization ensures that the work of all the persons depends on each other's work even though it happens to be different. Hence, it helps in establishing coordination.	
	Organization rewards individual performance and also supports the team.	
	I am given opportunities to grow.	
	The work is been equally distributed to all the employees.	
	Organizations create and implement company policies that are readily available to their employees.	
Factor II	Organization shares its business goals with employees.	**Organization Goal**
	I understand the requirement of the organization clearly to reach the goals and make every effort to achieve them.	
	I am valued in the organizations and desire to work there for a long time.	
	Organization, readily offers their assistance to meet corporate objectives.	
Factor III	Working with a variety of other employees has made an opportunity for me to experience diversity on a personal level.	**Personal growth**
	Productivity is high and organizational events are enjoyable and successful.	
	Organization provides me on-the-job training and gives me opportunity to enhance the work-related skills.	
Factor IV	I readily accept the constructive criticism offered by my leaders.	**Employer-Employee relationship**
	I am given opportunities to pursue certification and continual education.	
	I am valued and my organization makes suggestions on how to improve productivity and achieve high performance rates.	
	I have good relationships with management that are based on trust.	

Four different factors such as Group Cohesion, Organizational Goal, Personal Growth and Employer –Employee Relationship are identified under Organizational Characteristics.

4.4 MULTIVARIATE ANALYSIS OF VARIANCE (MANOVA)

MANOVA, short form of Multivariate Analysis of Variance is an extension of the normal Analysis of Variance (ANOVA) Procedure. However, in Analysis of variance, a single dependent variable's is studied by comparing among the groups of independent variables. That is several group means of single dependent variable are studied. But in MANOVA, the number of dependent variables will be two or more. The hypothesis will be of testing the comparison of columns of group means. Moreover, calculation of the F-tests is not similar as that of simple one-way ANOVA. Several test statistics namely, Pillai's Trace, Wilks' Lambda, Hotelling's Trace and Roy's Largest Root are available in MANOVA. However to test the hypothesis of significant differences among the columns of group means, approximations of F-tests for these test statistics are followed and as such, the degrees of freedom in some cases will be in decimals. In which case, the integer parts of the degrees of freedom were used to calculate the p-values or significance levels.

In MANOVA, the test involves simultaneous testing of significance of two or more dependent variables among one or more independent factors, each factor with two or more groups or levels. As discussed above, in the multivariate ANOVA several alternative statistical tests are available as described above. The option of which test to use generally depends upon the number of the hypothesis degrees of freedom (d.f.). When the hypothesis d.f. is one, all four test statistics will give identical results. When the d.f. is more than 1, the four test statistics will usually give same results. Among the four test statistics, Wilk's Lambda is used in this study for describing the MANOVA results as Wilk's Lambda assumes correlations between the dependent variables. The following assumptions were made for using MANOVA.

1. The dependent variables have linear relationship among themselves and are continuous.

2. The residuals follow the multivariate-normal probability distribution with means equal to zero.

3. The variance-covariance matrices of each group of residuals are equal.

4. The individuals are independent.

MANOVA Technique is used in this section for the analysis of factors relating to the objective, 'Perception towards Organizational Characteristics'. The scale consisted of 18 statements grouped under four factors namely Group cohesion, Organization Goal, Personal growth and Employer-Employee relationship. These factors were arrived at by applying factor analysis on Organizational Characteristics. The perception scores of these four factors were found out by adding the ratings given by the respondents for individual items under each factor.

The hypothesis has been tested with the help of MANOVA, the test statistics, Wilks' Lambda and the corresponding Approximate F value are given for all the Personal and Job related Factors. The effect of the Personal and job related Factors is tested upon the liner combination of Four Organizational characteristics, the constant term is given for all the tables given below, however it has no particular importance represented in the below tables for all the personal and job related factors. The constant term, Intercept is given below however it has no particular importance here.

Perception on Organizational Characteristics Vs Gender

The perception on organizational factors namely, Group cohesion, Organizational Goal, Personal growth and Employer-Employee relationship are simultaneously compared across several personal variables. Following table shows mean values for the four different factors across gender groups.

Table 4.15

Organizational Characteristics Vs Gender

Dependent Variable	Gender					
	Male			Female		
	Mean	S.D	No.	Mean	S.D	No.
Group cohesion	24.39	5.75	242	26.52	4.35	158
Organization Goal	15.60	2.76	242	15.97	2.70	158
Personal growth	10.92	2.50	242	11.49	1.86	158
Employer-Employee relationship	14.89	2.44	242	15.08	2.62	158

The table gives the mean scores of Organizational factors among male and female groups. The Organizational factors with respect to Group cohesion (26.52), Organization Goal (15.97) Personal growth (11.49) and Employer-Employee relationship (15.08) are found to be high for female respondents than Male respondents.

Ho: "The perceptions on organizational characteristics have no significant difference among male and female groups of respondents"

Table 4.15(1)

MANOVA for Perception on Organizational Characteristics Factors Vs Gender

Effect		Value	F	Hypothesis df	Error df	Sig.	Table Value
Intercept	Wilks' Lambda	.018	5352.762	4.000	395.000	**	3.367
Gender	Wilks' Lambda	.957	4.403	4.000	395.000	**	3.367

** - Significant at 1% level.   * - Significant at 5% level.

The F-value (4.403) is found to be significant at 1% level (Table F- value: 3.367). Since the MANOVA result gave significant result, as a follow-up of MANOVA the following table is produced, wherein each factor is tested (normal one-way ANOVA) among the gender groups to find which perception factor differs significantly among these two groups. This test is conducted if MANOVA result is found to be significant.

Table 4.15(2)

Tests of Between-Subjects Effects (Between Gender Groups)

Source	Dependent Variable	Sum of Squares	Df	Mean Square	F	Sig.	Table Value
Gender	Group cohesion	433.909	1	433.909	15.808	**	6.699
	Organization Goal	13.777	1	13.777	1.839	Ns	3.865
	Personal growth	31.056	1	31.056	6.024	*	6.699
	Employer-Employee relationship	3.441	1	3.441	.546	Ns	3.865
Error	Group cohesion	10924.931	398	27.450			
	Organization Goal	2982.213	398	7.493			
	Personal growth	2051.822	398	5.155			
	Employer-Employee relationship	2509.137	398	6.304			
Total	Group cohesion	11358.840	399				
	Organization Goal	2995.990	399				
	Personal growth	2082.877	399				
	Employer-Employee relationship	2512.577	399				

Ns- Not significant   * - Significant at 5% level   ** - Significant at 1% level

The ANOVA results for each factor shows that, Group cohesion and Personal growth have significant differences among gender groups at 1% and 5% level of significance respectively. Hence, the hypothesis is rejected. The other two factors namely, Organizational Goal and Employer-employee relationship do not find significant difference between male and female respondents. Hence, the hypothesis is accepted. The result reveals that comparatively female members have more group cohesion and personal growth when compared to male members

Organizational Characteristics Vs Age

The 4 Organizational Characteristics namely, Group cohesion, Organization Goal, Personal growth and Employer-Employee relationship are simultaneously compared across Age groups. Following table gives the mean values for the four different factors across Age groups.

Table 4.16

Organizational Characteristics Vs Age

Dependent Variable	Age											
	20-25 yrs			26-30 yrs			31-35 yrs			36-40 yrs		
	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.
Group cohesion	26.27	4.39	169	23.96	6.00	156	25.10	5.72	60	27.20	2.78	15
Organization Goal	16.15	2.40	169	15.25	3.17	156	16.05	2.32	60	15.13	2.36	15
Personal growth	10.99	2.22	169	11.08	2.59	156	11.72	1.54	60	11.13	1.96	15
Employer-Employee relationship	15.27	2.37	169	14.50	2.43	156	14.97	2.87	60	16.47	2.45	15

It is observed from the above table that, the Mean Score for Group Cohesion is found to be high for the respondent in the age group of 36- 40 yrs. With respect to organizational goal the scores found to be high for the age group of 20-25 yrs, for the personal growth it is high for the respondents in the age group of 31-35 yrs and with respect to employer employee relationship it is high for the age group of 36-40 yrs.

Ho. The perceptions on organizational characteristics have no significant difference among the age groups of the respondents.

Table 4.16(1)

MANOVA for Organizational Characteristics Factors by Age

Effect		Value	F	Hypothesis df	Error df	Sig.	Table Value
Intercept	Wilks' Lambda	.018	5408.531	4.000	393.000	**	3.367
AGE	Wilks' Lambda	.864	4.918	12.000	1040.072	**	2.202

It is observed from the above table that, the F-value (4.918) is found to be significant at 1% level (Table F-value: 2.202). Since the MANOVA result gave significant result, as a follow-up of MANOVA the following table is produced, wherein each factor is tested (normal one-way ANOVA) among the age groups to find which perception factor differs significantly among age groups. This test is conducted if MANOVA result is found to be significant.

Table 4.16(2)

Tests of Between-Subjects Effects (Between Age Groups)

Source	Dependent Variable	Sum of Squares	Df	Mean Square	F	Sig.	Table Value
AGE	Group cohesion	493.791	3	164.597	5.999	**	3.831
	Organization Goal	76.855	3	25.618	3.475	*	2.627
	Personal growth	24.050	3	8.017	1.542	Ns	2.627
	Employer-Employee relationship	82.893	3	27.631	4.503	**	3.831
Error	Group cohesion	10865.049	396	27.437			
	Organization Goal	2919.135	396	7.372			
	Personal growth	2058.827	396	5.199			
	Employer-Employee relationship	2429.684	396	6.136			
Total	Group cohesion	11358.840	399				
	Organization Goal	2995.990	399				
	Personal growth	2082.877	399				
	Employer-Employee relationship	2512.577	399				

Ns- Not significant   * - Significant at 5% level   ** - Significant at 1% level

It is observed form the ANOVA results the organizational factors are found to be significant for Group cohesion, Organization Goal and Employer-Employee relationship at 1% and 5% level for significance. Hence, the hypothesis is rejected. With respect to Personal growth the hypothesis framed has been rejected. The respondents who are in the age group of 36-40 years are comparatively different in group cohesion and employer-employee relationship. But in case of organizational goal young age group (20-25 yrs) are found to be different from others

Organizational Characteristics Vs Sector Employed

The four organizational characteristics are simultaneously compared with the sector employed. Results are given the following table.

Table 4.17

Organizational Characteristics Vs Sector Employed

Dependent Variable	Sector Employed					
	IT			ITES		
	Mean	S.D	No.	Mean	S.D	No.
Group cohesion	24.29	6.47	136	25.71	4.59	264
Organization Goal	15.84	2.67	136	15.70	2.78	264
Personal growth	10.98	2.58	136	11.23	2.11	264
Employer-Employee relationship	15.29	2.11	136	14.80	2.68	264

The table 4.17 gives the Average mean scores of perception on organisational factors among IT and ITES employees. For Group cohesion (25.71), Personal Growth (11.23) are higher for ITES employees, when compared to IT employees. The Organization Goal (15.84) and Employer-Employee relationship (14.80) the scores are found to be high for IT employees.

Ho. The average score of organizational characteristics have no significant difference among IT and ITES employees.

75

Table 4.17(1)

MANOVA for Organizational Characteristics Factors by Sector Employed

Effect		Value	F	Hypothesis df	Error df	Sig.	Table Value
Intercept	Wilks' Lambda	.018	5295.515	4.000	395.000	**	3.367
Sector Employed	Wilks' Lambda	.955	4.691	4.000	395.000	**	3.367

The F-value (4.691) is found to be significant at 1% level (Table F- value : 3.367). "The perception factors of organizational characteristics namely, Group cohesion, Organisation Goal, Personal growth and Employer-Employee relationship have no significant difference among the respondents classified based on Sector Employed. (No significant effect of Sector Employed on organizational characteristics) is rejected.

Table 4.17(2)

Tests of between-Subjects Effects (Between Sector Employed Groups)

Source	Dependent Variable	Sum of Squares	Df	Mean Square	F	Sig.	Table Value
Sector Employed	Group cohesion	180.483	1	180.483	6.426	*	3.865
	Organization Goal	1.791	1	1.791	.238	Ns	3.865
	Personal growth	5.580	1	5.580	1.069	Ns	3.865
	Employer-Employee relationship	21.982	1	21.982	3.513	Ns	3.865
Error	Group cohesion	11178.357	398	28.086			
	Organization Goal	2994.199	398	7.523			
	Personal growth	2077.297	398	5.219			
	Employer-Employee relationship	2490.595	398	6.258			
Total	Group cohesion	11358.840	399				
	Organization Goal	2995.990	399				
	Personal growth	2082.877	399				
	Employer-Employee relationship	2512.577	399				

Ns- Not significant   * - Significant at 5% level ** - Significant at 1% level

The ANOVA results for each factor shows that, Group cohesion have significant differences among Sector Employed groups at 1% and 5% level of significance respectively. Hence the hypothesis is rejected. The other three factors namely, Organizational Goal, Personal growth and Employer-employee relationship do not find significant difference between the respondents classified based on Sector Employed. Hence, the hypothesis is accepted. Group cohesion is more significant for ITES employees.

Organizational Characteristics Vs Experience

The following table shows the mean values for organizational characteristics compared with experience of the employees.

Table 4.18

Organizational Characteristics Vs Experience

Dependent Variable	Experience											
	1-2 yrs			3-4 yrs			5-6 yrs			7 yrs & above		
	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.
Group cohesion	25.16	5.12	128	25.21	5.34	140	25.29	5.80	82	25.34	5.24	50
Organization Goal	16.02	2.66	128	15.60	2.75	140	15.78	3.13	82	15.38	2.20	50
Personal growth	11.03	2.10	128	10.94	2.43	140	11.72	2.64	82	11.06	1.45	50
Employer-Employee relationship	15.41	2.40	128	14.35	2.60	140	15.18	2.43	82	15.22	2.37	50

It is found from the above table, that Mean Score of Group cohesion (25.34) is high for the respondents who have the experience of 7 years and above. With respect to organizational Goal (16.02) and Employer-Employee relationship (15.41) the scores are found to be high for the respondents having 1-2 years of experience and for the Personal growth the scores are high for the employees having an experience of 5-6 years.

Ho. The perception factors of organizational characteristics have no significant difference among the respondents classified based on experience**.**

Table 4.18(1)

MANOVA for Organizational Characteristics Factors by Experience

Effect		Value	F	Hypo-thesis df	Error df	Sig.	Table Value
Intercept	Wilks' Lambda	.018	5357.722	4.000	393.000	**	3.367
Experience	Wilks' Lambda	.925	2.595	12.000	1040.072	**	2.202

** - Significant at 1% level.   * - Significant at 5% level.

The F-value (2.595) is found to be significant at 1% level (Table F- value : 2.202). Since the effect of Experience is tested upon the linear combination of the four perception factors of Organisational Characteristics, the constant term, Intercept is given above however it has no particular importance here. In the MANOVA table, since the F-value for the Experience effect is significant.

Table 4.18(2)

Tests of between-Subjects Effects (Between Experience Groups)

Source	Dependent Variable	Sum of Squares	Df	Mean Square	F	Sig.	Table Value
Experience	Group cohesion	1.518	3	.506	.018	Ns	2.627
	Organization Goal	19.632	3	6.544	.871	Ns	2.627
	Personal growth	35.212	3	11.737	2.270	Ns	2.627
	Employer-Employee relationship	85.016	3	28.339	4.623	**	3.831
Error	Group cohesion	11357.322	396	28.680			
	Organization Goal	2976.358	396	7.516			
	Personal growth	2047.665	396	5.171			
	Employer-Employee relationship	2427.561	396	6.130			
Total	Group cohesion	11358.840	399				
	Organization Goal	2995.990	399				
	Personal growth	2082.877	399				
	Employer-Employee relationship	2512.577	399				

Ns- Not significant   * - Significant at 5% level ** - Significant at 1% level

The score are found to be significant for the factor Employer-employee relationship. Hence, the hypothesis is rejected. For the factors namely, Group cohesion, Personal growth and Organizational Goal, the hypothesis framed has been accepted. The employees who have 1-2 years of experience are significantly differed in employer-employee relationship from other experience groups.

Organizational Characteristics Vs Monthly Salary

The four organizational characteristics are compared with monthly salary of the employees. The mean scores are presented in the following table.

Table 4.19

Organizational Characteristics Vs Monthly Salary

Dependent Variable	Salary																	
	Less than 10000			10001–20000			21001– 30000			30001–40000			40001-50000			Above 50000		
	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.
Group cohesion	23.58	4.01	36	25.67	4.42	134	25.71	5.52	103	23.89	6.66	72	26.07	5.68	46	26.22	4.49	9
Organization Goal	14.08	3.48	36	15.56	2.80	134	16.31	2.04	103	15.60	2.42	72	16.65	3.26	46	15.22	1.99	9
Personal growth	9.92	2.20	36	11.10	2.14	134	11.45	2.04	103	10.82	2.43	72	12.24	2.57	46	10.22	1.99	9
Employer-Employee relationship	14.86	2.83	36	14.57	2.50	134	15.75	2.43	103	14.44	2.24	72	14.85	2.29	46	17.22	2.59	9

It was observed from the above table that Mean score for Group cohesion (26.22) and Employer-Employee relationship (17.22) found to be high for the employees who have been earning an monthly salary of Above Rs.50000. With respect to Organizational Goal (16.65) and Personal growth(12.24) the scores are found to be high for the employees earning salary between Rs. 40001 – Rs. 50000 when compared to other earning group.

Ho. The average score of organizational characteristics have no significant difference among respondents classified based on monthly salary**.**

Table 4.19(1)

MANOVA for Organizational Characteristics Factors by Salary

Effect		Value	F	Hypothesis df	Error df	Sig.	Table Value
Intercept	Wilks' Lambda	.017	5600.218	4.000	391.000	**	3.367
Salary	Wilks' Lambda	.805	4.393	20.000	1297.750	**	1.892

** - Significant at 1% level.   * - Significant at 5% level.

The F-value (4.393) is found to be significant at 1% level (Table F- value:1.892). F-value is significant for the hypothesis that "The perception factors of organizational characteristics namely, Group cohesion, Organisation Goal, Personal growth and Employer-Employee relationship have no significant difference among salary groups of respondents." Hence, the hypothesis framed has been rejected for all the organizational characteristics.

Table 4.19(2)

Tests of between-Subjects Effects (Between Monthly Salary Groups)

Source	Dependent Variable	Sum of Squares	df	Mean Square	F	Sig.	Table Value
Salary	Group cohesion	317.805	5	63.561	2.268	*	2.237
	Organization Goal	178.850	5	35.770	5.003	**	3.064
	Personal growth	134.354	5	26.871	5.433	**	3.064
	Employer-Employee relationship	150.671	5	30.134	5.027	**	3.064
Error	Group cohesion	11041.035	394	28.023			
	Organization Goal	2817.140	394	7.150			
	Personal growth	1948.523	394	4.945			
	Employer-Employee relationship	2361.906	394	5.995			
Total	Group cohesion	11358.840	399				
	Organization Goal	2995.990	399				
	Personal growth	2082.877	399				
	Employer-Employee relationship	2512.577	399				

Ns- Not significant   * - Significant at 5% level ** - Significant at 1% level

It is observed from the above table that all the organisational factors are found to be significant at 1% and 5% level. Hence, the hypothesis has been rejected for all the four organisational factors with monthly salary of the employees. The employees who are earning more income (Above Rs.50000) are comparatively different in all the four organizational factors.

Organizational Characteristics Vs Education

The four organisational factors have been analysed with the help of mean values and the following table gives the mean values for education of employees.

Table 4.20

Organizational Characteristics Vs Education

	Education														
	Graduate			Post Graduate			Engineering			Professional Degree			Others		
	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.
Group cohesion	24.65	5.00	150	26.89	5.25	110	25.37	4.60	105	21.96	7.83	26	22.33	4.80	9
Organization Goal	16.12	2.57	150	16.04	2.64	110	15.14	3.01	105	14.96	2.72	26	15.22	2.17	9
Personal growth	10.83	2.62	150	11.57	2.07	110	11.62	1.53	105	9.73	2.74	26	9.56	1.94	9
Employer-Employee relationship	15.20	2.24	150	15.45	2.71	110	14.38	2.69	105	14.31	1.93	26	13.89	1.90	9

It was found from the above table that the average mean scores are found to be high for Group cohesion (26.89) and Employer-Employee relationship (15.45) for the employees who have Post Graduate degree. With respect to Organization Goal (16.12) the scores are found to be high for Graduates. In case of Personal growth (11.62) the scores are high for the employees having engineering degree.

Ho. The perception factors of organizational characteristics namely, Group cohesion, Organization Goal, Personal growth and Employer-Employee relationship have no significant difference among Education groups of respondents.

Table 4.20(1)

MANOVA for Organizational Characteristics Factors by Education

Effect		Value	F	Hypothesis df	Error df	Sig.	Table Value
Intercept	Wilks' Lambda	.018	5493.112	4.000	392.000	**	3.367
Education	Wilks' Lambda	.862	3.727	16.000	1198.217	**	2.015

** - Significant at 1% level.   * - Significant at 5% level.

The F-value (3.727) is found to be significant at 1% level (Table F- value : 2.015). Since the MANOVA result gave significant result, as a follow-up of MANOVA the following table is produced, wherein each factor is tested (normal oneway ANOVA) among the education groups to find which perception factor differs significantly among the these groups. This test is conducted if MANOVA result is found to be significant.

Table 4.20(2)

Tests of Between-Subjects Effects (Between Education Groups)

Source	Dependent Variable	Sum of Squares	Df	Mean Square	F	Sig.	Table Value
Education	Group cohesion	708.700	4	177.175	6.571	**	3.367
	Organization Goal	86.921	4	21.730	2.951	*	2.395
	Personal growth	133.026	4	33.257	6.737	**	3.367
	Employer-Employee relationship	92.116	4	23.029	3.758	**	3.367
Error	Group cohesion	10650.140	395	26.962			
	Organization Goal	2909.069	395	7.365			
	Personal growth	1949.851	395	4.936			
	Employer-Employee relationship	2420.462	395	6.128			
Total	Group cohesion	11358.840	399				
	Organization Goal	2995.990	399				
	Personal growth	2082.877	399				
	Employer-Employee relationship	2512.577	399				

Ns- Not significant   * - Significant at 5% level ** - Significant at 1% level

The ANOVA results for each factor shows that, Group cohesion, Organization Goal, Personal growth and Employer-Employee relationship have significant differences among the respondents classified based Education at 1% and 5% level of significance respectively. The respondents who have graduates and post graduates are significantly differed when compared to other respondents with respect to all the four organizational factors.

Organizational Characteristics Vs Working Shift

The organizational characteristics are simultaneously compared with working shift of the employees. The results are given in the following table.

Table 4.21

Organizational Characteristics Vs Working Shift

Dependent Variable	Shift								
	Day			Night			Both		
	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.
Group cohesion	24.83	5.74	166	27.71	4.19	70	24.58	5.06	164
Organization Goal	15.77	2.88	166	16.49	2.10	70	15.40	2.79	164
Personal growth	11.21	2.24	166	11.84	2.04	70	10.77	2.36	164
Employer-Employee relationship	14.89	2.32	166	15.41	2.12	70	14.86	2.82	164

The above table gives the average mean scores of perception on organizational factors among employees working in different Shifts. With respect to Group cohesion (27.71) and Organizational Goal (16.44) the scores are high for the employees working in Night shift where in Personal Growth (11.84) and Employer-employee relationship (15.41) the scores are high for the employees working in day shift.

Ho. The average score of organizational characteristics have no significant difference among the employees classified based on working shifts.

Table 4.21(1)

MANOVA for Perception on Organizational Characteristics Factors Vs Shift

Effect		Value	F	Hypothesis df	Error df	Sig.	Table Value
Intercept	Wilks' Lambda	.018	5438.943	4.000	394.000	**	3.367
Shift	Wilks' Lambda	.936	3.302	8.000	788.000	**	2.534

** - Significant at 1% level.   * - Significant at 5% level.

The F-value (3.302) is found to be significant at 1% level (Table F- value:2.534). Since the MANOVA result gave significant result, as a follow-up of MANOVA the following table is produced, wherein each factor is tested (normal one way ANOVA) among the employees working in Shifts. The organizational factors differ significantly among the employees. This test is conducted if MANOVA result is found to be significant.

Table 4.21(2)

Tests of between-Subjects Effects (Between Shift Groups)

Source	Dependent Variable	Sum of Squares	df	Mean Square	F	Sig.	Table Value
Shift	Group cohesion	528.651	2	264.326	9.689	**	4.659
	Organization Goal	57.764	2	28.882	3.902	*	3.018
	Personal growth	57.333	2	28.667	5.619	**	4.659
	Employer-Employee relationship	16.992	2	8.496	1.352	Ns	3.018
Error	Group cohesion	10830.189	397	27.280			
	Organization Goal	2938.226	397	7.401			
	Personal growth	2025.544	397	5.102			
	Employer-Employee relationship	2495.585	397	6.286			
Total	Group cohesion	11358.840	399				
	Organization Goal	2995.990	399				
	Personal growth	2082.877	399				
	Employer-Employee relationship	2512.577	399				

Ns- Not significant   * - Significant at 5% level   ** - Significant at 1% level

The ANOVA results for each factor shows that, Group cohesion, Organization Goal and Personal growth have significant differences among the employees working in different Shift at 1% and 5% level of significance respectively. The other factor namely, Employer-Employee relationship do   not find significant difference between the employees working in different shifts. The employees who are working in day shift are comparatively different in Group cohesion, Organization Goal and Personal growth.

4.5 REGRESSION ANALYSIS

The influence of socio-economic and employment related variables on the Organizational Characteristics as expressed by the employees has been studied using Multiple Regression Analysis. The scores found for Organizational Characteristics have been used in this analysis and considered as the dependent variable.

Table 4.22

Regression Analysis of Organizational Characteristics

	B	Std. Error	Beta	T	Sig.
(Constant)	64.964	6.597			
Gender	3.821	1.055	.189	3.622	**
Age	-.010	.158	-.004	-.065	Ns
Sector Employed	1.343	1.102	.064	1.219	Ns
Experience	.001	.288	.000	.003	Ns
Salary	1.613	.514	.202	3.137	**
Education	-1.631	.494	-.172	-3.301	**
English	-4.870	4.446	-.055	-1.095	Ns
Hindi	.421	1.278	.019	.330	Ns
Any other	-1.593	1.025	-.080	-1.554	Ns
Shift	-.542	.579	-.050	-.937	Ns

The table given above shows the results of regression analysis, giving details of multiple correlation coefficient (R), R2, F-ratio value and significance. The R value indicates that less correlation (0.287) exists between the dependent variable

(Organizational Characteristics score) and the set of predictor variables. The R square value explains that 8.3% of the variation in the dependent variable is due to the ten predictor variables in the equation. The F-ratio value (3.503) and the associated significance level show that R is significant at 1% level.

The regression table shows that, among the ten independent variables considered for the regression analysis, only three variables were found to be significant. Gender, Salary and Education were found to have significant effect on Organizational characteristics 1% level.

Gender is a dummy variable (coded as 0-Male 1 –Female) shows that on average, the Organizational Characteristics scores are higher for females when compared to males. That is, female employees are more positive regarding organizational characteristics than males.

Salary is found to have a positive regression coefficient (1.613) which shows that employees with higher salary are more positive on Organizational characteristics than those who work with lesser salaries.

Educational status is another variable with negative regression coefficient (-1.631) and has significant effect on Organizational Characteristics. That is, employees of higher educational qualification are found have less positive opinion on organizational characteristics compared employees with lesser educational qualification.

Standardized regression coefficients (Beta) are calculated for the variables included in the model. From the Beta coefficients it is seen that, in absolute terms, Salary is more influential on the dependent variable compared to other variables with a beta value of 0.189. Gender contributes next with a beta value of 0.189 followed by Education with a beta value of 0.172 among the significant predictors.