

CHAPTER IV

DATA ANALYSIS

AND

INTERPRETATION

CHAPTER – IV

DATA ANALYSIS AND INTERPRETATION

In this chapter, researcher tried to analyze and interpret the collected data by using various statistical tools. Following is the Presentation of Data Analysis & interpretation

SECTION-I DEMOGRAPHIC DETAILS OF THE RESPONDENTS

It includes Independent variable like age, educational qualification, designation, department, income, experience in present organization and total experience.

SECTION-II RESPONDENTS' RESPONSES FOR LEARNING ORGANIZATION, EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION

SECTION-III CROSS TABULATION BETWEEN INDEPENDENT VARIABLE AND DEPENDENT VARIABLE

- Cross tabulation between Independent variable and Learning organization
- Cross tabulation between Independent variable and Employee Engagement
- Cross tabulation between Independent variable and Retention
- Cross tabulation between Independent variable and Job Satisfaction
- Cross tabulation between Learning Organization and Employee engagement, Retention and Job Satisfaction
- Cross tabulation between Employee engagement with Retention and Job Satisfaction
- Cross tabulation between Retention and Job Satisfaction

SECTION-IV CORRELATION BETWEEN VARIABLE

- Correlation between Independent variable and dependent variables
- Correlation between Learning Organization and Employee engagement, Retention and Job Satisfaction
- Correlation between Employee engagement and Retention & Employee engagement and Job Satisfaction
- Correlation between Retention and Job Satisfaction

SECTION-V ANOVA & POST HOC TEST

- ANOVA & Post Hoc test between Independent variable and dependent variables
- ANOVA between Learning Organization and Employee engagement, Retention and Job Satisfaction
- ANOVA between Employee engagement and Retention; Employee engagement and Job Satisfaction
- ANOVA between Retention and Job Satisfaction

SECTION – I DEMOGRAPHIC DETAILS OF RESPONDENTS

TABLE 1. SHOWING AGE GROUP OF THE RESPONDENTS

Sr. No	Age Group (In years)	Frequency	Percent
1	20 – 30	143	39.7
2	30 – 40	146	40.6
3	40 -50	50	13.9
4	50 – 60	21	5.8
Total		360	100

From the above table, it can be depicted that, 40.6 % (n=146) respondents belongs to the age group of 30-40 years, 39.7% respondents belong to the age group of 20-30 years, 13.9% respondents belong to the age group of 40-50 years and 5.8 respondents belongs to the age group of 50-60 years.

Hence, it is seen that majority respondents were between the age group of 30-40 years.

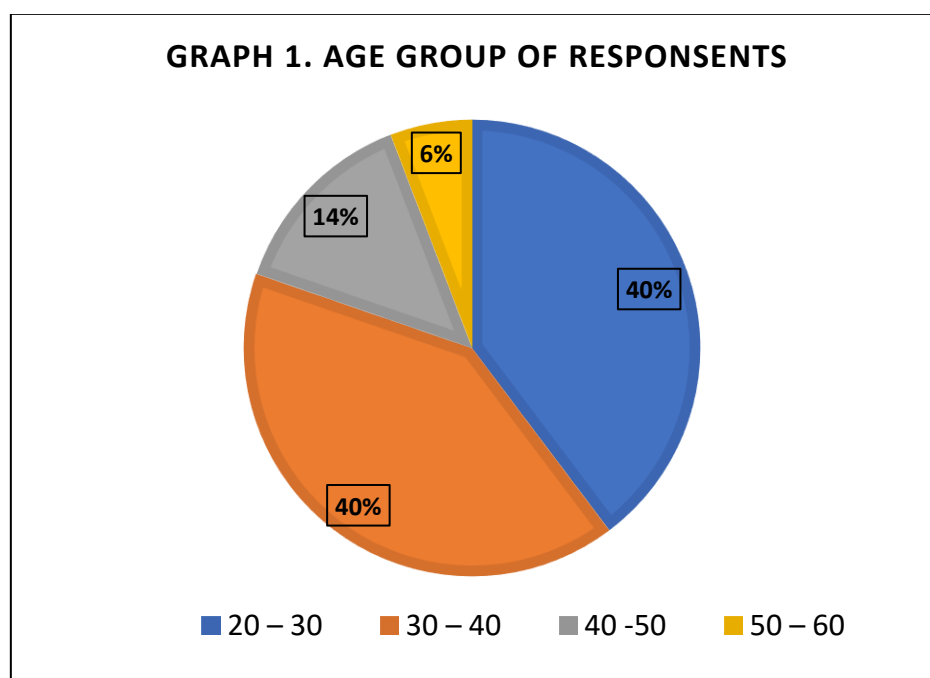


TABLE 2. SHOWING GENDER OF RESPONDENTS

Sr. No	Gender of Respondents	Frequency	Percent
1	Male	297	82.5
2	Female	63	17.5
Total		360	100

From the above table, it can be depicted that, 82.5 % (n=297) respondents are male while 17.5% respondents are female. Hence, majority of the respondents are male.

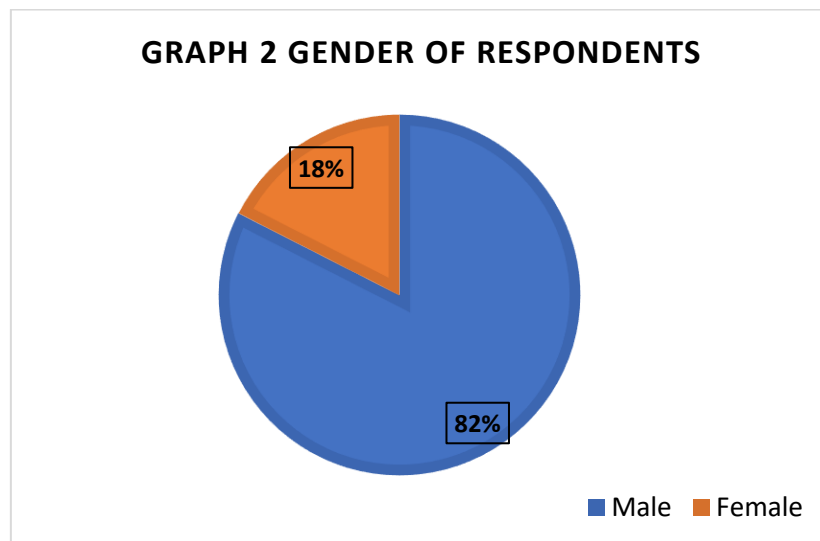


TABLE 3. SHOWING MARITAL STATUS OF RESPONDENTS

Sr. No	Marital Status	Frequency	Percent
1	Single	122	33.9
2	Married	234	65
3	Divorced	4	1.1
Total		360	100

From the above table, it can be depicted that, 65% (n=234) respondents were married, 33.9% respondents were single while 1.1% respondents were divorced. Hence, majority of the respondents are married.

Hence, majority respondents were married.

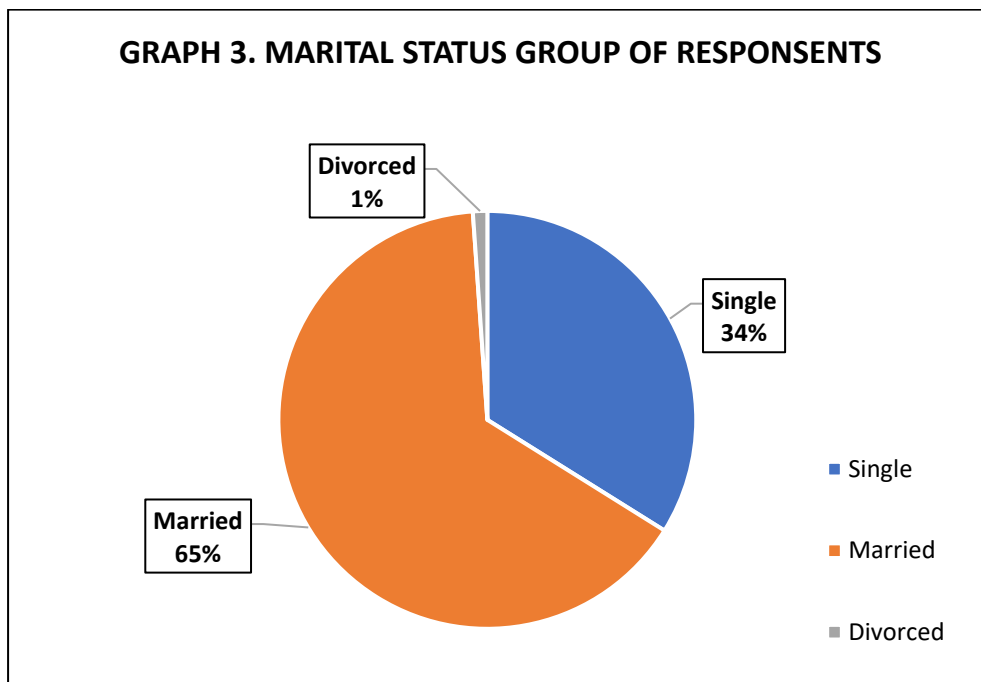


TABLE 4. SHOWING EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

Sr. No	Educational Qualification	Frequency	Percent
1	Diploma	106	29.4
2	Bachelor Degree	142	39.4
3	Master Degree	112	31.1
Total		360	100

From the above table, it can be depicted that, 39.4 % (n=146) respondents were having bachelor's degree i.e. Graduate, 31.1% respondents were having Master degree i.e. post graduate and, while 29.4% respondents were having diploma degree in educational qualification.

Hence, it can be seen that majority of the respondents were from 30-40 years old.

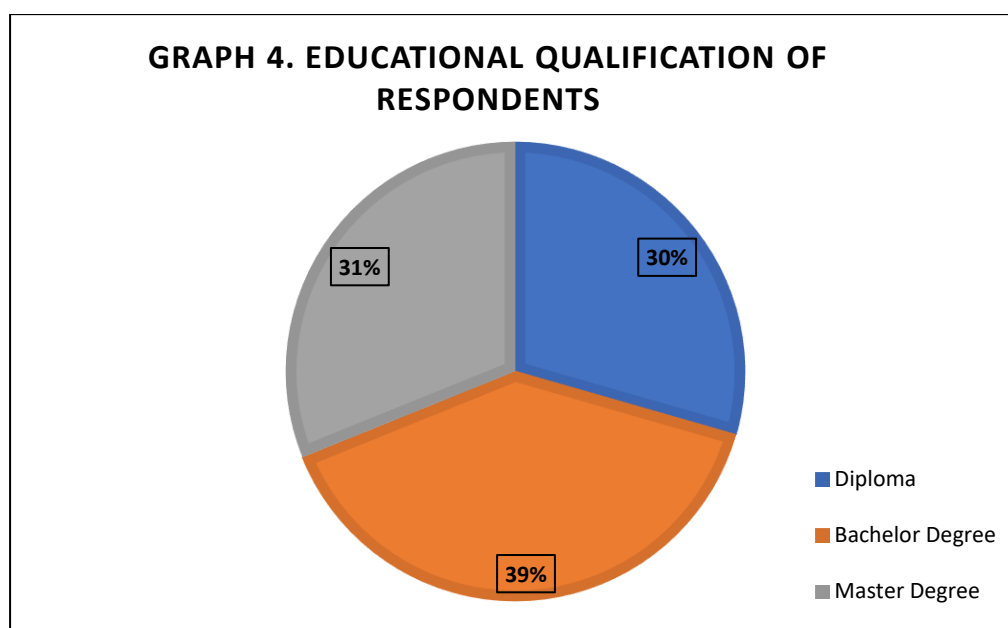


TABLE 5. SHOWING DESIGNATION OF THE RESPONDENTS

Sr. No	Designation	Frequency	Percent
1	Executive	121	33.6
2	Sr. Executive	56	15.6
3	Asst. Manager	55	15.3
4	Manager	114	31.7
5	General Manager	14	3.9
Total		360	100

From the above table, it can be analyzed that, 33.6% (n=121) respondents were Executive, 31.7% (n=114) respondents were Manager, 15.6% (n=56) respondents were Sr. Executive, 15.3% (n=55) respondents were Assistant Manager while 3.9% (n=14) respondents were General Manager.

Hence, it can be observed that majority respondents were working as an Executive in the organization.

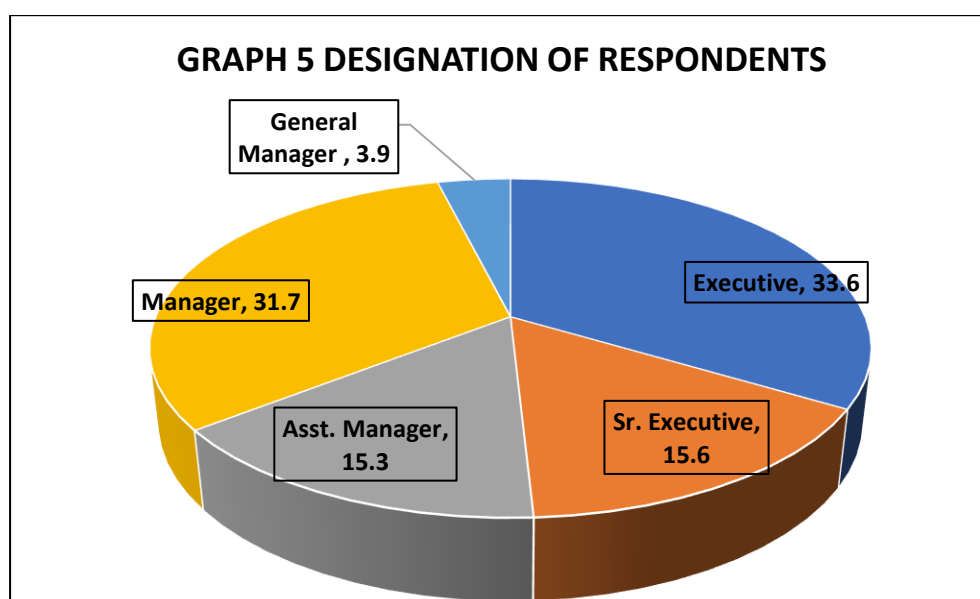


TABLE 6. SHOWING DEPARTMENT WISE DISTRIBUTION OF THE RESPONDENTS

Sr. No	Department	Frequency	Percent
1	Quality Assurance	48	13.3
2	Finance	27	7.5
3	IT	20	5.6
4	Marketing	13	3.6
5	HR & Admin	41	11.4
6	Production	170	47.2
7	Project Management	13	3.6
8	Purchase	28	7.8
Total		360	100

From the above table, it can be depicted that, 47.2% (n=170) respondents were working with Production department, 13.3% respondents were working with Quality Assurance, 11.4% respondents were working with HR & Admin, 7.8% respondents were working with Purchase, 7.5% respondents were working with Finance, 5.6% respondents were working with IT, while 3.6% respondents were working with Marketing as well as Project Management.

Hence, majority respondents are from Production Department.

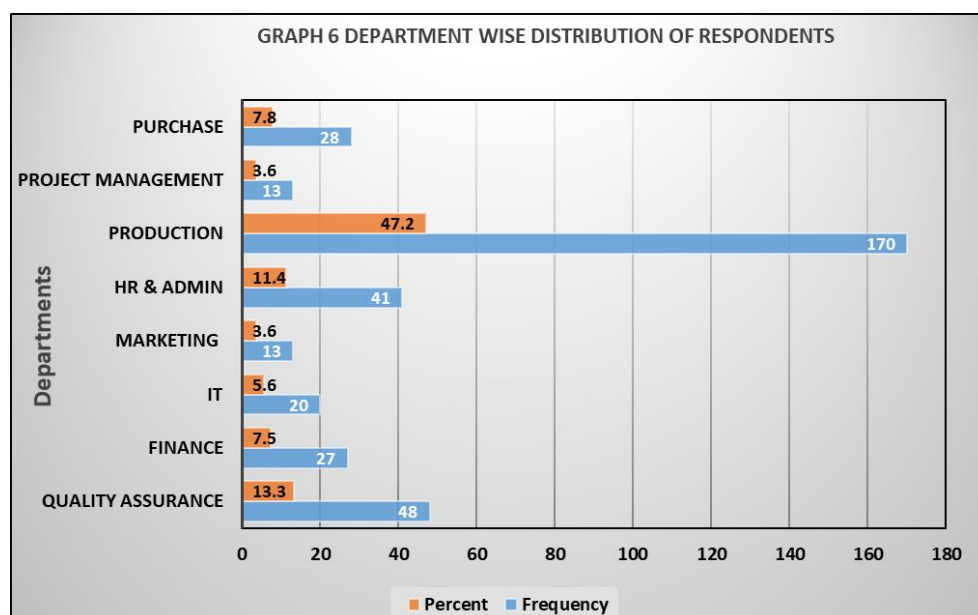


TABLE 7. SHOWING MONTHLY INCOME OF RESPONDENTS

Sr. No	Salary (Monthly CTC-in Rupees)	Frequency	Percent
1	Less than 30,000	33	9.2
2	30,000 – 60,000	56	15.6
3	60,000 – 90,000	47	13.1
4	90,000 – 1,20,000	50	13.9
5	1,20,000 - 1,50,000	40	11.1
6	1,50,000 and above	134	37.2
Total		360	100

From the above table, it can be depicted that, 37.2 % (n=134) respondents were getting salary between 1,50,000 & above, 15.6 % (n=56) respondents are getting salary between 30,000 to 60,000, 13.9 % (n=50) respondents were getting salary between 90,000 to 1,20,000, 13.1 % (n=47) respondents were getting salary of 60,000 to 90,000, 11.1 % (n=40) respondents were getting salary of 1,20,000 to 1,50,000 while 9.2 % (n=33) respondents were getting salary less than 30,000.

Hence, majority of the respondents earned 1,50,000 & above as their monthly salary.

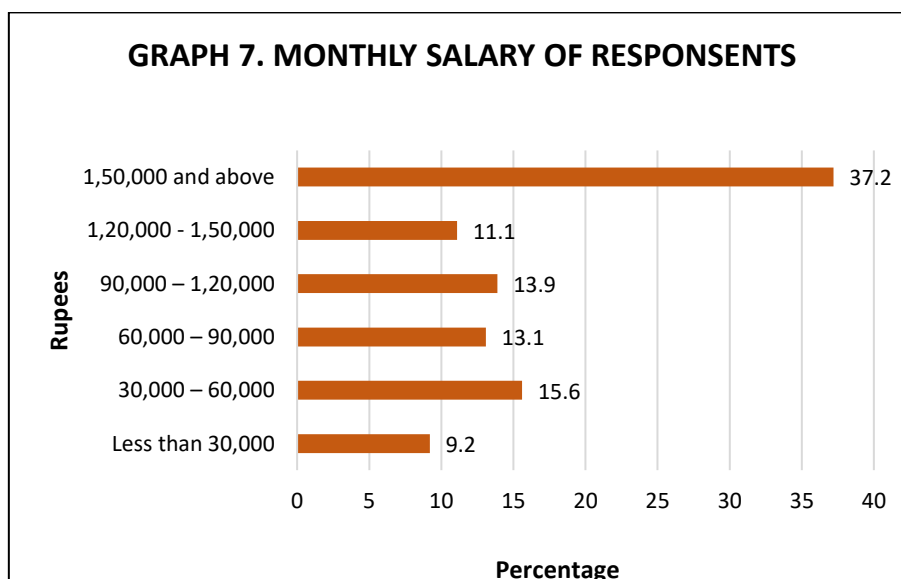


TABLE 8. SHOWING RESPONDENTS' EXPERIENCE IN PRESENT ORGANIZATION

Sr. No	Experience in Present Organization (In Years)	Frequency	Percent
1	0 – 2	61	16.9
2	2 – 4	72	20
3	4 – 6	78	21.7
4	6 – 8	59	16.4
5	8 – 10	32	8.9
6	10 and more	58	16.1
Total		360	100

The above table shows that, 21.7% (n=78) respondents were having 4 - 6 years of experience in present organization, 20% (n=72) respondents were having 2 - 4 years of experience in present organization, 16.9% (n=61) respondents were having 0 - 2 years of experience in present organization, 16.4% (n=59) respondents were having 6 - 8 years of experience in present organization, 16.1% (n=58) respondents were having 2 - 4 years of experience in present organization while 8.9% (n=32) respondents were having 2 - 4 years of experience in present organization.

Hence, it can be observed that most of the respondents have completed 4 – 6 years in present organization.

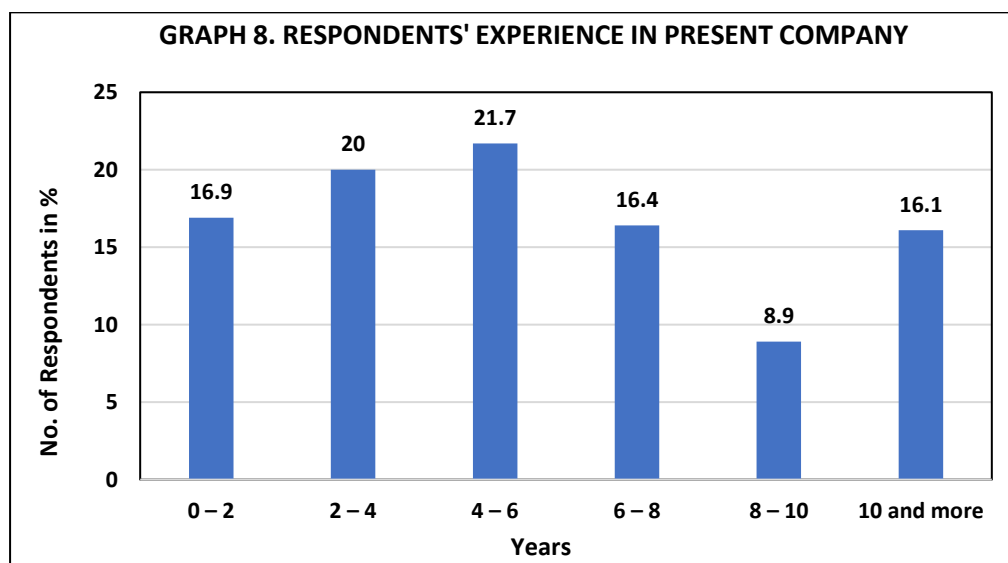
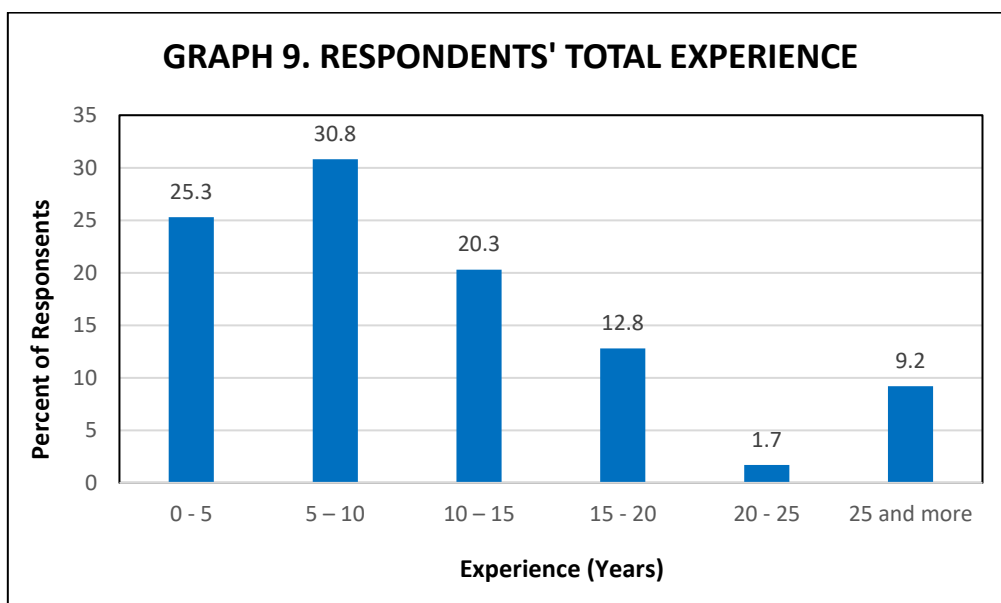


TABLE 9. SHOWING RESPONDENTS' TOTAL EXPERIENCE

Sr. No	Total Experience (in years)	Frequency	Percent
1	0-5	91	25.3
2	05 – 10	111	30.8
3	10 - 15	73	20.3
4	15 - 20	46	12.8
5	20 - 25	6	1.7
6	25 and more	33	9.2
Total		360	100

The above table shows that, 30.8% (n=111) respondents have between 5 - 10 years' total experience, 25.3% (n=91) respondents have between 0 - 5 years total experience, 20.3% (n=73) respondents have between 10 - 15 years of experience, 12.8% (n=59) respondents have between 15 - 20 years of experience, 16.1% (n=58) respondents were having 2 - 4 years of experience in present organization while 8.9% (n=32) respondents were having 2 - 4 years of experience in present organization.

Hence, it can be seen that 30.8% (n=111) respondents have total 5 – 10 years of experience.



**SECTION-II LEARNING ORGNAIZATION, EMPLOYEE
ENGAGEMENT, RETENTION AND JOB SATISFACTION**

**TABLE 2.1. SHOWING RESPONSES OF RESPONDENTS
REGARDING LEARNING ORGNAIZATION**

Sr. N o.	Particular	Not true at all		Somewha t true		Difficult to say whether it is true		Fairly well		Fully true		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	The Organization is alive to changes and is strongly connected with the environment.	6	1.7	8	2.2	11	3.1	80	22.2	255	70.8	360	100
2	People in the organization generally see and deal with things in isolation; they seem to miss their interconnections.	21	5.8	31	8.6	47	13.1	41	11.4	220	61.1	360	100
3	The organization generally treats each events by itself. There are treated as discrete events rather than seeing them in a pattern.	26	7.2	56	15.6	65	18.1	40	11.1	173	48.1	360	100
4	People generally are busy with their present concerns and they are not able to see the larger issues beyond the immediate.	25	6.9	38	10.6	32	8.9	58	16.1	207	57.5	360	100
5	People are willing to examine their basic assumptions, when they get information conflicting with their expectations.	28	7.8	35	9.7	44	12.2	101	28.1	152	42.2	360	100
6	The organization uses boundary workers, like vendors, as environment scanners.	20	5.6	30	8.3	51	14.2	122	33.9	137	38.1	360	100
7	The Organization encourages managers to priorities their tasks in terms of their strategic thrust.	21	5.8	13	3.6	21	5.8	96	26.7	209	58.1	360	100
8	People ignore working out consequences or implications of most actions that they plan.	22	6.1	43	11.9	34	9.4	50	13.9	211	58.6	360	100
9	The top leaders search for the key variables which the most impact, prioritizing the various items in terms of their importance.	15	4.2	21	5.8	26	7.2	119	33.1	179	49.7	360	100
10	The organization is unwilling to discontinue a business line, or close down a unit, even when it does not seem to be central to its main purpose	140	39	82	22.8	38	10.6	38	10.6	62	17.2	360	100
11	Management encourages people to reflect on information and data, and reframe them at strategic level.	22	6.1	16	4.4	25	6.9	115	31.9	182	50.6	360	100
12	Strategic information and decisions are not shared at all levels, nor are comments invited on such critical matters.	41	11	30	8.3	25	6.9	50	13.9	214	59.4	360	100

Sr. No.	Particular	Not true at all		Somewhat true		Difficult to say whether it is true		Fairly well		Fully true		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
13	The vision of The Organization is developed by its top leaders, without involving most members in its environment.	28	7.8	34	9.4	28	7.8	49	13.6	221	61.4	360	100
14	The organizational vision is inspiring for most of its people, and seems to be linked with their own personal goals.	14	3.9	19	5.3	26	7.2	75	20.8	226	62.8	360	100
15	Top leader give highest priority to developing an inspiring vision for the organization	13	3.6	12	3.3	12	3.3	91	25.3	232	64.4	360	100
16	The vision developed by the top people is generally limited to that level, and does not get communicated to most people in the organization.	21	5.8	20	5.6	26	7.2	33	9.2	260	72.2	360	100
17	The top management develops organizational vision, but commitment to it by most people seems to be low.	12	3.3	26	7.2	44	12.2	45	12.5	233	64.7	360	100
18	The vision developed by leaders is not translated into detailed concrete actions to be taken.	25	6.9	31	8.6	35	9.7	43	11.9	226	62.8	360	100
19	The organizational structure allows and facilitates most of its parts and people to accomplish their task.	11	3.1	23	6.4	26	7.2	96	26.7	204	56.7	360	100
20	There is enough decentralization and delegation in the organization.	25	6.9	18	5	44	12.2	103	28.6	170	47.2	360	100
21	Employees in the organization feel that they lack proper direction for the work they are supposed to do.	33	9.2	36	10	31	8.6	50	13.9	210	58.3	360	100
22	A lot of support from the seniors is experienced by people while working on their tasks.	22	6.1	31	8.6	27	7.5	97	26.9	183	50.8	360	100
23	People are more interested in getting formal authority, rather than developing their personal power to influence decisions.	30	8.3	43	11.9	62	17.2	81	22.5	144	40	360	100
24	There is lack of recognition and reward for taking difficult decisions and solving critical problems.	31	8.6	32	8.9	29	8.1	56	15.6	212	58.9	360	100
25	Most of the critical information is shared in an automatic way at most levels in the organization.	31	8.6	39	10.8	56	15.6	91	25.3	143	39.7	360	100
26	There is free flow of relevant information in the organization.	31	8.6	35	9.7	23	6.4	83	23.1	188	52.2	360	100
27	People generally hesitate to communicate negative information to their seniors.	49	14	27	7.5	27	7.5	54	15	203	56.4	360	100

Sr. No.	Particular	Not true at all		Somewhat true		Difficult to say whether it is true		Fairly well		Fully true		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
28	Most communication in this organization is through rumors because of lack of proper communication by the authorities in time.	24	6.7	18	5	26	7.2	56	15.6	236	65.6	360	100
29	Generally people come to know about critical decisions and information from sources other than the management of the organization.	49	14	27	7.5	27	7.5	54	15	203	56.4	360	100
30	Internal exchange of information for solving problems is encouraged here.	15	4.2	25	6.9	30	8.3	81	22.5	209	58.1	360	100
31	Most people in the organization are optimistic about their personal and organizational future.	12	3.3	30	8.3	28	7.8	106	29.4	184	51.1	360	100
32	Generally people here believe that they can influence what happens in the organization in a very limited way.	35	9.7	69	19.2	60	16.7	134	37.2	62	17.2	360	100
33	When people working in the organization get together, generally they talk about negative things, discuss some emotion-laden issues from the past.	28	7.8	41	11.4	48	13.3	37	10.3	206	57.2	360	100
34	People in the organization are more aware of the constraints, and feel helpless in dealing with them.	34	9.4	111	30.8	53	14.7	86	23.9	76	21.1	360	100
35	People are more interested in getting immediate benefits rather than postponing them for getting larger gain in future.	33	9.2	62	17.2	62	17.2	71	19.7	132	36.7	360	100
36	People hesitate to take calculated risks; generally, there is lack of boldness in decision making.	37	10	46	12.8	50	13.9	57	15.8	170	47.2	360	100
37	The organization gives importance to and facilitates self– development of its people.	40	11	27	7.5	23	6.4	88	24.4	182	50.6	360	100
38	The organization is rather insulated, does not learn from other organizations.	21	5.8	34	9.4	46	12.8	36	10	223	61.9	360	100
39	There is no conducive climate in the organization for leaning; people are generally critical and not supportive.	19	5.3	27	7.5	32	8.9	42	11.7	240	66.7	360	100
40	The organization does not give importance to critical enquiry and reflection by people; there seems to be a rush for completing the assignments.	32	8.9	38	10.6	36	10	37	10.3	217	60.3	360	100

Sr. No.	Particular	Not true at all		Somewhat true		Difficult to say whether it is true		Fairly well		Fully true		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
41	There is enough dialogue amongst various levels in dealing with critical issues.	16	4.4	23	6.4	36	10	110	30.6	175	48.6	360	100
42	Openness is valued in the organization; people are encouraged to get ideas from various sources.	14	3.9	22	6.1	26	7.2	97	26.9	201	55.8	360	100
43	People are generally willing to suspend their own assumptions, and think collectively on critical matters.	34	9.4	20	8.3	36	10	105	29.2	155	43.1	350	100
44	People who have strong views during discussions, continue to hold them, even after a decision has been taken.	51	14	42	11.7	43	11.9	54	15	170	47.2	360	100
45	Not enough time and attention is given to clearing or taking care of hurt feelings; most attention is on completing tasks rather than on improving human processes.	29	8.1	33	9.2	54	15	55	15.3	189	52.5	360	100
46	Coordinated action is lacking; people do most of their work by themselves.	47	3.1	38	10.6	36	10	49	13.6	190	52.8	360	100
47	Enough attention is given to developing a consensus before taking decisions on key problems.	12	3.3	19	5.3	42	11.7	129	35.8	158	43.9	360	100
48	Cross-functional teams are set up in the organization to deal with common issues.	9	2.5	14	3.9	26	7.2	136	37.8	175	48.6	360	100

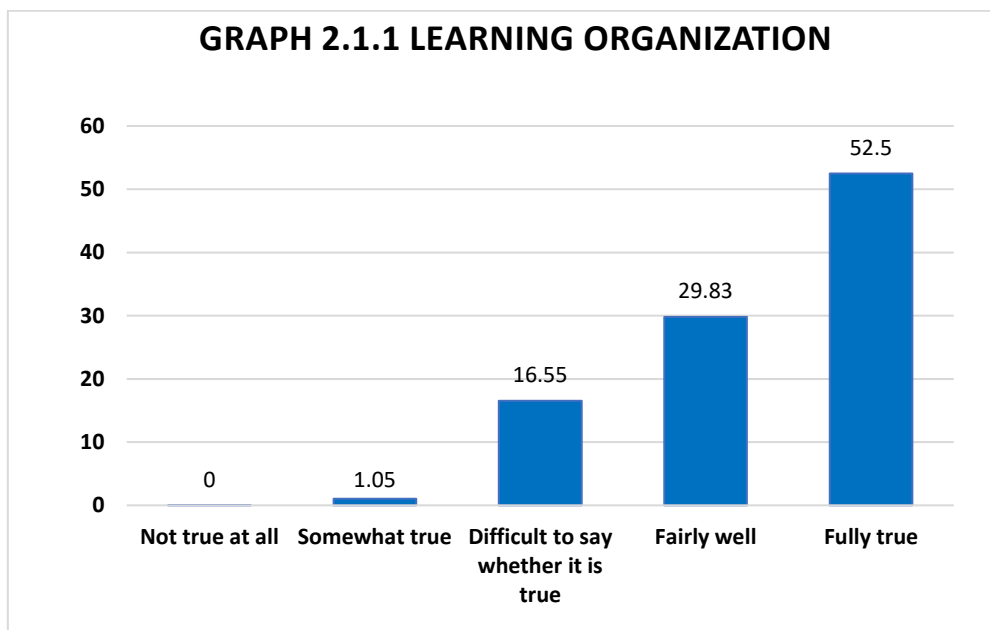
The table shows the responses for learning organization. The data was further analyzed for the better understanding of responses by combining various dimensions which we can see in below table.

TABLE 2.1.1 SHOWING RESPONDENTS' RESPONSE REGARDING LEARNING ORGNAIZATION WITH ITS DIMENSIONS

Sr. No.	Particular	Not true at all		Somewhat true		Difficult to say whether it is true		Fairly well		Fully true		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Holistic Approach	0	0	0	0	38	10.16	149	41.4	173	48.1	360	100
2	Strategic Thrust	0	0	6	1.7	61	16.9	106	29.4	187	51.9	360	100
3	Shared Vision	0	0	5	1.4	38	10.6	81	22.5	236	65.6	360	100
4	Empowerment	0	0	5	1.4	61	16.9	92	25.6	202	56.1	360	100
5	Information Flow	0	0	5	1.4	64	17.8	107	29.7	184	51.1	360	100
6	Internality	0	0	3	0.8	80	22.2	142	39.4	135	37.5	360	100
7	Learning	1	0.3	2	0.6	62	17.2	81	22.5	214	59.4	360	100
8	Synergy	0	0	4	1.1	74	20.6	101	28.1	181	50.3	360	100
LEARNING ORGANIZATION		0	0	4	1.05	60	16.55	107	29.83	189	52.5	360	100

From the above table it can be interpreted that 52.5% (n=189) respondents falls into fully true category, 29.8 % (n=107) respondents falls into fairly well category, 16.55% (n=60) respondents falls into difficult to say whether it is true category and 1.05% (n=4) respondents falls into somewhat true category for learning organization.

Thus, it can be seen that majority of the respondents i.e. 52.5 % responded that their organization is learning organization and not a single respondent said that it's not a learning organization.



**TABLE 2.2. SHOWING RESPONSES OF RESPONDENTS
REGARDING EMPLOYEE ENGAGEMENT**

Sr. No.	Particulars	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	I am enthusiastic about my job	5	1.4	6	1.7	26	7.2	170	47.2	153	42.5	360	100
2	I would recommend my organization as a great place to work.	2	0.6	4	1.1	28	7.8	181	50.3	145	40.3	360	100
3	I am proud to work for my organization.	2	0.6	7	1.9	21	5.8	158	43.9	172	47.8	360	100
4	I feel emotionally attach to my company.	1	0.3	12	3.3	34	9.4	146	40.6	167	46.4	360	100
5	I have a clear understanding of what is expected of me.	2	0.6	13	3.6	24	6.7	157	43.6	164	45.6	360	100
6	My ideas and suggestions are counted.	0	0	6	1.7	32	8.9	172	47.8	150	41.7	360	100
7	I receive the information and communication I need to do my job effectively.	2	0.6	6	1.7	30	8.3	184	51.1	138	38.3	360	100
8	My immediate supervisor provides me with timely and helpful feedback.	5	1.4	8	2.2	25	6.9	177	49.2	145	40.3	360	100
9	There is open and honest two-way communication at my organization.	6	1.7	10	2.8	32	8.9	157	43.6	155	43.1	360	100
10	My immediate supervisor treats me with respect.	7	1.9	7	1.9	18	5	169	46.9	159	44.2	360	100
11	There is good teamwork and cooperation between departments in my organization.	2	0.6	7	1.9	27	7.5	166	46.1	158	43.9	360	100
12	I feel that I am part of a team.	1	0.3	4	1.1	19	5.3	176	48.9	160	44.4	360	100
13	I am appropriately involved in decisions that affect my work.	1	0.3	7	1.9	32	8.9	175	48.6	145	40.3	360	100
14	The people I work with collaborate to get the job done.	0	0	6	1.7	29	8.1	197	54.7	128	35.6	360	100
15	I feel supported in my efforts to adapt to organizational changes.	2	0.6	7	1.9	27	7.5	191	53.1	133	36.9	360	100
16	My immediate supervisor provides valuable career development coaching.	5	1.4	11	3.1	36	10	173	48.1	135	37.5	360	100
17	My job makes good use of my talents, skills, and abilities.	4	1.1	9	2.5	27	7.5	165	45.8	155	43.1	360	100
18	My organization provides me with the opportunity for learning and development.	2	0.6	7	1.9	32	8.9	171	47.5	148	41.1	360	100
19	I have opportunities for advancement at my organization.	3	0.8	7	1.9	3	0.8	15	4.2	41	50.3	69	100
20	I receive the training I need to do my job effectively.	1	0.3	8	2.2	35	9.7	190	52.8	126	35	360	100
21	My organization does a great job of helping me understand how changes will affect my work.	2	0.6	10	2.8	32	8.9	209	58.1	107	29.7	360	100
22	My organization is making the changes it needs to be successful in the future.	0	0	10	2.8	36	10	196	54.4	118	32.8	360	100
23	I trust the senior leadership of my organization.	3	0.8	4	1.1	20	5.6	213	59.2	120	33.3	360	100
24	The senior leadership of my organization is committed to ethical business practices and conduct.	3	0.8	10	2.8	24	6.7	201	55.8	122	33.9	360	100

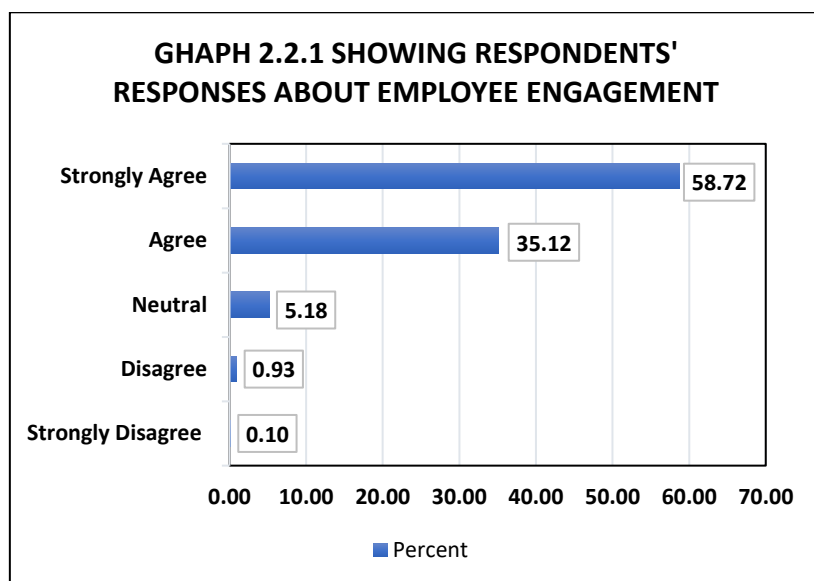
The previous table shows the responses of respondents for employee engagement. Researcher has further analyzed data based on its dimension for the better understanding of responses of employee engagement.

TABLE 2.2.1 SHOWING DISTRIBUTION OF RESPONDENTS RESPONSES BASED ON DIMENSIONS OF EMPLOYEE ENGAGEMENT

Sr. No.	Particulars	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Emotional Attachment	0	0	2	0.6	16	4.4	110	30.6	232	64.4	360	100
2	Communication	0	0	4	1.1	18	5	73	20.3	265	73.6	360	100
3	Involvement and Belongingness	0	0	1	0.3	12	3.3	92	25.6	255	70.8	360	100
4	Growth and Development	0	0	4	1.1	15	4.2	113	31.4	228	63.3	360	100
5	Change Management	0	0	5	1.4	31	8.6	186	51.7	138	38.3	360	100
6	Trust	1	0.3	4	1.1	20	5.6	184	51.1	151	41.9	360	100
EMPLOYEE ENGAGEMENT		0	0.1	3	0.9	19	5.2	126	35.1	212	58.7	360	100

From the above table, it can be depicted that 58.7% (n=212) respondents were strongly agree, 35.1% (n=126) respondents were agree, 5.2 % (n=19) respondents were neutral, 0.9% (n=3) were disagree, 0.1% were strongly disagree with employee engagement.

Thus, it can be interpreted that, majority respondents' responses vary between strongly agree and agree towards employee engagement.



**TABLE 2.3 SHOWING RESPONSES OF RESPONDENTS REGARDING
RETENTION**

Sr. No.	Particulars	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	I can see a clear link between my work and the strategies and objectives of my organization.	4	1.1	3	0.8	37	10	239	66.4	77	21.4	360	100
2	The senior leadership has communicated a vision of the future that motivates me.	2	0.6	14	3.9	25	6.9	238	66.1	81	22.5	360	100
3	I believe my organization has an outstanding future.	5	1.4	14	3.9	25	6.9	186	51.7	130	36.1	360	100
4	I receive the training I need to do my job effectively.	4	1.1	11	3.1	35	9.7	172	47.8	138	38.2	360	100
5	I am appropriately involved in decisions that affect my work.	2	0.6	9	2.5	32	8.9	163	45.3	154	42.8	360	100
6	The people I work with collaborate to get the job done.	2	0.6	8	2.2	23	6.4	187	51.9	140	38.9	360	100
7	In my organization, We set clear performance standards for all employees.	2	0.6	8	2.2	41	11	203	56.4	106	29.4	360	100
8	We regularly use feedback to improve our performance.	7	1.9	17	4.7	36	10	198	55	102	28.3	360	100
9	My immediate supervisor is an excellent leader.	6	1.7	11	3.1	32	8.9	187	51.9	124	34.4	360	100
10	My immediate supervisor does a good job at managing the work.	5	1.4	9	2.5	34	9.4	164	45.6	148	41.1	360	100
11	My immediate supervisor does a great job at people management.	6	1.7	7	1.9	33	9.2	178	49.4	136	37.8	360	100
12	I receive appropriate recognition when I do a good job.	4	1.1	9	2.5	38	11	173	48.1	136	37.8	360	100
13	My organization values my contribution.	1	0.3	9	2.5	36	10	181	50.3	133	36.9	360	100
14	My organization recognizes high performers.	7	1.9	10	2.8	30	8.3	190	52.8	123	34.2	360	100
15	My work schedules provides me a balance to meet work & personal needs.	9	2.5	23	6.4	36	10	191	53.1	101	28.1	360	100
16	I often compromise on my social engagements on account of work	65	18.1	115	31.9	43	12	59	16.4	78	21.7	360	100
17	My balanced life gives me ability to function effectively at work	9	2.5	18	5	38	11	196	54.4	99	27.5	360	100
18	I am successful in managing my home and work demands.	2	0.6	12	3.3	42	12	201	55.8	103	28.6	360	100
19	I intent to continue to work here because I believe it is the best place to work.	4	1.1	9	2.5	32	8.9	214	59.4	101	28.1	360	100
20	I rarely think about looking for a new job with another organization.	9	2.5	15	4.2	37	10	203	56.4	96	26.7	360	100
21	I will stay with the organization if I will received attractive job offer with same pay scale.	8	2.2	4	1.1	45	13	200	55.6	103	28.6	360	100

The previous table shows the respondents' responses for retention. The data was further analyzed for the better understanding of retention in learning organization based on various dimensions of retention which we can see in next table.

TABLE 2.3.1 SHOWING RESPONDENTS' RESPONSES REGARDING RETENTION AND ITS' DIMENSIONS

Sr. No.	Particulars	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Future Vision	0	0.0	5	1.4	23	6	183	50.8	149	41.4	360	100
2	Performance Enablement	0	0.0	4	1.1	22	6	99	27.5	235	65.3	360	100
3	Manager Effectiveness	5	1.4	1	0.3	29	8	128	35.6	197	54.7	360	100
4	Recognition	1	0.3	2	0.6	29	8	134	37.2	194	53.9	360	100
5	Work-Life Balance	0	0.0	5	1.4	58	16	194	53.9	103	28.6	360	100
6	Willingness to Stay	2	0.6	4	1.1	35	10	195	54.2	124	34.4	360	100
RETENTION		1	0.4	4	1.0	33	9.1	156	43.2	167	46.4	360	100

The data shows that 46.4% (n=167) respondents were strongly agree, 43.2 % (n=156) respondents were agree, 9.1 % (n=33) respondents were neutral, 1.0% (n=4) were disagree, 0.4% (n=1) were strongly disagree with retention.

Thus, it is observed 46.4% (n=167) respondents were strongly agree with retention.

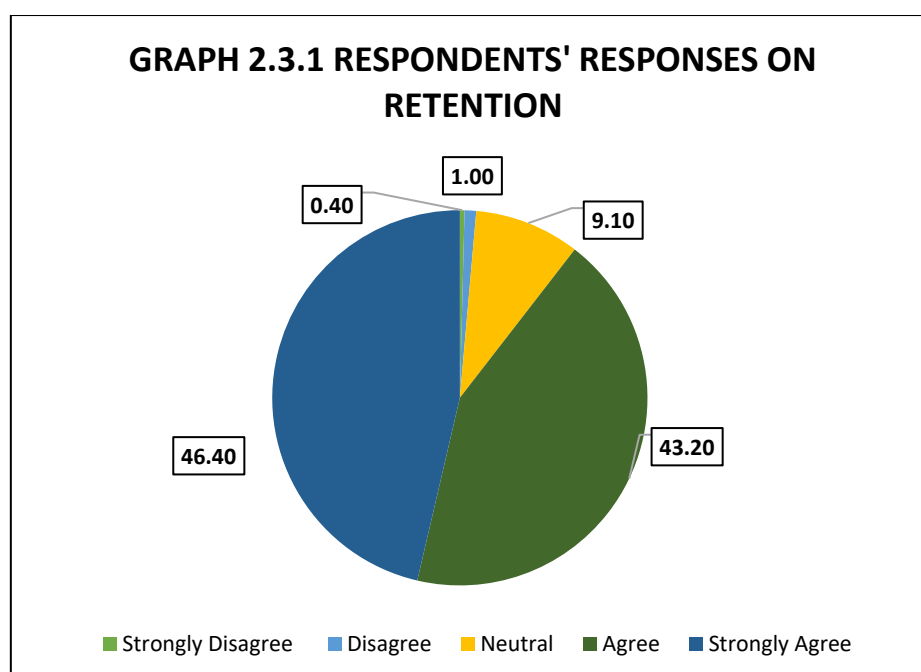


TABLE 2.4 SHOWING DISTRIBUTION OF RESPONDENTS' RESPONSES REGARDING JOB SATISFACTION

Sr. No.	Particulars	Very Dissatisfied		Dissatisfied		Undecided		Satisfied		Very Satisfied		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	The chance to do different things from time to time.	7	1.9	10	2.8	26	7.2	208	57.8	109	30.3	360	100
2	The chance to do something that makes use to my abilities	4	1.1	11	3.1	53	14.7	200	55.6	92	25.6	360	100
3	The Chance for advertisement on this job	7	1.9	11	3.1	48	13.3	194	53.9	100	27.8	360	100
4	Chances for future growth	5	1.4	11	3.1	49	13.6	172	47.8	123	34.2	360	100
5	The competence of my supervisor in making decision.	4	1.1	11	3.1	25	6.9	205	56.9	115	31.9	360	100
6	The way my job provides for steady employment.	2	0.6	10	2.8	29	8.1	171	47.5	148	41.1	360	100
7	My Pay	13	3.6	26	7.2	27	7.5	191	53.1	103	28.6	360	100
8	The Working conditions.	3	0.8	7	1.9	36	10	195	54.2	119	33.1	360	100
9	The way my co-workers get along with each other	5	1.4	9	2.5	21	5.8	191	53.1	134	37.2	360	100
10	Social conditions within the organization	0	0	14	3.9	28	7.8	194	53.9	124	34.4	360	100
11	The chance to be "some body" in the community.	4	1.1	11	3.1	53	14.7	200	55.6	92	25.6	360	100
12	The feeling of accomplishment I get from the job.	2	0.6	11	3.1	30	8.3	174	48.3	143	39.7	360	100
13	Recognition for my work	5	1.4	14	3.9	23	6.4	186	51.7	132	36.7	360	100
14	Responsibilities given to me	2	0.6	8	2.2	18	5	185	51.4	147	40.8	360	100
15	General management of the company.	0	0	8	2.2	21	5.8	196	54.4	135	37.5	360	100
16	Company's policies	5	1.4	10	2.8	20	5.6	171	47.5	154	42.8	360	100

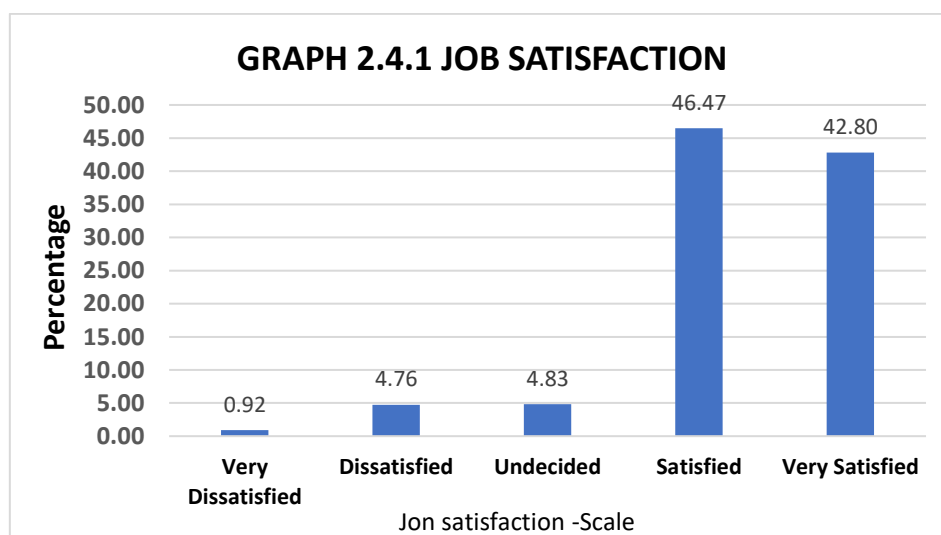
From the above table, it can be interpreted majority were satisfied with all the items of job satisfaction. The data was further analyzed for the better understanding of responses of respondents regarding job satisfaction on the bases of various dimensions of Job Satisfaction and getting overall job satisfaction.

TABLE 2.4.1 SHOWING RESPONSES OF RESPONDENTS REGARDING JOB SATISFACTION AND ITS DIMENTIONS

Sr. No.	Particulars	Very Dissatisfied		Dissatisfied		Undecided		Satisfied		Very Satisfied		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Creativity	7	1.9	10	2.8	26	7.2	208	57.8	109	30.3	360	100
2	Opportunity for growth and development	1	0.3	8	2.2	21	5.8	137	38.1	193	53.6	360	100
3	Decision Making Power	4	1.1	11	3.1	25	6.9	205	56.9	115	31.9	360	100
4	Job Security	2	0.6	10	2.8	29	8.1	171	47.5	148	41.1	360	100
5	Remuneration	13	3.6	26	7.2	27	5.5	191	53.1	103	28.6	360	100
6	Working Condition	3	0.8	7	1.9	36	10	195	54.2	119	33.1	360	100
7	Interpersonal Relation	0	0	31	8.6	0	0	146	40.6	183	50.8	360	100
8	Recognition to Work	0	0	28	7.8	0	0	118	32.8	214	59.4	360	100
9	Discrimination of Power	0	0	23	6.4	0	0	134	37.2	203	56.4	360	100
JOB SATISFACTION		3	0.92	17	4.76	18	4.83	167	46.47	154	42.80	360	100

The data shows that 46.47% (n=167) respondents were satisfied, 42.8 % (n=154) respondents were very satisfied, 4.83 % (n=18) respondents were undecided, 4.76% (n=3) respondents were dissatisfied, 0.92% (n=3) were very dissatisfied with job satisfaction.

Thus, majority i.e. 46.47 % respondents were satisfied with their job satisfaction.



SECTION III - TABLE SHOWING ASSOCIATION BETWEEN VARIABLES

**TABLE 3.1 SHOWING ASSOCIATION BETWEEN AGE AND
LEARNING ORGANIZATION**

Particulars			Age (in years)				Total
			20 – 30	30 – 40	40 -50	50 – 60	
LEARNING ORGANIZATION	/Somewhat true	Count	1	0	0	0	1
		% within Age (in years)	0.7%	0.0%	0.0%	0.0%	0.3%
	Difficult to say whether it is true	Count	14	4	0	0	18
		% within Age (in years)	9.8%	2.7%	0.0%	0.0%	5.0%
	Fairly well	Count	49	40	8	2	99
		% within Age (in years)	34.3%	27.4%	16.0%	9.5%	27.5%
	Fully true	Count	79	102	42	19	242
		% within Age (in years)	55.2%	69.9%	84.0%	90.5%	67.2%
Total		Count	143	146	50	21	360
		% within Age (in years)	100%	100%	100%	100%	100%
Chi-Square Tests							
		Value	Df		Sig. (2-sided)		
Pearson Chi-Square		27.361 ^a	9		0.001		

(The Significance level is 0.05)

The above table shows association of Age and Learning Organization. Here, Chi-Square Value is 27.361^a with significance level 0.001 which is less than its alpha value ($\alpha=0.05$). This represent that age and Learning organization has strong significant association.

Thus, Age has significantly associated with learning organization.

TABLE 3.2. SHOWING ASSOCIATION BETWEEN EDUCATIONAL QUALIFICATION AND LEARNING ORGANIZATION

Particulars			Educational Qualification			Total
			Diploma	Bachelor degree	Master degree	
LEARNING ORGANIZATION	Somewhat true	Count	1	0	0	1
		% within Education Qualification	0.9%	0.0%	0.0%	0.3%
	Difficult to say whether it is true	Count	13	1	4	18
		% within Education Qualification	12.3%	0.7%	3.6%	5.0%
	Fairly well	Count	32	31	36	99
		% within Education Qualification	30.2%	21.8%	32.1%	27.5%
	Fully true	Count	60	110	72	242
		% within Education Qualification	56.6%	77.5%	64.3%	67.2%
Total		Count	106	142	112	360
		% within Education Qualification	100%	100%	100%	100%
Chi-Square Tests						
		Value	Df		Sig. (2-sided)	
Pearson Chi-Square		26.235 ^a	6		0.000	

(The significance level is .005)

From the above table, it can be interpreted that educational qualification and Learning organization has strong significant association where Chi-Square Value is 26.235^a with significance level of 0.000 which is less than its alpha value ($\alpha=0.05$).

Thus, it can be seen that educational qualification has significant association with learning organization.

TABLE 3.3 SHOWING ASSOCIATION BETWEEN DESIGNATION AND LEARNING ORGANIZATION

Particulars			Designation					Total
			Executive	Sr. Executive	Assistant Manager	Manager	General Manager	
LEARNING ORGANIZATION	Somewhat true	Count	0	0	1	0	0	1
		% within Designation	0.0%	0.0%	1.8%	0.0%	0.0%	0.3%
	Difficult to say whether it is true	Count	14	1	1	2	0	18
		% within Designation	11.6%	1.8%	1.8%	1.8%	0.0%	5.0%
	Fairly well	Count	31	21	18	26	3	99
		% within Designation	25.6%	37.5%	32.7%	22.8%	21.4%	27.5%
	Fully true	Count	76	34	35	86	11	242
		% within Designation	62.8%	60.7%	63.6%	75.4%	78.6%	67.2%
Total		Count	121	56	55	114	14	360
		% within Designation	100%	100%	100%	100%	100%	100%
Chi-Square Tests								
		Value	Df		Sig. (2-sided)			
Pearson Chi-Square		27.425a	12		0.007			

(The significance level is 0.05)

From the above table, it can be interpreted that independent variable i.e. Designation and dependent variable i.e. Learning Organization has significant association where Chi-Square Value is 27.425a with significance level 0.007. Here, the P-value (0.007) is less than the significance level ($\alpha=0.05$).

Hence, it can be seen that designation has significant association with learning organization.

TABLE 3.4 SHOWING ASSOCIATION BETWEEN TOTAL EXPERIENCE AND LEARNING ORGANIZATION.

Particulars			Total Experience (in years)						Total	
			0-5	05 – 10	15 - 20	20 - 25	20-25	25 and more		
LEARNING ORGANIZATION	Somewhat true	Count	1	0	0	0	0	0	1	
		% within Total Experience	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	
	Difficult to say whether it is true	Count	12	4	2	0	0	0	18	
		% within Total Experience	13.2%	3.6%	2.7%	0.0%	0.0%	0.0%	5.0%	
	Fairly well	Count	35	32	18	9	3	2	99	
		% within Total Experience	38.5%	28.8%	24.7%	19.6%	50.0%	6.1%	27.5%	
	Fully true	Count	43	75	53	37	3	31	242	
		% within Total Experience	47.3%	67.6%	72.6%	80.4%	50.0%	93.9%	67.2%	
	Total		Count	91	111	73	46	6	33	360
			% within Total Experience	100%	100%	100%	100%	100%	100%	100%
Chi-Square Tests										
		Value	Df		Sig. (2-sided)					
Pearson Chi-Square		43.197a	15		0.000					

(The significance level is 0.05)

The above table shows association between Total experience of respondents and Learning Organization. The Chi-Square Value is 43.197^a with P-value (0.000) which is less than the significance level (0.05). This represents that respondents' total experience and Learning organization has strong significant association.

Hence, total experience of respondents has significantly associated with learning organization.

TABLE 3.5 SHOWING ASSOCIATION BETWEEN AGE AND EMPLOYEE ENGAGEMENT.

Particulars			Age (in years)				Total
			20 – 30	30 – 40	40 -50	50 – 60	
EMPLOYEE ENGAGEMENT	Strongly Disagree	Count	0	1	0	0	1
		% within Age (in years)	0.0%	0.7%	0.0%	0.0%	0.3%
	Disagree	Count	25	11	2	0	38
		% within Age (in years)	17.5%	7.5%	4.0%	0.0%	10.6%
	Neutral	Count	56	44	18	7	125
		% within Age (in years)	39.2%	30.1%	36.0%	33.3%	34.7%
	Agree	Count	62	90	30	14	196
		% within Age (in years)	43.4%	61.6%	60.0%	66.7%	54.4%
Total		Count	143	146	50	21	360
		% within Age (in years)	100%	100%	100%	100%	100%
Chi-Square Tests							
		Value		Df		Sig. (2-sided)	
Pearson Chi-Square		20.690a		9		0.014	

(The significance level is 0.05)

The above table shows association of age and Employee Engagement. Here, Chi-Square Value is 20.690a with significance level of 0.014 which is less than its alpha value ($\alpha=0.05$). This represent that age and Employee Engagement has strong association.

Thus, it can be depicted that age has significant association with Employee Engagement.

TABLE 3.6 SHOWING ASSOCIATION BETWEEN EDUCATIONAL QUALIFICATION AND EMPLOYEE ENGAGEMENT.

Particulars			Educational Qualification			Total
			Diploma	Bachelor degree	Master degree	
EMPLOYEE ENGAGEMENT	Strongly Disagree	Count	0	1	0	1
		% within Education Qualification	0.0%	0.7%	0.0%	0.3%
	Disagree	Count	18	8	12	38
		% within Education Qualification	17.0%	5.6%	10.7%	10.6%
	Neutral	Count	48	41	36	125
		% within Education Qualification	45.3%	28.9%	32.1%	34.7%
	Agree	Count	40	92	64	196
		% within Education Qualification	37.7%	64.8%	57.1%	54.4%
Total		Count	106	142	112	360
		% within Education Qualification	100%	100%	100%	100%
Chi-Square Tests						
		Value		Df	Sig. (2-sided)	
Pearson Chi-Square		22.337a		6	0.001	

(The significance level is 0.05)

The above table shows association of Educational Qualification and Employee Engagement. Here, Chi-Square Value is 22.337a with significance level 0.001 which is less than its alpha value ($\alpha=0.05$). This represent that Educational Qualification and Employee Engagement has strong association.

Thus, Respondent's Educational Qualification has significant association with Employee engagement.

TABLE 3.7 SHOWING ASSOCIATION BETWEEN DESIGNATION AND EMPLOYEE ENGAGEMENT.

Particulars			Designation					Total
			Executive	Sr. Executive	Asst. Manager	Manager	General Manager	
EMPLOYEE ENGAGEMENT	Strongly Disagree	Count	0	0	0	1	0	1
		% within Designation	0.0%	0.0%	0.0%	0.9%	0.0%	0.3%
	Disagree	Count	20	2	9	6	1	38
		% within Designation	16.5%	3.6%	16.4%	5.3%	7.1%	10.6%
	Neutral	Count	52	21	14	32	6	125
		% within Designation	43.0%	37.5%	25.5%	28.1%	42.9%	34.7%
	Agree	Count	49	33	32	75	7	196
		% within Designation	40.5%	58.9%	58.2%	65.8%	50.0%	54.4%
Total		Count	121	56	55	114	14	360
		% within Designation	100%	100%	100%	100%	100%	100%
Chi-Square Tests								
		Value		Df		Sig. (2-sided)		
Pearson Chi-Square		26.769a		12		0.008		

(The significance level is 0.05)

The above table shows association of designation and Employee Engagement where Chi-Square Value is 26.769a with significance value 0.008 which is less than its alpha value ($\alpha=0.05$). This represent that designation and Employee Engagement has significant association.

Hence, it can be seen that designation has significant association with Employee Engagement.

TABLE 3.8 SHOWING ASSOCIATION BETWEEN TOTAL EXPERIENCE AND EMPLOYEE ENGAGEMENT.

Particulars			Total Experience (in years)						Total
			0-5	05 – 10	15 - 20	20 - 25	20-25	25 and more	
EMPLOYEE ENGAGEMENT	Strongly Disagree	Count	0	1	0	0	0	0	1
		% within Total Experience	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.3%
	Disagree	Count	14	13	7	4	0	0	38
		% within Total Experience	15.4%	11.7%	9.6%	8.7%	0.0%	0.0%	10.6%
	Neutral	Count	45	26	23	16	5	10	125
		% within Total Experience	49.5%	23.4%	31.5%	34.8%	83.3%	30.3%	34.7%
	Agree	Count	32	71	43	26	1	23	196
		% within Total Experience	35.2%	64.0%	58.9%	56.5%	16.7%	69.7%	54.4%
Total		Count	91	111	73	46	6	33	360
		% within Total Experience	100%	100%	100%	100%	100%	100%	100%
		Chi-Square Tests							
		Value	Df		Sig. (2-sided)				
Pearson Chi-Square		34.325a	15		0.003				

(The significance level is 0.05)

The above table shows association of independent variable and dependent variable i.e. Total experience and Employee Engagement. Here, Chi-Square Value is 34.325a with significance value 0.003 which is less than its alpha value ($\alpha=0.05$). This represent that total experience and Employee Engagement has association with each other.

Thus, it can be seen that respondents' total experience has significant association with Employee Engagement.

TABLE 3.9 SHOWING ASSOCIATION BETWEEN AGE AND RETENTION.

Particulars			Age (in years)				Total
			20 – 30	30 – 40	40 -50	50 – 60	
RETENTION	Neutral	Count	9	3	0	0	12
		% within Age (in years)	6.3%	2.1%	0.0%	0.0%	3.3%
	Agree	Count	35	17	7	3	62
		% within Age (in years)	24.5%	11.6%	14.0%	14.3%	17.2%
	Strongly Agree	Count	99	126	43	18	286
		% within Age (in years)	69.2%	86.3%	86.0%	85.7%	79.4%
Total		Count	143	146	50	21	360
		% within Age (in years)	100%	100%	100%	100%	100%
Chi-Square Tests							
		Value	Df		Sig. (2-sided)		
Pearson Chi-Square		17.371a	6		0.008		

(The significance level is 0.05)

The above table shows association of independent variable and dependent variable i.e. Age and Retention. There is association between Age and Retention as Chi-Square Value is 17.371a with significance value 0.008 which is less than its alpha value ($\alpha=0.05$).

Thus, it can be observed that age has significant association with Retention.

TABLE 3.10 SHOWING ASSOCIATION BETWEEN EDUCATIONAL QUALIFICATION AND RETENTION.

Particulars			Educational Qualification			Total
			Diploma	Bachelor Degree	Master Degree	
RETENTION	Neutral	Count	8	1	3	12
		% within Education Qualification	7.5%	0.7%	2.7%	3.3%
	Agree	Count	24	15	23	62
		% within Education Qualification	22.6%	10.6%	20.5%	17.2%
	Strongly Agree	Count	74	126	86	286
		% within Education Qualification	69.8%	88.7%	76.8%	79.4%
Total		Count	106	142	112	360
		% within Education Qualification	100%	100%	100%	100%
Chi-Square Tests						
		Value		Df	Sig. (2-sided)	
Pearson Chi-Square		17.792a		4	0.001	

(The significance level is 0.05)

The above table shows association between educational qualification and Retention. There is significant association between educational qualification and retention of employees where Chi-Square Value is 17.792a with significance value 0.001 which is less than its alpha value ($\alpha=0.05$). It reveals that

Thus, it can be seen that educational qualification is significantly associated with Retention.

TABLE 3.11 SHOWING ASSOCIATION BETWEEN DESIGNATION AND RETENTION.

Particulars			Designation					Total
			Executive	Sr. Executive	Asst. Manager	Manager	General Manager	
RETENTION	Neutral	Count	6	2	3	1	0	12
		% within Designation	5.0%	3.6%	5.5%	0.9%	0.0%	3.3%
	Agree	Count	25	13	7	14	3	62
		% within Designation	20.7%	23.2%	12.7%	12.3%	21.4%	17.2%
	Strongly Agree	Count	90	41	45	99	11	286
		% within Designation	74.4%	73.2%	81.8%	86.8%	78.6%	79.4%
Total		Count	121	56	55	114	14	360
		% within Designation	100%	100%	100%	100%	100%	100%
Chi-Square Tests								
		Value	Df			Sig. (2-sided)		
Pearson Chi-Square		10.134a	8			0.256		

(The significance level is 0.05)

The above table shows association between independent and dependent variables i.e. designation of respondents and Retention. There is no significant association between designation and retention as chi-Square Value is 10.134a with significance value 0.256 which is more than its alpha value ($\alpha=0.05$).

Thus, it can be seen that designation is not significantly associated with retention.

TABLE 3.12 SHOWING ASSOCIATION BETWEEN TOTAL EXPERIENCE AND RETENTION.

Particulars			Total Experience (in years)						Total
			0-5	05 – 10	15 - 20	20 - 25	20-25	25 and more	
RETENTION	Neutral	Count	8	2	1	1	0	0	12
		% within Total Experience	8.8%	1.8%	1.4%	2.2%	0.0%	0.0%	3.3%
	Agree	Count	25	15	10	5	3	4	62
		% within Total Experience	27.5%	13.5%	13.7%	10.9%	50.0%	12.1%	17.2%
	Strongly Agree	Count	58	94	62	40	3	29	286
		% within Total Experience	63.7%	84.7%	84.9%	87.0%	50.0%	87.9%	79.4%
Total		Count	91	111	73	46	6	33	360
		% within Total Experience	100%	100%	100%	100%	100%	100%	100%
Chi-Square Tests									
		Value	Df		Sig. (2-sided)				
Pearson Chi-Square		28.291a	10		0.002				

(The significance level is 0.05)

The above table shows association between independent and dependent variables i.e. total experience of respondents and retention. Here, Chi-Square Value is 28.291a with significance value 0.002 which is less than its alpha value ($\alpha=0.05$). This represents that there is significant association between total experience and retention.

Thus, it can be seen that respondents' total experience is significantly associated with retention.

TABLE 3.13 SHOWING ASSOCIATION BETWEEN AGE AND JOB SATISFACTION.

Particulars			Age (in years)				Total
			20 – 30	30 – 40	40 -50	50 – 60	
JOB SATISFACTION	Undecided	Count	13	5	0	0	18
		% within Age (in years)	9.1%	3.4%	0.0%	0.0%	5.0%
	Satisfied	Count	48	35	12	3	98
		% within Age (in years)	33.6%	24.0%	24.0%	14.3%	27.2%
	Very satisfied	Count	82	106	38	18	244
		% within Age (in years)	57.3%	72.6%	76.0%	85.7%	67.8%
Total		Count	143	146	50	21	360
		% within Age (in years)	100%	100%	100%	100%	100%
Chi-Square Tests							
		Value	Df		Sig. (2-sided)		
Pearson Chi-Square		17.518a	6		0.008		

(The significance level is 0.05)

The above table shows association between independent variable and dependable variable i.e. age of respondents and job satisfaction. There is significant association between age and job satisfaction as chi-Square Value is 17.518a with significance value 0.008 which is less than its alpha value ($\alpha=0.05$).

Thus, Age of the respondents has significant association with job satisfaction.

TABLE 3.14 SHOWING ASSOCIATION BETWEEN EDUCATIONAL QUALIFICATION AND JOB SATISFACTION.

Particular			Educational Qualification			Total
			Diploma	Bachelor Degree	Master Degree	
JOB SATISFACTION	Undecided	Count	11	0	7	18
		% within Education Qualification	10.4%	0.0%	6.3%	5.0%
	Satisfied	Count	36	31	31	98
		% within Education Qualification	34.0%	21.8%	27.7%	27.2%
	Very satisfied	Count	59	111	74	244
		% within Education Qualification	55.7%	78.2%	66.1%	67.8%
Total		Count	106	142	112	360
		% within Education Qualification	100%	100%	100%	100%
Chi-Square Tests						
		Value		Df	Sig. (2-sided)	
Pearson Chi-Square		21.481a		4	0.000	

(The significance level is 0.05)

The above table shows association between educational qualification of respondents and job satisfaction. The chi-Square Value is 21.481a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$). This represents that there is strong significant association between educational qualification and job satisfaction.

Thus, educational qualification of respondents has significant association with job satisfaction of respondents.

TABLE 3.15 SHOWING ASSOCIATION BETWEEN DESIGNATION AND JOB SATISFACTION.

Particulars			Designation					Total
			Executive	Sr. Executive	Asst. Manager	Manager	General Manager	
JOB SATISFACTION	Undecid ed	Count	11	3	2	2	0	18
		% within Designation	9.1%	5.4%	3.6%	1.8%	0.0%	5.0%
	Satisfied	Count	33	18	17	25	5	98
		% within Designation	27.3%	32.1%	30.9%	21.9%	35.7%	27.2%
	Very satisfied	Count	77	35	36	87	9	244
		% within Designation	63.6%	62.5%	65.5%	76.3%	64.3%	67.8%
Total		Count	121	56	55	114	14	360
		% within Designation	100%	100%	100%	100%	100%	100%
Chi-Square Tests								
		Value		Df		Sig. (2-sided)		
Pearson Chi-Square		11.519a		8		0.174		

(The significance level is 0.05)

The above table shows association between independent variable and dependent variable i.e. designation of respondents and job satisfaction. Here, Chi-Square Value is 11.519a with significance value 0.174 which is more than its alpha value ($\alpha=0.05$). This represents that there is no significant association between designation and job satisfaction.

Thus, designation of respondents has no significant association with job satisfaction.

TABLE 3.16 SHOWING ASSOCIATION BETWEEN TOTAL EXPERIENCE AND JOB SATISFACTION.

Particulars			Total Experience (in years)						Total
			0-5	05 – 10	15 - 20	20 - 25	20-25	25 and more	
JOB SATISFACTION	Undecided	Count	11	4	3	0	0	0	18
		% within Total Experience	12.1%	3.6%	4.1%	0.0%	0.0%	0.0%	5.0%
	Satisfied	Count	34	29	13	14	4	4	98
		% within Total Experience	37.4%	26.1%	17.8%	30.4%	66.7%	12.1%	27.2%
	Very satisfied	Count	46	78	57	32	2	29	244
		% within Total Experience	50.5%	70.3%	78.1%	69.6%	33.3%	87.9%	67.8%
Total		Count	91	111	73	46	6	33	360
		% within Total Experience	100%	100%	100%	100%	100%	100%	100%
Chi-Square Tests									
		Value	Df		Sig. (2-sided)				
Pearson Chi-Square		34.443a	10		0.000				

(The significance level is 0.05)

The above table shows association between independent variable and dependent variable i.e. total experience of respondents and job satisfaction. Here, Chi-Square Value is 34.443a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$). This represents that total experience and job satisfaction has strong significant association.

Thus, Job satisfaction of respondents has affected by their total experience. Respondents with more experience are more satisfied with their Job.

TABLE 3.17 SHOWING ASSOCIATION BETWEEN LEARNING ORGANIZATION AND EMPLOYEE ENGAGEMENT.

Particulars			LEARNING ORGANIZATION				Total
			Somewha t true	Difficult to say whether it is true	Fairly well	Fully true	
EMPLOYEE ENGAGEMENT	Strongly Disagre e	Count	0	1	0	0	1
		% within LEARNING ORGANIZA TION	0.0%	5.6%	0.0%	0.0%	0.3%
	Disagre e	Count	1	8	12	17	38
		% within LEARNING ORGANIZA TION	100.0%	44.4%	12.1%	7.0%	10.6%
	Neutral	Count	0	9	58	58	125
		% within LEARNING ORGANIZA TION	0.0%	50.0%	58.6%	24.0%	34.7%
	Agree	Count	0	0	29	167	196
		% within LEARNING ORGANIZA TION	0.0%	0.0%	29.3%	69.0%	54.4%
Total		Count	1	18	99	242	360
		% within LEARNING ORGANIZA TION	100%	100%	100%	100%	100%
Chi-Square Tests							
		Value		Df		Sig. (2-sided)	
Pearson Chi-Square		106.383a		9		0.000	

(The significance level is 0.05)

The above table shows association between Learning Organization and Employee engagement. Here, Chi-Square Value is 106.282a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$). Learning Organization and Employee engagement has significant association.

Thus, Learning Organization has significant association employee engagement.

TABLE 3.18 SHOWING ASSOCIATION BETWEEN LEARNING ORGANIZATION AND RETENTION.

Particulars			LEARNING ORGANIZATION				Total
			Somewhat true	Difficult to say whether it is true	Fairly well	Fully true	
RETENTION	Neutral	Count	1	7	3	1	12
		% within LEARNING ORGANIZATION	100.0%	38.9%	3.0%	0.4%	3.3%
	Agree	Count	0	10	42	10	62
		% within LEARNING ORGANIZATION	0.0%	55.6%	42.4%	4.1%	17.2%
	Strongly Agree	Count	0	1	54	231	286
		% within LEARNING ORGANIZATION	0.0%	5.6%	54.5%	95.5%	79.4%
Total		Count	1	18	99	242	360
		% within LEARNING ORGANIZATION	100%	100%	100%	100%	100%
		Value	Df		Sig. (2-sided)		
Pearson Chi-Square		207.334a	6		0.000		

(The significance level is 0.05)

The above table shows association between Learning Organization and retention. Here, Chi-Square Value is 207.334a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$). Learning organization and retention has significant association.

Hence, learning organization is significantly associated with retention.

TABLE 3.19 SHOWING ASSOCIATION BETWEEN LEARNING ORGANIZATION AND JOB SATISFACTION.

Particulars			LEARNING ORGANIZATION				Total
			Somewhat true	Difficult to say whether it is true	Fairly well	Fully true	
JOB SATISFACTION	Undecided	Count	1	12	5	0	18
		% within LEARNING ORGANIZATION	100.0%	66.7%	5.1%	0.0%	5.0%
	Satisfied	Count	0	6	62	30	98
		% within LEARNING ORGANIZATION	0.0%	33.3%	62.6%	12.4%	27.2%
	Very satisfied	Count	0	0	32	212	244
		% within LEARNING ORGANIZATION	0.0%	0.0%	32.3%	87.6%	67.8%
Total		Count	1	18	99	242	360
		% within LEARNING ORGANIZATION	100%	100%	100%	100%	100%
		Value		Df		Sig. (2-sided)	
Pearson Chi-Square		277.966a		6		0.000	

(The significance level is 0.05)

The above table shows association between learning Organization and job satisfaction. Learning organization and job satisfaction has significant association as chi-Square Value is 277.966a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$).

Thus, Learning Organization has significant association with job satisfaction.

TABLE 3.20 SHOWING ASSOCIATION BETWEEN EMPLOYEE ENGAGEMENT AND RETENTION.

Particulars			EMPLOYEE ENGAGEMENT				Total
			Strongly Disagree	Disagree	Neutral	Agree	
RETENTION	Neutral	Count	0	5	6	1	12
		% within EMPLOYEE ENGAGEMENT	0.0%	13.2%	4.8%	0.5%	3.3%
	Agree	Count	1	12	44	5	62
		% within EMPLOYEE ENGAGEMENT	100.0%	31.6%	35.2%	2.6%	17.2%
	Strongly Agree	Count	0	21	75	190	286
		% within EMPLOYEE ENGAGEMENT	0.0%	55.3%	60.0%	96.9%	79.4%
Total		Count	1	38	125	196	360
		% within EMPLOYEE ENGAGEMENT	100%	100%	100%	100%	100%
		Value		Df		Sig. (2-sided)	
Pearson Chi-Square		90.102a		6		0.000	

(The significance level is 0.05)

The above table shows association between employee engagement and retention. Here, Chi-Square Value is 90.102a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$). Employee engagement and retention has significant association.

Hence, Employee engagement has significant association with retention.

TABLE 3.21 SHOWING ASSOCIATION BETWEEN EMPLOYEE ENGAGEMENT AND JOB SATISFACTION.

Particulars			EMPLOYEE ENGAGEMENT				Total
			Strongly Disagree	Disagree	Neutral	Agree	
JOB SATISFACTION	Undecided	Count	0	9	9	0	18
		% within EMPLOYEE ENGAGEMENT	0.0%	23.7%	7.2%	0.0%	5.0%
	Satisfied	Count	1	12	66	19	98
		% within EMPLOYEE ENGAGEMENT	100.0%	31.6%	52.8%	9.7%	27.2%
	Very satisfied	Count	0	17	50	177	244
		% within EMPLOYEE ENGAGEMENT	0.0%	44.7%	40.0%	90.3%	67.8%
Total		Count	1	38	125	196	360
		% within EMPLOYEE ENGAGEMENT	100%	100%	100%	100%	100%
		Value	Df		Sig. (2-sided)		
Pearson Chi-Square		124.526a		6		0.000	

(The significance level is 0.05)

The above table shows association between employee engagement and job satisfaction. Employee engagement is significantly associated with job satisfaction as chi-Square Value is 124.526a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$).

Thus, it can be concluded that Employee engagement has significant association with job satisfaction of respondents.

TABLE 3.22 SHOWING ASSOCIATION BETWEEN RETENTION AND JOB SATISFACTION.

Particulars			RETENTION			Total
			Neutral	Agree	Strongly Agree	
JOB SATISFACTION	Undecided	Count	8	10	0	18
		% within RETENTION	66.7%	16.1%	0.0%	5.0%
	Satisfied	Count	4	45	49	98
		% within RETENTION	33.3%	72.6%	17.1%	27.2%
	Very satisfied	Count	0	7	237	244
		% within RETENTION	0.0%	11.3%	82.9%	67.8%
Total		Count	12	62	286	360
		% within RETENTION	100.0%	100.0%	100.0%	100.0%
		Value	Df		Sig. (2-sided)	
Pearson Chi-Square		225.571 ^a	4		0.000	

(The significance level is 0.05)

The above table shows association between retention and job satisfaction. Here, Chi-Square Value is 225.571^a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$). Retention and job satisfaction have significant association.

Thus, Retention has strong significant association with job satisfaction of respondents. Retention has affected by job satisfaction of the respondents.

SECTION – IV TABLE SHOWING CORRELATION AMONG VARIABLES

TABLE 4.1 SHOWING CORRELATIONS BETWEEN INDEPENDENT VARIABLE (i.e AGE, EDUCATION QUALIFICATION, DESIGNATION & TOTAL EXPERIENCE) AND DEPENDENT VARIABALES (LEARNING ORGANIZATION, EMPLOYEE ENGAGEMENT, RETENTION & JOB SATISFACTION)

Sr. No.	Particulars		Age (in years)	Education Qualification	Designation	Total Experience (in years)
1	LEARNING ORGANIZATION	Pearson Correlation	.202**	.151**	.170**	.162**
		Sig. (2-tailed)	0.000	0.004	0.001	0.002
		N	360	360	360	360
2	EMPLOYEE ENGAGEMENT	Pearson Correlation	.219**	0.088	.200**	.232**
		Sig. (2-tailed)	0.000	0.095	0.000	0.000
		N	360	360	360	360
3	RETENTION	Pearson Correlation	.197**	0.078	.151**	.228**
		Sig. (2-tailed)	0.000	0.139	0.004	0.000
		N	360	360	360	360
4	JOB SATISFACTION	Pearson Correlation	.228**	.138**	.186**	.258**
		Sig. (2-tailed)	0.000	0.009	0.000	0.000
		N	360	360	360	360

(**. Correlation is significant at the 0.01 level (2-tailed).)

Form the above table it can be interpreted that, there is positive correlation of age ($r=.202$), educational qualification ($r=.151$), designation ($r = .170$) and total experience ($r = .162$) with learning organization. They share positive significant relationship as p value is less than 0.01.

There is positive correlation of age ($r=.219$), designation ($r = .200$) and total experience ($r = .232$) with employee engagement. They share positive

significant relationship as p value is less than alpha value 0.01. But there is no correlation between educational qualification ($r=0.088$) and employee engagement as p value = 0.095 which is higher than alpha value

There positive correlation of age ($r=.197$), designation ($r = .151$) and total experience ($r = .228$) with retention. They share positive significant relationship as p value is less than 0.01. But there is no correlation between educational qualification ($r=0.078$) and retention as p value = 0.139 which is higher than alpha value

There is positive correlation of age ($r=.228$), educational qualification ($r=.138$), designation ($r = .186$) with total experience ($r = .258$) and job satisfaction. They share positive significant relationship as p value is less than 0.01.

Thus, learning organization share strongly positive relationship with independent variable viz age, educational qualification, designation and total experience. Employee engagement has positive correlation with age, designation and total experience. Retention has strong positive correlation with age, designation and total experience. Job satisfaction has positive correlation with independent variable i.e. age, educational qualification, designation and total experience.

TABLE 4.2 SHOWING CORRELATION BETWEEN VARIABLES LEARNING ORGANIZATON, EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION.

Sr. No .	Particulars		Learning Organizati on	Employee Engageme nt	Retentio n	Job Satisfacti on
1	LEARNING ORGANIZATI ON	Pearson Correlati on	1	.468**	.543**	.530**
		Sig. (2-tailed)		0.000	0.000	0.000
		N	360	360	360	360
2	EMPLOYEE ENGAGEMENT	Pearson Correlati on	.468**	1	.824**	.762**
		Sig. (2-tailed)	0.000		0.000	0.000
		N	360	360	360	360
3	RETENTION	Pearson Correlati on	.543**	.824**	1	.832**
		Sig. (2-tailed)	0.000	0.000		0.000
		N	360	360	360	360
4	JOB SATISFACTIO N	Pearson Correlati on	.530**	.762**	.832**	1
		Sig. (2-tailed)	0.000	0.000	0.000	
		N	360	360	360	360

(**. Correlation is significant at the 0.01 level (2-tailed).)

Form the above table, it can be interpreted that there is positive correlation between learning organization and employee engagement. The correlation coefficient is $r=.468$ and p value (0.000) is less than 0.01.

There is strong positive correlation between learning organization and retention. The correlation coefficient ($r=.543$) and p value (0.000) is less than 0.01. This represents that higher learning will lead to higher retention in the organization.

There is strong positive correlation between learning organization and job satisfaction ($r=.530$) where p value (0.000) is less than 0.01. **Hence, it accepts research hypothesis that better learning opportunity, higher will be job satisfaction.**

There is strong positive correlation between employee engagement and retention. The correlation coefficient is .824 and p value (0.000) is less than 0.01. **Here, research proves hypothesis that higher the employee engagement, higher will be retention.**

There is strong positive correlation between employee engagement and job satisfaction. The correlation coefficient is ($r = .762$) where p value (0.000) is less than 0.01. **Here, research hypothesis is accepted that higher the employee engagement, higher will be job satisfaction.**

There is strong positive correlation between retention and job satisfaction. The correlation coefficient is ($r = .832$) where p value (0.000) is less than 0.01. This represents that higher learning will lead to higher retention in the organization.

Thus, it can be said that all the variable i.e. learning organization, employee engagement, retention and job satisfaction are positively inter correlated with each other.

TABLE 4.3 SHOWING CORRELATION OF LEARNING ORGANIZATON'S DIMENSIONS WITH EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION.

Sr. No.	Dimensions of Learning organization		Employee Engagement	Retention	Job Satisfaction
1	Holistic Approach	Pearson Correlation	.386**	.456**	.428**
		Sig. (2-tailed)	.000	.000	.000
		N	360	360	360
2	Strategic Thrust	Pearson Correlation	.292**	.348**	.371**
		Sig. (2-tailed)	.000	.000	.000
		N	360	360	360
3	Shared Vision	Pearson Correlation	.382**	.461**	.438**
		Sig. (2-tailed)	.000	.000	.000
		N	360	360	360
4	Empowerment	Pearson Correlation	.401**	.477**	.463**
		Sig. (2-tailed)	.000	.000	.000
		N	360	360	360
5	Information Flow	Pearson Correlation	.439**	.507**	.492**
		Sig. (2-tailed)	.000	.000	.000
		N	360	360	360
6	Internality	Pearson Correlation	.315**	.365**	.367**
		Sig. (2-tailed)	.000	.000	.000
		N	360	360	360
7	Learning	Pearson Correlation	.475**	.517**	.501**
		Sig. (2-tailed)	.000	.000	.000
		N	360	360	360
8	Synergy	Pearson Correlation	.439**	.505**	.496**
		Sig. (2-tailed)	.000	.000	.000
		N	360	360	360

(**. Correlation is significant at the 0.01 level (2-tailed).)

The table shows positive correlation between dimensions of learning organization viz. holistic approach, strategic thrust, shared vision, empowerment, information flow, information flow, internality, learning and synergy and employee engagement. The correlation coefficient is 0.386, 0.292, 0.382, 0.401, 0.439, 0.315, 0.475, 0.439 respectively where p value (0.000) is which is less than 0.01.

There is positive correlation between dimensions of learning organization viz. holistic approach, strategic thrust, shared vision, empowerment, information flow, information flow, internality, learning and synergy and retention. The correlation coefficient is 0.456, 0.348, 0.461, 0.477, 0.507, 0.365, 0.517, 0.505 respectively where p value (0.000) is which is less than 0.01.

There is positive correlation between dimensions of learning organization viz. holistic approach, strategic thrust, shared vision, empowerment, information flow, information flow, internality, learning and synergy and job satisfaction. The correlation coefficient is 0.428, 0.371, 0.438, 0.463, 0.492, 0.367, 0.501, 0.496 respectively where p value (0.000) is which is less than 0.01.

Learning as one of the dimensions of learning organization has a positive correlation with employee engagement, retention, job satisfaction as correlation coefficient is ($r=0.475$); ($r=0.517$) and ($r=0.501$) respectively as p value is less than alpha value.

Hence, it is seen that 'learning' as dimension of learning organization has strong positive correlation with employee engagement, retention and job satisfaction.

TABLE 4.4 SHOWING CORRELATION OF DIMENSIONS OF EMPLOYEE ENGAGEMENT WITH RETENTION AND JOB SATISFACTION.

Sr. No.	Dimensions of Employee Engagement		Retention	Job Satisfaction
1	Emotional Attachment	Pearson Correlation	.667**	.663**
		Sig. (2-tailed)	.000	.000
		N	360	360
2	Communication	Pearson Correlation	.734**	.684**
		Sig. (2-tailed)	.000	.000
		N	360	360
3	Involvement and Belonging	Pearson Correlation	.732**	.663**
		Sig. (2-tailed)	.000	.000
		N	360	360
4	Growth and Development	Pearson Correlation	.716**	.667**
		Sig. (2-tailed)	.000	.000
		N	360	360
5	Change Management	Pearson Correlation	.647**	.572**
		Sig. (2-tailed)	.000	.000
		N	360	360
6	Trust	Pearson Correlation	.638**	.570**
		Sig. (2-tailed)	.000	.000
		N	360	360

(**. Correlation is significant at the 0.01 level (2-tailed).)

From the above table, it is interpreted that employee engagement dimensions viz. emotional attachment, communication, involvement & belongingness, growth & development, change management and trust has strong positive correlation with retention. The correlation coefficient is 0.667, 0.734, 0.732, 0.716, 0.647, 0.638 respectively where p value (0.000) is which is less than 0.01.

Employee engagement dimensions viz. emotional attachment, communication, involvement & belongingness, growth & development, change management and trust has positive correlation between with job satisfaction. The correlation coefficient is 0.667, 0.734, 0.732, 0.716, 0.647, 0.638 respectively where p value (0.000) is which is less than 0.01.

Hence, Communication as a dimension of employee engagement has strong positive correlation with retention ($r=.734$). There is strong positive relation between communication and job satisfaction ($r=.684$).

TABLE 4.5 SHOWING CORRELATION BETWEEN DIMENSIONS OF RETENTION AND JOB SATISFACTION.

Sr. No	Dimensions of Retention	Job Satisfaction
1	Future Vision	Pearson Correlation
		.624**
		Sig. (2-tailed)
		.000
		N
		360
2	Performance Enablement	Pearson Correlation
		.780**
		Sig. (2-tailed)
		.000
		N
		360
3	Manager Effectiveness	Pearson Correlation
		.680**
		Sig. (2-tailed)
		.000
		N
		360
4	Recognition	Pearson Correlation
		.716**
		Sig. (2-tailed)
		.000
		N
		360
5	Work-Life Balance	Pearson Correlation
		.514**
		Sig. (2-tailed)
		.000
		N
		360
6	Willingness to Stay	Pearson Correlation
		.586**
		Sig. (2-tailed)
		.000
		N
		360

From the above table, it is interpreted that employee retention dimensions viz. future vision, performance enablement, management effectiveness, recognition, work-life balance, willingness to stay has strong positive correlation with job satisfaction. The correlation coefficient is 0.624, 0.780, 0.680, 0.716, 0.514, 0.586 respectively where p value (0.000) is which is less than 0.01.

Hence, performance enablement has strong positive correlation with job satisfaction ($r=.780$).

**SECTION – V TABLE SHOWING ASSOCIATION AMONG
VARIABLES WITH ANOVA TEST & POST HOC TEST**

**TABLE 5.1 SHOWING ASSOCIATION OF AGE WITH LEARNING
ORGANIZATION, EMPLOYEE ENGAGEMENT, RETENTION AND
JOB SATISFACTION**

Variables	Age Group	N	Mean	Std. Deviation	ANOVA		
					Df	F	Sig.
LEARNING ORGANIZATION	20 – 30	143	134.78	35.061	3	6.804	0.000
	30 – 40	146	149.6	30.807			
	40 -50	50	148.62	27.618			
	50 – 60	21	156.38	29.138			
	Total	360	143.98	32.856			
EMPLOYEE ENGAGEMENT	20 – 30	143	102.62	14.353	3	6.842	0.000
	30 – 40	146	107.62	10.587			
	40 -50	50	108.7	9.763			
	50 – 60	21	111.24	7.829			
	Total	360	105.99	12.306			
RETENTION	20 – 30	143	82.78	12.831	3	5.529	0.001
	30 – 40	146	86.76	8.643			
	40 -50	50	87.52	8.943			
	50 – 60	21	89.48	6.997			
	Total	360	85.44	10.678			
JOB SATISFACTION	20 – 30	143	64.34	10.828	3	6.845	0.000
	30 – 40	146	67.49	7.791			
	40 -50	50	69.46	5.98			
	50 – 60	21	70.67	4.973			
	Total	360	66.7	9.034			

(The Significance level is at .05 level)

The above table shows association between age and learning organization. Here, F Value is 6.804 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). This represent that age has strong significant association with Learning organization.

There is statistically significant association between age and employee engagement as F Value is 6.842 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). This represent that age is significantly associated with employee engagement.

There is statistically significant association between age and retention as F Value is 5.529 with significance level 0.001 which is less than its alpha value ($\alpha=0.05$).

There is significant association between age and job satisfaction as F Value is 6.845 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). This represent that age has strong significant association with job satisfaction.

Since, there is significant association of age with learning organization, employee engagement, retention and job satisfaction. Further Post Hoc test was conducted to identify which specific group bring significance difference. Here, results of Post Hoc Test presented in Multiple comparison table.

TABLE 5.1.1 SHOWING MULTI- COMPARISON BETWEEN AGE AND LEARNING ORGANIZATION, EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION

Scheffe					
Dependent Variable	(I) Age (in years)	(J) Age (in years)	Mean Difference (I-J)	Std. Error	Sig.
LEARNING ORGANIZATION	20 – 30	30 – 40	-14.820*	3.775	0.002
		50 – 60	-21.598*	7.498	0.042
	30 – 40	20 – 30	14.820*	3.775	0.002
	50 – 60	20 – 30	21.598*	7.498	0.042
EMPLOYEE ENGAGEMENT	20 – 30	40 -50	-6.085*	1.974	0.025
		50 – 60	-8.623*	2.808	0.025
	30 – 40	20 – 30	5.008*	1.414	0.006
	40 -50	20 – 30	6.085*	1.974	0.025
	50 – 60	20 – 30	8.623*	2.808	0.025
RETENTION	20 – 30	30 – 40	-3.977*	1.233	0.016
	30 – 40	20 – 30	3.977*	1.233	0.016
JOB SATISFACTION	20 – 30	30 – 40	-3.150*	1.038	0.028
		40 -50	-5.117*	1.449	0.007
		50 – 60	-6.324*	2.061	0.026
	30 – 40	20 – 30	3.150*	1.038	0.028
	40 -50	20 – 30	5.117*	1.449	0.007
	50 – 60	20 – 30	6.324*	2.061	0.026

(The Significance level is at 0.05 level)

From the above multi-comparison table, it can be interpreted that,

There is significant difference between age group of 20-30 to 30-40 & 50-60, as their p value is less than alpha value ($\alpha=0.05$) with the significant association of learning organization.

There is significance difference between age group of 20-30 to age group of 40-50 & 50-60 as their p value is less than alpha value ($\alpha=0.05$) with the significant association of employee engagement.

There is significance difference between age group of 20-30 to 30-40 as their p value is less than alpha value ($\alpha=0.05$) with the significant association of retention.

There is significance difference between age group of 20-30 to 30-40, 40-50 & 50-60 as their p value is less than alpha value ($\alpha=0.05$) with the significant association of retention.

TABLE 5.2 SHOWING ASSOCIATION BETWEEN EDUCATIONAL QUALIFICATION AND LEARNING ORGANIZATION, EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION.

Variables	Educationa l Qualificatio n	N	Mea n	Std. Deviation	Std. Error	ANOVA		
						d f	F	Sig.
LEARNING ORGANIZATIO N	Diploma	10 6	131.0 8	34.173	3.319	2	15.196	0.00 0
	Bachelor degree	14 2	153.4 6	29.709	2.493			
	Master Degree	11 2	144.1 4	31.49	2.976			
	Total	36 0	143.9 8	32.856	1.732			
EMPLOYEE ENGAGEMENT	Diploma	10 6	102.3 5	15.694	1.524	2	10.517	0.00 0
	Bachelor degree	14 2	109.3	8.792	0.738			
	Master Degree	11 2	105.2 5	11.461	1.083			
	Total	36 0	105.9 9	12.306	0.649			
RETENTION	Diploma	10 6	82.53	13.763	1.337	2	9.15	0.00 0
	Bachelor degree	14 2	88.15	7.342	0.616			
	Master Degree	11 2	84.77	10.154	0.959			
	Total	36 0	85.44	10.678	0.563			
JOB SATISFACTIO N	Diploma	10 6	63.27	11.318	1.099	2	14.812	0.00 0
	Bachelor degree	14 2	69.35	6.439	0.54			
	Master Degree	11 2	66.58	8.359	0.79			
	Total	36 0	66.7	9.034	0.476			

(The Significance level is at .05 level)

From the above table, it can be interpreted that association between educational qualification and learning organization. Here, F Value is 15.196 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). This represent that educational qualification has strong significant association with Learning organization.

There is significant association between educational qualification and employee engagement. Here, F Value is 10.517 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). This represent that educational qualification has significant association with employee engagement.

There is significant association between educational qualification and retention. Here, F Value is 9.15 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$).

From the above table shows that, association between educational qualification and job satisfaction. Here, F Value is 14.812 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). This represent that educational qualification has strong significant association with job satisfaction.

Since there is significant association between independent variable i.e. educational qualification and other dependent variable viz learning organization, employee engagement, retention and job satisfaction. Further Post Hoc test was conducted to identify which specific group bring significance difference which can be seen in Multiple comparison table.

TABLE 5.2.1 SHOWING MULTI- COMPARISON BETWEEN EDUCATIONAL QUALIFICATION AND LEARNING ORGANIZATION, EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION.

Scheffe					
Dependent Variable	(I) Education Qualification	(J) Education Qualification	Mean Difference (I-J)	Std. Error	Sig.
LEARNING ORGANIZATION	Diploma	Bachelor degree	-22.380 [*]	4.06	0.000
		Masters	-13.058 [*]	4.286	0.01
	Bachelor degree	Diploma	22.380 [*]	4.06	0.000
	Masters	Diploma	13.058 [*]	4.286	0.01
EMPLOYEE ENGAGEMENT	Diploma	Bachelor degree	-6.954 [*]	1.539	0.000
	Bachelor degree	Diploma	6.954 [*]	1.539	0.000
		Masters	4.053 [*]	1.515	0.029
	Masters	Bachelor degree	-4.053 [*]	1.515	0.029
RETENTION	Diploma	Bachelor degree	-5.627 [*]	1.34	0.000
	Bachelor degree	Diploma	5.627 [*]	1.34	0.000
		Masters	3.387 [*]	1.32	0.038
	Masters	Bachelor degree	-3.387 [*]	1.32	0.038
JOB SATISFACTION	Diploma	Bachelor degree	-6.079 [*]	1.117	0.000
		Masters	-3.307 [*]	1.18	0.021
	Bachelor degree	Diploma	6.079 [*]	1.117	0.000
		Masters	2.772 [*]	1.1	0.043
	Masters	Diploma	3.307 [*]	1.18	0.021
		Bachelor degree	-2.772 [*]	1.1	0.043

(The Significance level is at 0.05 level)

The above table shows that,

In learning organization, there is significance difference from educational qualification group of diploma degree to bachelor degree & Master degree, as p value is less than alpha value ($\alpha=0.05$).

In employee engagement, there is significance difference from educational qualification of diploma degree to bachelor degree as p value is less than alpha value ($\alpha=0.05$).

In retention, there is significance difference from educational qualification group of diploma degree to bachelor degree and between group of bachelor degree to master degree as p value is less than alpha value ($\alpha=0.05$).

In job satisfaction, there is significance difference from educational qualification of diploma degree to bachelor degree & Master degree, between bachelor degree to Master degree as p value is less than alpha value ($\alpha=0.05$).

TABLE 5.3 SHOWING ASSOCIATION BETWEEN DESIGNATION AND LEARNING ORGANIZATION, EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION

Variables	Designation	N	Mean	Std. Deviation	Std. Error	ANOVA		
						df	F	Sig.
LEARNING ORGANIZATION	Executive	121	134.14	33.952	3.087	4	4.451	0.002
	Sr. Executive	56	147.98	30.517	4.078			
	Asst. Manager	55	148.38	32.893	4.435			
	Manager	114	150.47	31.341	2.935			
	General Manager	14	142.71	27.817	7.434			
	Total	360	143.98	32.856	1.732			
EMPLOYEE ENGAGEMENT	Executive	121	103.07	12.826	1.166	4	4.19	0.003
	Sr. Executive	56	104.09	13.354	1.785			
	Asst. Manager	55	107.65	13.618	1.836			
	Manager	114	108.92	9.837	0.921			
	General Manager	14	108.5	10.435	2.789			
	Total	360	105.99	12.306	0.649			
RETENTION	Executive	121	83.4	11.852	1.077	4	2.502	0.042
	Sr. Executive	56	84.48	11.89	1.589			
	Asst. Manager	55	86.29	10.023	1.352			
	Manager	114	87.58	8.633	0.809			
	General Manager	14	86.21	10.108	2.702			
	Total	360	85.44	10.678	0.563			
JOB SATISFACTION	Executive	121	64.51	10.221	0.929	4	3.667	0.006
	Sr. Executive	56	66.34	8.88	1.187			
	Asst. Manager	55	67	9.465	1.276			
	Manager	114	68.89	6.981	0.654			
	General Manager	14	68.07	8.398	2.245			
	Total	360	66.7	9.034	0.476			

(The Significance level is at .05 level)

From the above table, it can be analyzed that there is association between designation and learning organization. Here, F Value is 4.451 with significance level 0.002 which is less than its alpha value ($\alpha=0.05$). This represent that designation has significantly associated with Learning organization.

There is significant association between designation and employee engagement where F Value is 4.19 with significance level 0.003 which is less than its alpha value ($\alpha=0.05$). This represent that designation has significant association with employee engagement.

There is significant association between designation and retention. Here, F Value is 2.502 with significance level 0.042 which is less than its alpha value ($\alpha=0.05$). This represent that designation has significant association with retention.

There is significant association between designation and job satisfaction. Here, F Value is 3.667 with significance level 0.006 which is less than its alpha value ($\alpha=0.05$).

Since, independent variable i.e. designation is significantly associated with dependent variables viz learning organization, employee engagement, retention and job satisfaction. Further Post Hoc test was conducted to identify which specific group bring significance difference which can be seen in Multiple comparison table.

TABLE 5.3.1 SHOWING MULTI-COMPARISONS BETWEEN DESIGNATION AND LEARNING ORGANIZATION, EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION

Multiple Comparisons					
Scheffe					
Dependent Variable	(I) Designation	(J) Designation	Mean Difference (I-J)	Std. Error	Sig.
LEARNING ORGANIZATION	Executive	Manager	-16.333 [*]	4.208	0.005
	Manager	Executive	16.333 [*]	4.208	0.005
EMPLOYEE ENGAGEMENT	Executive	Manager	-5.847 [*]	1.578	0.009
	Manager	Executive	5.847 [*]	1.578	0.009
JOB SATISFACTION	Executive	Manager	-4.374 [*]	1.162	0.008
	Manager	Executive	4.374 [*]	1.162	0.008

(The Significance level is at .05 level)

It can be seen from the above multi-comparison table that,

There is significance difference in designation of executive to Manager as p value (0.005) is less than alpha value ($\alpha=0.05$) in association with learning organization.

In employee engagement, statistically significant difference found between designation of Executive to Manager as p value(0.009) is less than alpha value ($\alpha=0.05$).

In job satisfaction, there is significance difference between designation of Executive to Manager as p value(0.008) is less than alpha value ($\alpha=0.05$).

TABLE 5.4. SHOWING ASSOCIATION OF TOTAL EXPERIENCE WITH LEARNING ORGANIZATION, EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION

Variables	Total Experience	N	Mean	Std. Deviation	Std. Error	ANOVA		
						Df	F	Sig.
LEARNING ORGANIZATION	0 - 5	91	130.38	32.801	3.438	5	6.813	0.000
	5 – 10	111	150.8	32.909	3.124			
	10 – 15	73	147.88	31.706	3.711			
	15 - 20	46	139.33	29.301	4.32			
	20 - 25	6	126.17	23.276	9.502			
	25 and more	33	159.58	27.291	4.751			
	Total	360	143.98	32.856	1.732			
EMPLOYEE ENGAGEMENT	0 - 5	91	100.78	15.341	1.608	5	6.18	0.000
	5 – 10	111	107	9.693	0.92			
	10 – 15	73	106.77	11.48	1.344			
	15 - 20	46	108.85	11.555	1.704			
	20 - 25	6	101.5	14.584	5.954			
	25 and more	33	112.12	7.749	1.349			
	Total	360	105.99	12.306	0.649			
RETENTION	0 - 5	91	80.14	13.858	1.453	5	8.121	0.000
	5 – 10	111	87	8.568	0.813			
	10 – 15	73	86.7	9.195	1.076			
	15 - 20	46	87.48	7.488	1.104			
	20 - 25	6	78.83	13.512	5.516			
	25 and more	33	90.42	7.571	1.318			
	Total	360	85.44	10.678	0.563			
JOB SATISFACTION	0 - 5	91	62.33	11.515	1.207	5	8.082	0.000
	5 – 10	111	67.33	7.861	0.746			
	10 – 15	73	68.07	8.014	0.938			
	15 - 20	46	68.8	6.235	0.919			
	20 - 25	6	62.17	10.458	4.269			
	25 and more	33	71.48	4.487	0.781			
	Total	360	66.7	9.034	0.476			

(The Significance level is at 0.05 level)

The table shows, significant association between independent variable and dependent variables.

There is significant association between total experience and learning organization as F Value is 6.813 with significance level 0.000 which is less than alpha value ($\alpha=0.05$). This represent that total experience has strong significant association with Learning organization.

There is significant association between total experience and employee engagement as F Value is 6.18 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). This represent that total experience is significantly associated with employee engagement.

The significant association between total experience and retention was found where F Value is 8.121 with significance level 0.000 which is less than alpha value ($\alpha=0.05$).

There is significant association between total experience and job satisfaction. Here, F Value is 8.082 with significance level 0.000 which is less than alpha value ($\alpha=0.05$). This represent that total experience has strong significant association with job satisfaction.

As there is significant association between independent variable i.e. total experience and dependent variables viz learning organization, employee engagement, retention and job satisfaction. For further detail study, Post Hoc test was conducted to study significance difference within groups and between the group.

TABLE 5.4.1 SHOWING MULTI-COMPARISON OF TOTAL EXPERIENCE WITH LEARNING ORGANIZATION, EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION

Dependent Variable	(I) Total Experience (in years)	(J) Total Experience (in years)	Mean Difference (I-J)	Std. Error	Sig.
LEARNING ORGANIZATION	0-5	5 – 10	-20.417*	4.469	0.001
		10 – 15	-17.492*	4.965	0.032
		25 and more	-29.191*	6.422	0.001
	5 – 10	0-5	20.417*	4.469	0.001
	10 – 15	0-5	17.492*	4.965	0.032
	25 and more	0-5	29.191*	6.422	0.001
EMPLOYEE ENGAGEMENT	0-5	5 – 10	-6.220*	1.681	0.019
		15 – 20	-8.068*	2.15	0.016
		25 and more	-11.341*	2.415	0.001
	5 – 10	0-5	6.220*	1.681	0.019
	10 – 15	25 and more	-5.354	2.493	0.466
	15 -20	0-5	8.068*	2.15	0.016
	25 and more	0-5	11.341*	2.415	0.001
RETENTION	0-5	5 – 10	-6.857*	1.44	0.001
		10 – 15	-6.556*	1.6	0.006
		15 – 20	-7.335*	1.842	0.008
		25 and more	-10.281*	2.07	0.000
	5 – 10	0-5	6.857*	1.44	0.001
	10 – 15	0-5	6.556*	1.6	0.006
	15 -20	0-5	7.335*	1.842	0.008
	25 and more	0-5	10.281*	2.07	0.000
JOB SATISFACTION	0-5	5 – 10	-5.004*	1.219	0.005
		10 – 15	-5.739*	1.354	0.004
		15 – 20	-6.475*	1.559	0.005
		25 and more	-9.155*	1.751	0.000
	5 – 10	0-5	5.004*	1.219	0.005
	10 – 15	0-5	5.739*	1.354	0.004
	15 -20	0-5	6.475*	1.559	0.005
	25 and more	0-5	9.155*	1.751	0.000

(The Significance level is at 0.05 level)

From the multi-comparison table, it can be observed that

In learning organization, there is significance difference from total experience of 0- 5 years to 5 – 10, 10-15 and 25 & more years of experience.

In employee engagement, there is significance difference between total experience of 0- 5 years to 5 – 10, 15 - 20 and 25 & more years of experience.

In retention, there is significance difference between total experience of 0- 5 years to 5 – 10, 10 – 15, 15 - 20 and 25 & more years of experience.

In job satisfaction, significance difference found from total experience group of 0- 5 years to 5 – 10, 15 - 20 and 25 & more years of experience.

TABLE 5.5 SHOWING ASSOCIATION BETWEEN LEARNING ORGANIZATION AND EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION

Variable	Learning Organization	N	Mean	Std. Deviation	Std. Error	ANOVA		
						df	F	Sig.
EMPLOYEE ENGAGEMENT	Somewhat true	1	57	.	.	3	98.792	0.000
	Difficult to say whether it is true	18	78.5	12.084	2.848			
	Fairly well	99	100.1	11.568	1.163			
	Fully true	242	110.65	7.64	0.491			
	Total	360	105.99	12.306	0.649			
RETENTION	Somewhat true	1	49	.	.	3	130.221	0.000
	Difficult to say whether it is true	18	61.39	13.003	3.065			
	Fairly well	99	78.78	9.312	0.936			
	Fully true	242	90.11	5.813	0.374			
	Total	360	85.44	10.678	0.563			
JOB SATISFACTION	Somewhat true	1	31	.	.	3	408.338	0.000
	Difficult to say whether it is true	18	43.17	4.528	1.067			
	Fairly well	99	59.23	4.871	0.49			
	Fully true	242	71.65	4.035	0.259			
	Total	360	66.7	9.034	0.476			

(The Significance level is at 0.05 level)

The above shows association of learning organization with employee engagement, retention and job satisfaction.

It is observed that learning organization has significantly associated with employee engagement as F Value is 98.792 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). Learning organization and retention has significant association where F Value is 130.221 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). And learning organization has significant association with job satisfaction where F Value is 408.338 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$).

TABLE 5.6 SHOWING ASSOCIATION BETWEEN EMPLOYEE ENGAGEMENT AND RETENTION AND JOB SATISFACTION

Particulars	Employee Engagement	N	Mean	Std. Deviation	Std. Error	ANOVA		
						df	F	Sig.
RETENTION	Strongly Disagree	1	64	.	.	3	43.271	0.000
	Disagree	38	79.18	16.059	2.605			
	Neutral	125	79.7	11.339	1.014			
	Agree	196	90.43	4.808	0.343			
	Total	360	85.44	10.678	0.563			
JOB SATISFACTION	Strongly Disagree	1	44	.	.	3	39.407	0.000
	Disagree	38	61.03	14.474	2.348			
	Neutral	125	62.31	8.97	0.802			
	Agree	196	70.71	4.677	0.334			
	Total	360	66.7	9.034	0.476			

The above table shows association of employee engagement with retention and job satisfaction.

Employee engagement has significantly associated with retention as F Value is 43.271 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$).

There is significant association between employee engagement and job satisfaction as F Value is 39.407 with significance level of 0.000 which is less than its alpha value ($\alpha=0.05$).

Thus, Employee engagement has significant association with both retention as well as with job satisfaction.

TABLE 5.7 SHOWING ASSOCIATION BETWEEN RETENTION AND JOB SATISFACTION

Particulars	N	Mean	Std. Deviation	Std. Error	ANOVA		
					df	F	Sig.
Neutral	12	47.5	11.501	3.32	2	163.662	0.000
Agree	62	56.18	8.299	1.054			
Strongly Agree	286	69.79	5.812	0.344			
Total	360	66.7	9.034	0.476			

The table shows association between retention and job satisfaction.

Retention and job satisfaction are significantly associated with each-other where F Value is 163.662 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$)