

CHAPTER V

FINDINGS, CONCLUSION AND SUGGESTIONS

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The researcher has tried to state major finding regarding to learning organization, employee engagement, retention and job satisfaction and its association and correlation with independent variable. Conclusion is summarization of major findings.

FINDINGS

SECTION I

RESPONDENTS' DEMOGRAPHIC PROFILE

- 40.6% respondents belong to the age group 30-40 years.
- Majority respondents i.e. 82.5% are male.
- Majority of the respondents i.e. 65% were married.
- 39.4% respondents were having bachelor's degree in educational qualification.
- Majority of the respondents i.e. 33.6% were Executive
- 42.7% respondents were working with production department
- Majority of the respondents i.e. 37.2 % (n=134) respondents were getting salary of 1,50,000 & above.
- 21.7% (n=78) respondents were having 4 - 6 years of experience in present company and 30.8% (n=111) respondents have total 5 - 10 years of experience.

SECTION II

FINDING RELATED TO LEARNING ORGANIZATION, EMPLOYEE ENGAGEMENT AND RETENTION AND JOB SATISFACTION

- 52.5 % (n=189) respondents agreed that their organization is learning organization and not a single respondent said that it's not a learning organization
- 58.7% (n=212) respondents strongly agreed while 0.1% were strongly disagree with employee engagement.

- 46.4% (n=167) respondents strongly agreed while only 0.1% were strongly disagree with retention
- 46.47% (n=167) respondents were satisfied while only 0.92% (n=3) were very dissatisfied with job satisfaction.

SECTION-III FINDINGS FROM CROSS TABULATION

- The significant association between age and learning organization was found at Chi-Square Value 27.361a with significance level 0.001. This represent that age and Learning organization has strong significant association.
- There is significant association between educational qualification and learning organization where Chi-Square Value is 26.235a with significance level 0.000 which is less than its alpha value ($\alpha=0.05$).
- There is significant association between Designation and Learning organization where Chi-Square Value is 27.425a with significance level 0.007. Here, the P-value (0.007) is less than the significance level ($\alpha=0.05$) which represents that designation and Learning organization has strong association.
- Respondents' total experience and Learning organization has significant association. Here, the Chi-Square Value is 43.197a where P-value (0.000).
- The significant association between Age and Employee Engagement were found at Chi-Square Value of 20.690a with significance level of 0.014. This represent that Age and Employee Engagement has strong significant association.
- The significant association of Educational Qualification and Employee Engagement were found at Chi-Square Value of 22.337a with significance level 0.001. This represent that Educational Qualification and Employee Engagement has strong significant association.
- The significant association of designation and Employee Engagement found at Chi-Square Value of 26.769a with significance value of 0.008. This represent that designation and Employee Engagement has

significant association. Therefore, Employee engagement has affected by designation of employees.

- The association between total experience and Employee Engagement found at Chi-Square Value is 34.325a with significance value of 0.003 which is less than its alpha value ($\alpha=0.05$). This represent that total experience and Employee Engagement has significant association with each other.
- The association of age and retention found at Chi-Square Value of 17.371a with significance value 0.008. It reveals that age is associated with retention of employees. This mean as the age of respondents increases the retention is also increased.
- The association between educational qualification and retention found at chi-square value of is 17.792a with significance value 0.001. It reveals that educational qualification is associated with retention of employees. Retention increases with higher educational qualification.
- The chi-square value is 10.134a between designation of respondents and retention with significance value 0.256 which is more than its alpha value ($\alpha=0.05$). It represents that there no significant association between designation and retention. It reveals that retention is not affected with the designation of employees.
- The association between total experience of respondents and retention found at chi-square value of 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. This means retention of employees is associated with experience of the respondents.
- There is association between independent variable and dependable variable i.e. age of respondents and job satisfaction where Chi-Square Value is 17.518a with significance value 0.008 which is less than its alpha value ($\alpha=0.05$). This represents that there is significant association between age and job satisfaction. Finding shows that as age of respondents increases their job satisfaction is also increased.

- The significant association between educational qualification of respondents and job satisfaction found as Chi-Square Value of 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 age and job satisfaction.
- Designation of respondents and job satisfaction does not have significant association as chi-square value of 11.519a with significance value 0.174 which is higher than alpha value ($\alpha=0.05$). This represents that there is no significant association between designation and job satisfaction.
- The association between total experience of respondents and job satisfaction found where 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 association.
- Strong significant association was found between learning organization and employee engagement as Chi-Square Value is 106.282a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$). Therefore, Learning organization is influence by employee engagement
- It can be observed that learning organization and retention has strong significant association as Chi-Square Value is 207.334a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$). Learning organization is influence by retention in the organization.
- It is found that learning Organization has strong significant association with and job satisfaction where Chi-Square Value is 277.966a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$). **Here, finding proves the hypothesis that better learning opportunity, higher will be Job satisfaction.**
- There is significant 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 ($\alpha=0.05$). **The results supported the hypothesis that there is relationship between Employee Engagement and Retention.**

- The data shows significant association between employee engagement and job satisfaction. The Chi-Square value is 124.526a with significance value 0.000. **The finding proves the hypothesis that higher the Employee engagement, Greater will be Job satisfaction**
- The data shows that retention and job satisfaction have strong significant association. The Chi-Square Value is 25.571a with significance value 0.000 which is less than its alpha value ($\alpha=0.05$).

SECTION IV

FINDINGS FROM CORRELATION BETWEEN VARIABLES

- There is positive correlation between age and learning organization ($r=.202$) where p value is 0.000.
- There is positive correlation between educational qualification and learning organization ($r=.151$) where p value is 0.004.
- There is positive correlation between designation and learning organization ($r=.170$) where p value is 0.001.
- There is positive correlation between total experience and learning organization ($r=.162$) where p value is 0.002.
- There is positive correlation between age and employee engagement($r=.219$) where p value is 0.000.
- There is positive correlation between designation and employee engagement ($r=.200$) where p value is 0.000.
- There is positive correlation between total experience and employee engagement ($r=.232$) where p value is 0.000.
- There is no correlation between educational qualification and employee engagement ($r=0.095$) which is higher than alpha value.
- There is strong positive correlation between age and retention ($r=.197$) where p value is 0.000.
- There is positive correlation between designation and retention($r=.151$) where p value is 0.004.
- There is positive correlation between total experience and retention ($r=.228$) where p value is 0.000.

- There is no correlation between educational qualification and retention ($r=.078$) and p value is 0.139 which is higher than alpha value.
- There is positive correlation between age and job satisfaction ($r=.228$) where p value is 0.000.
- There is positive correlation between educational qualification and job satisfaction ($r=.138$) where p value is 0.009
- There is positive correlation between designation and job satisfaction ($r=.186$) where p value is 0.000.
- There is positive correlation between total experience and job satisfaction ($r=.258$) where p value is 0.000.
- There is **positive correlation between learning organization and employee engagement** ($r=.468$) where p value is 0.000. Further it shows that among all the dimensions of learning organization; 'learning' has strong positive correlation with employee engagement ($r=.475$).
- There is **positive correlation between learning organization and retention** ($r = .543$). They share positive significant relationship as p value < 0.01 . This represents that higher learning will lead to higher retention in the organization. Compared to other dimensions 'Learning' dimensions has strongest correlation with retention ($r=.517$).
- There is positive correlation between learning organization and job satisfaction ($r=.530$). They share strong positive significant relationship as p value is less than 0.01. The finding support **research hypothesis that better learning opportunity, higher will be job satisfaction.**
- Learning has strong positive correlation with job satisfaction ($r=.501$) amongst all dimensions of Learning organization.
- There is positive correlation between employee engagement and retention ($r=.824$). They share strong positive relationship as p value is less than 0.01. **Here, it supports the hypothesis that higher the employee engagement, higher will be retention.** Out of all dimensions, communication as a dimension of employee engagement has strongest positive correlation with retention ($r=.734$).

- There is strong positive correlation between employee engagement and job satisfaction ($r = 0.762$) as p value is less than 0.01 which is less than alpha value. **The data shows that there is positive relation between two variables which shows that higher the employee engagement, higher will be job satisfaction.** Out of all dimensions, communication as a dimension of employee engagement has strongest positive correlation with job satisfaction ($r = 0.684$).
- It is found that there is strong positive correlation between retention and job satisfaction ($r = 0.832$). They share positive significant relationship as p value is less than 0.01. This represents that higher learning will lead to higher retention in the organization. Performance enablement has stronger relationship with job satisfaction.

SECTION V

FINDINGS FROM F – TEST (ANOVA – ANALYSIS OF VARIANCE) & POST HOC TEST

- There is significant association of age with learning organization, employee engagement, retention and job satisfaction as their P value 0.000, 0.000, 0.001 and 0.000 respectively which is less than $\alpha = 0.05$. Further it is found by post Hoc test that there is significant difference is between age group of 20-30 to 30-40 & 50-60, in association learning organization. There is significance difference between age group of 20-30 to 30-40 as their p value is less than alpha value ($\alpha = 0.05$) for retention. In job satisfaction, there is significance difference between age group of 20-30 to 30-40, 40-50 & 50-60, between age group of 30-40 to 20-30, between age group of 40-50 to 20-30 and from age group of 50-60 to 20-30 as their p value is less than alpha value ($\alpha = 0.05$).
- There is significant association of educational qualification and learning organization as F value is 15.196 with significance level 0.000 which is less than its alpha value ($\alpha = 0.05$). That shows that higher the education

of respondent higher will be learning. Further Post Hoc test shows significance difference found from educational qualification of diploma degree to bachelor degree & Master degree as p value is less than alpha value ($\alpha=0.05$).

- There is significant association between educational qualification and employee engagement as F Value is 10.517 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). Further analysis by Post Hoc Test found significance difference from educational qualification of diploma degree to bachelor degree and between master degree to bachelor degree as p value is less than alpha value ($\alpha=0.05$).
- The F Value is 9.15 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$) which shows significant association between educational qualification and retention. Further analysis of Post Hoc test found significance difference from educational qualification of diploma degree to bachelor degree, between bachelor degree to master degree as p value is less than alpha value ($\alpha=0.05$).
- There is significant association between educational qualification and job satisfaction as F Value is 14.812 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$). The Post Hoc test found 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 ($\alpha=0.05$).
- The F Value is 4.451 with significance level 0.002 which is less than its alpha value ($\alpha=0.05$) between designation and learning organization. This represent that designation has significant association with Learning organization. Further Post Hoc test found significance difference between designation of executive to Manager as p value is less than alpha value ($\alpha=0.05$).

- The F Value is 4.19 with significance level 0.003 which is less than its alpha value ($\alpha=0.05$) between designation and employee engagement. This represent that designation has significant association with employee engagement. The further analysis shows that this significance difference between designation of executive to manager as p value is less than alpha value ($\alpha=0.05$).
- The 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. But further analysis of Post Hoc test found that there is no significance difference between designations.
- There is significant association between designation and job satisfaction as F Value is 3.667 with significance level 0.006 which is less than its alpha value ($\alpha=0.05$). This represent that there is significant association between designation and job satisfaction. The further Post Hoc test found that significance difference between designation of Executive to Manager as p value is less than alpha value ($\alpha=0.05$). This is shows that job satisfaction of respondents has positively affected by designation.
- 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 positive significant association with Learning organization. The host hoc test result shows significance difference between total experience of 0- 5 years to 5 – 10, 10-15 and 25 & more years of experience.
- There is significant association between total experience of respondents and employee engagement as F Value is 6.18 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$) . The further Post Hoc test shows significance difference between total experience of 0- 5 years

to 5 – 10, 15 - 20 and 25 & more years of experience. This shows employee engagement is higher among experienced employees.

- The F Value is 8.121 with significance level 0.000 which is less than alpha value ($\alpha=0.05$) between total experience and retention. It represents that total experience has strong positive significant association with retention. The further Post Hoc test shows significance difference between total experience of 0- 5 years to 5 – 10, 10 – 15, 15 - 20 and 25 & more years of experience.
- The F Value is 8.082 with significance level 0.000 which is less than alpha value ($\alpha=0.05$) between total experience and job satisfaction. This represent that total experience has strong positive significant association with job satisfaction. Further Post Hoc test shows significance difference found from total experience 0- 5 years to 5 – 10, 15 - 20 and 25 & more years of experience.
- It is concluded that learning organization has significantly associated with employee engagement as F Value is 98.792 with significance level 0.000.
- Learning organization and retention has significant association at F Value is 130.221 with significance level 0.00 and learning organization has significant association with job satisfaction with F Value is 408.338 with significance level 0.000 which is less than its alpha value ($\alpha=0.05$).
- Employee engagement has significantly associated with retention as F Value is 43.271 with significance level 0.000.
- employee engagement and job satisfaction have significant association at F Value is 39.407 with significance level 0.000.
- Retention and job satisfaction are significantly associated with each-other with F Value is 163.662 with significance level 0.000

SECTION-VI FINDINGS OF HYPOTHESIS

This section deals with testing of hypotheses with the help of cross tabulation, correlation and ANOVA for learning organization, employee engagement, retention and job satisfaction.

For Present Study, the researcher has formulated following hypothesis.

- There is relationship between employee engagement and retention
- Better learning opportunity, higher will be Job satisfaction
- Higher the Employee engagement, Greater will be Job satisfaction

Sr. No	Hypothesis	Chi-Square Value (Sig.)	Correlation (Sig.)	F - Test (Sig.)	Accepted/ Rejected
1	There is relationship between employee engagement and retention	.000	0.842	.000	Accepted
2	Better learning opportunity, higher will be Job satisfaction	.000	0.530	.000	Accepted
3	Higher the Employee engagement, Greater will be Job satisfaction	.000	0.762	.000	Accepted

Based on the data analysis and it is found that all three hypotheses were tested and accepted. Here, the p value is less than alpha value for all three hypotheses therefore all the three hypotheses is accepted.

CONCLUSIONS

From the finding it can be concluded that majority of the respondents working with organization were middle aged i.e. between 30-40 year and having 4 - 6 years of experience in current organization and 5-10 years total experience. They were males and married. Majority respondents were having bachelor's degree which shows that they can understand the terms very well. Majority were working as executive with production department.

Researcher found that organization are truly learning organization in terms of dimensions of learning organization viz holistic approach, strategic thrust, shared vision, empowerment, information flow, information flow, internality, learning and synergy.

It shows that majority respondents felt engaged with organization. They felt that they are emotionally attached and have an involvement & belongingness. They were able to communication and trust each other and be part of change management.

Study shows that there is high retention, as employees were having positive attitude for the future vision of organization, their performance, manager effectiveness, for recognizing their work, their ability to manage work life in present organization and most importantly they were willing to stay with present organization. All these positive factors affect successfully retaining employees for longer duration.

Study also shows that majority respondents were satisfied for having creativity in job and getting growth & developmental opportunity while working with organization. They feel secured with present job and satisfied with their working condition, interpersonal relationship and decision-making power. They feel satisfied with their remuneration and recognition received for work.

The Finding shows learning organization has significant association with age of respondents, qualification, designation and total experience of respondents. This emphasis that with increased age and designation of respondents, learning also increases but rate of increase among young respondents is less compared to higher aged respondents which shows that young generation strives to learn and develop a lot while experience people have learned a lot and their focus in delivering it to younger generation. Total experience of respondents increases leads to increases learning in learning organization.

There is significant association between employee engagement and age of respondents, qualification, and total experience of respondents. As with increase increased age and experiences people feel more attached and develop feeling of family towards organization. Designation do not have any association with employee engagement.

There is significant association and positive relationship between retention and age of respondents, qualification, and total experience of respondents. Designation do not have any association with employee engagement which means retaining for longer duration is not affect by designation.

Job satisfaction has significant association with independent variable age, education, designation and total experience. That mean all these variable plays an important role in job satisfaction of employees and it has positive impact on job satisfaction.

There is also significant association between learning organization with employee engagement, retention and job satisfaction. That means learning organization leads to increase employee engagement and retention in the organization. This supports one of the hypotheses that is better learning opportunity, higher will be Job satisfaction.

It also represents that employee engagement, retention and job satisfaction are mutually associated with each other. That means or retaining employees one need to increase employee engagement. Engaged employees will retain with

organization for maximum duration which also resulted into job satisfaction in employees.

The study shows positive relationship between learning organization and independent variable i.e. age, educational qualification, designation, total experience of the respondents which learning organization has affected by these independent variables. Having employees with increased age and experience apart from qualification contribute towards increasing learning which leads to learning organization.

Employee engagement has positive relationship with age, designation total experience of respondents. Whereas employee engagement has no correlation with educational qualification. Employee engagement are affected by age, designation total experience.

Retention has positive relationship with age, designation, and total experience. But Retention has no correlation with educational qualification. As employees age and experience increases and reaches to certain designation, they prefer to stay with organization due to increased attachment and balanced work life.

Job satisfaction has positive relationship and association with age, educational qualification, designation and total experience. Therefore, it can be concluded that job satisfaction is affected by independent variable.

There is positive relationship between learning organization and employee engagement, retention and job satisfaction. Increased employee engagement and retention helps to continuously improve learning organization. Learning organization has positive relationship and association with job satisfaction indicating that leaning organization brings job satisfaction among employees. It also reveals that learning dimension has strongest relationship with employee engagement, retention and job satisfaction which proved hypothesis that **better learning opportunity, higher will be Job satisfaction.**

The study also reveals that employee engagement, retention and job satisfaction are mutually sharing strong positive relationship with each other. Organization having engaged employee helps successfully retaining their employees. It supports the research hypothesis that is **“there is relationship between employee engagement and retention”**. Both employee engagement and retention lead in gaining job satisfaction among employees. **It also proves hypothesis that higher employee engagement, greater will be job satisfaction**. Communication has strong positive relationship with all these variables. It plays important role in retaining employees and for their job satisfaction.

The present study shows learning organization and employee engagement have positive correlation. There, increase in employee engagement leads to increase learning organization.

IMPLICATIONS

- This research will be useful for the organization which wants to transform their organization into Learning Organization. It will also be useful to existing Learning Organization.
- This study can help HR professional by providing better understanding regarding relationship between Learning Organization, employee engagement, retention and Job Satisfaction.
- HR trainer can develop training plan and manuals for strengthening learning in the organization.
- This study helps HR Professional in planning activities which will lead employees towards individual learning, team learning, employee engagement, retention and job satisfaction.

SUGGESTIONS

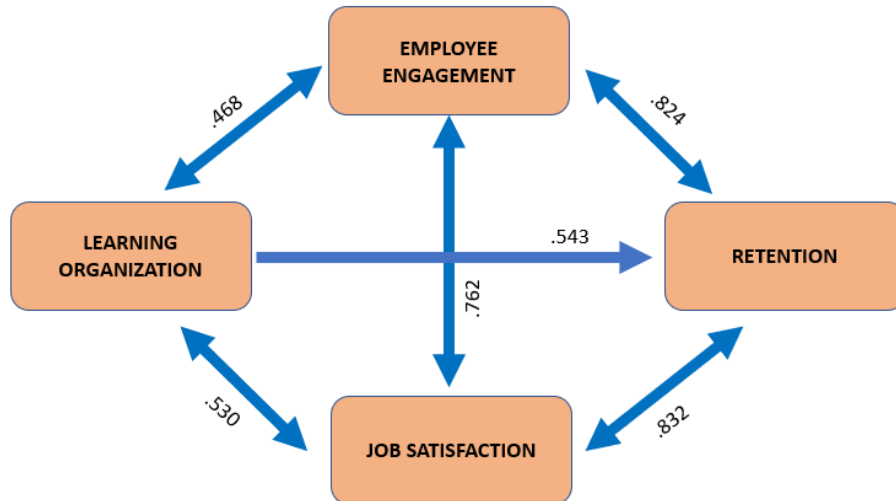
Based on present study's analysis and finding, the researcher has suggested following guideline to improve learning, employee engagement, retention and job satisfaction at individual as well as organizational level.

1. Organization should improve team building activities to develop trust among employees. They should work in team and support each-other.
2. Improve superior subordinate and peer group relation within organization.
3. There should be healthy working environment where employee can be more friendly, feeling of home and gain trust on management and subordinates.
4. Organization need to provide more conducive environment for employee learning.
5. Management should increase employee involvement in its vision by communicating it to all employees. The department Heads' should share their vision to each employees of the organization and help them to link it with individual goal and organization goal.
6. Organization should increase employee involvement by sharing strategic information and decision and inviting their suggestions and idea for the same.
7. Employees should be trained to connect themselves with the organization and can see the larger side of any event in the organization.
8. The organization should give importance to critical enquiry and reflect on it rather than focus on only completing task.
9. There is need to develop understanding of interdependence among employees to improve coordination among themselves.
10. Employee empowerment is needed to improve to keep employee motivated and increase learning within organization
11. **Enhancement of learning, coordination and trust:** organization should introduce team-based learning scheme, form committee/group who bring encourage employees to come with new idea and implement it as team work such as kaizen, Quality circle which should be coordinated by management and linked with organization as well as employees' KRA.

12. **Develop systems for sharing learning and information** – organization should continuously provide learning not only through training but using other sources. Meeting should be utilized and keep in a way that people can get learning, linking HRIS with learning module or any effective tool.
13. **To strengthen Internality** within organization should focus and trained employees to work systematically. Organization should strengthen 5s which helps in inculcating systematic working, Self-discipline and controlling own area of work.
14. **Managing work and employees:** It is said that proper listening helps to resolve issues. Issues or concern should be address on certain platform such as during meetings, in the form of suggestion. Management/superior should always encourage employees to participate so that they can share their views.
15. **Strengthening concept of Self-development** - Organization should develop a system where employee get opportunity for self-development such as providing e-source for self-learning, having portal where people can share knowledge as and when they are available and can learn from each other. Implementation of Total Productive Maintenance, Quality circle and kaizen helps in self-development of employees.
16. **Converting Vision into Action:** Organization should convert its vision into action plan. Many organizations have action, but it's not properly communicated. Only converting vision is not enough it should be communicated to employees at all level. Organization vision must be converted into organizations' key performance indicator which further converted into departmental/functional key performance indicator and shared with each employee of the organization so that they can feel their importance, their involvement and contribute towards organization vision.
17. **Openness for feedback/ information:** It is found that employee hesitate for sharing negative information. Organization need to develop an environment where employees can openly share their feedback weather positive or negative. Superior need to strengthen their relationship where subordinate can freely share negative feedback or information.

PLAN OF ACTION

MODEL OF LEARNING ORGANIZATION WITH REFERENCE TO EMPLOYEE ENGAGEMENT, RETENTION AND JOB SATISFACTION.



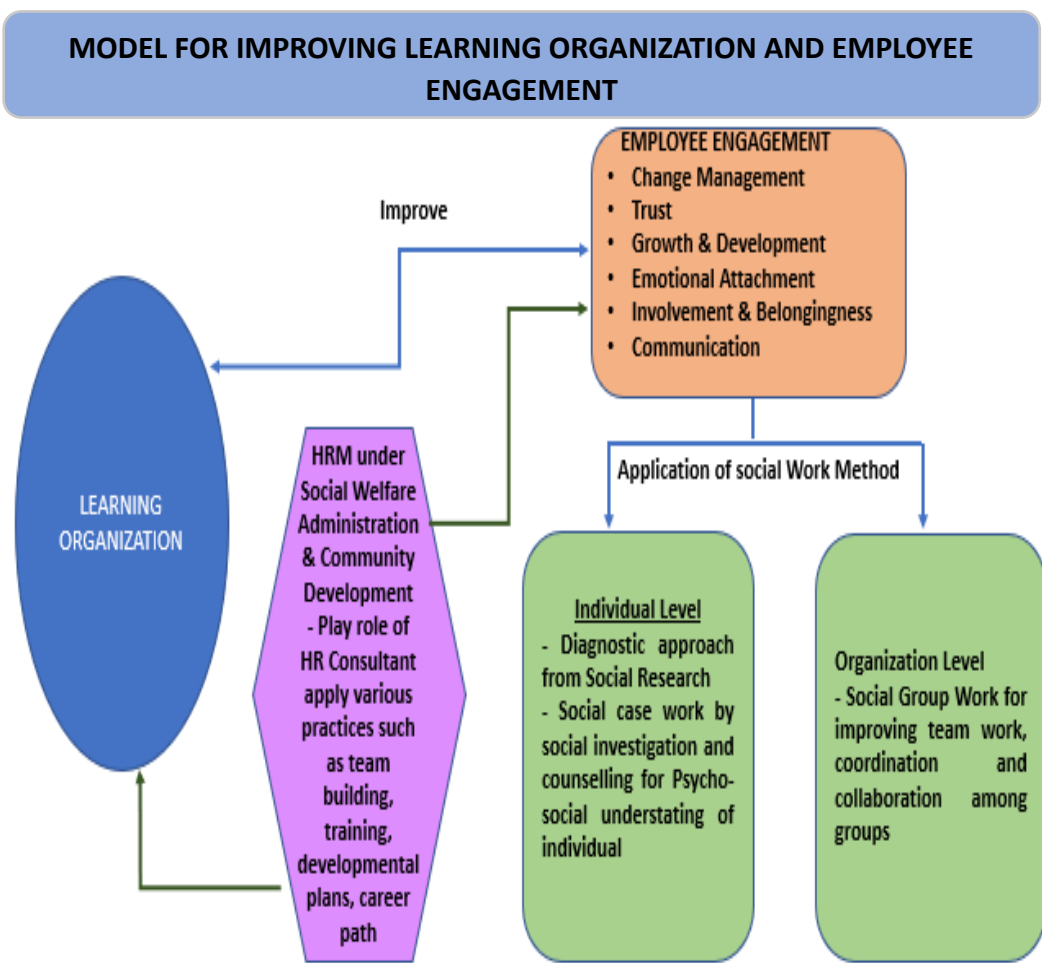
Form the diagrammatic presentation it was found that learning organization has positive relationship with employee engagement at ($r=.468$). learning organization has positive relationship with retention at ($r=.543$). learning organization has positive relationship with job satisfaction at ($r=.530$). Employee engagement has strong positive relationship with retention at ($r=.824$). Retention has strong positive relationship with job satisfaction at ($r=.832$). Employee engagement has strong positive relationship with job satisfaction at ($r = .762$).

Hence, it can be concluded that, though learning organization has positive relationship with employee engagement, retention and job satisfaction there is need to improve the same. Here, I would like to share module and action plan for improvement.

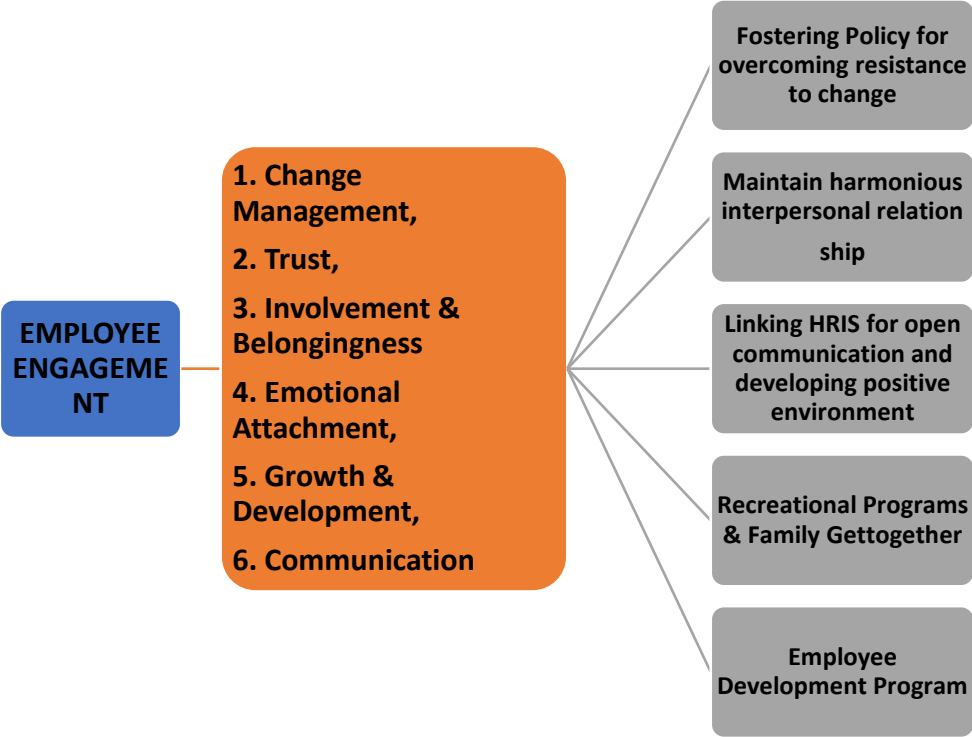
MODULE 1 FOR IMPROVEMENT LEARNING ORGANIZATION AND EMPLOYEE ENGAGEMENT

Based on finding & model of present study action plan is prepared to improve learning by improving employee engagement.

This module shows that when employee engagement is high, it will lead to contribute more in learning organization and when employee engagement is low it adversely influences learning organization. Therefore, organization need to improve their employee engagement under social welfare practices for learning organization. To improve employee engagement, organization can apply various social work methods. Social work methods like social case work for individual improvement and social group work for organization level improvement can be applicable. Here, HR personnel play vital role as HR Consultant for the diagnosis of individual behavior by using social welfare administration and community development.



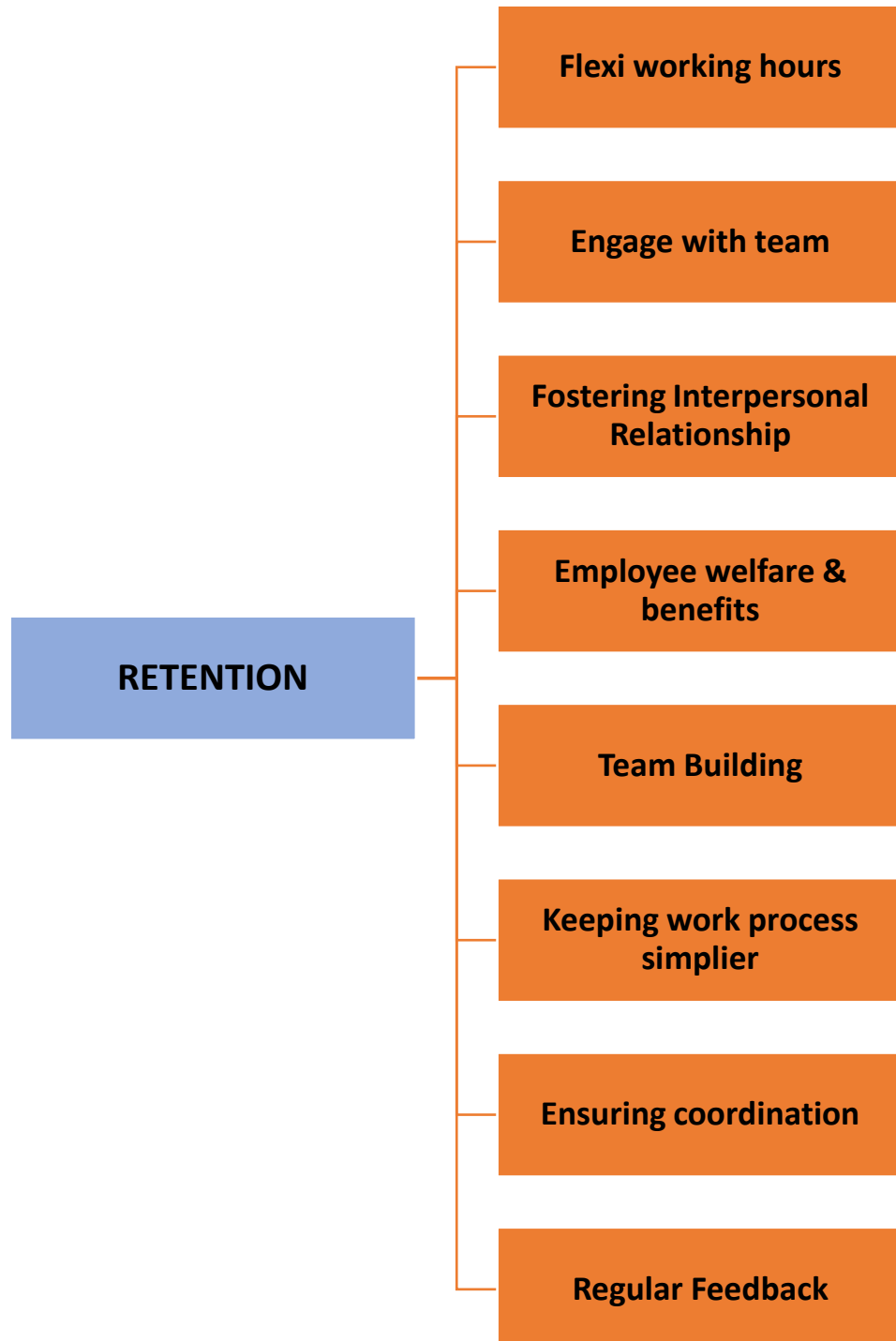
ACTION PLAN 1. FOR IMPROVING EMPLOYEE ENGAGEMENT



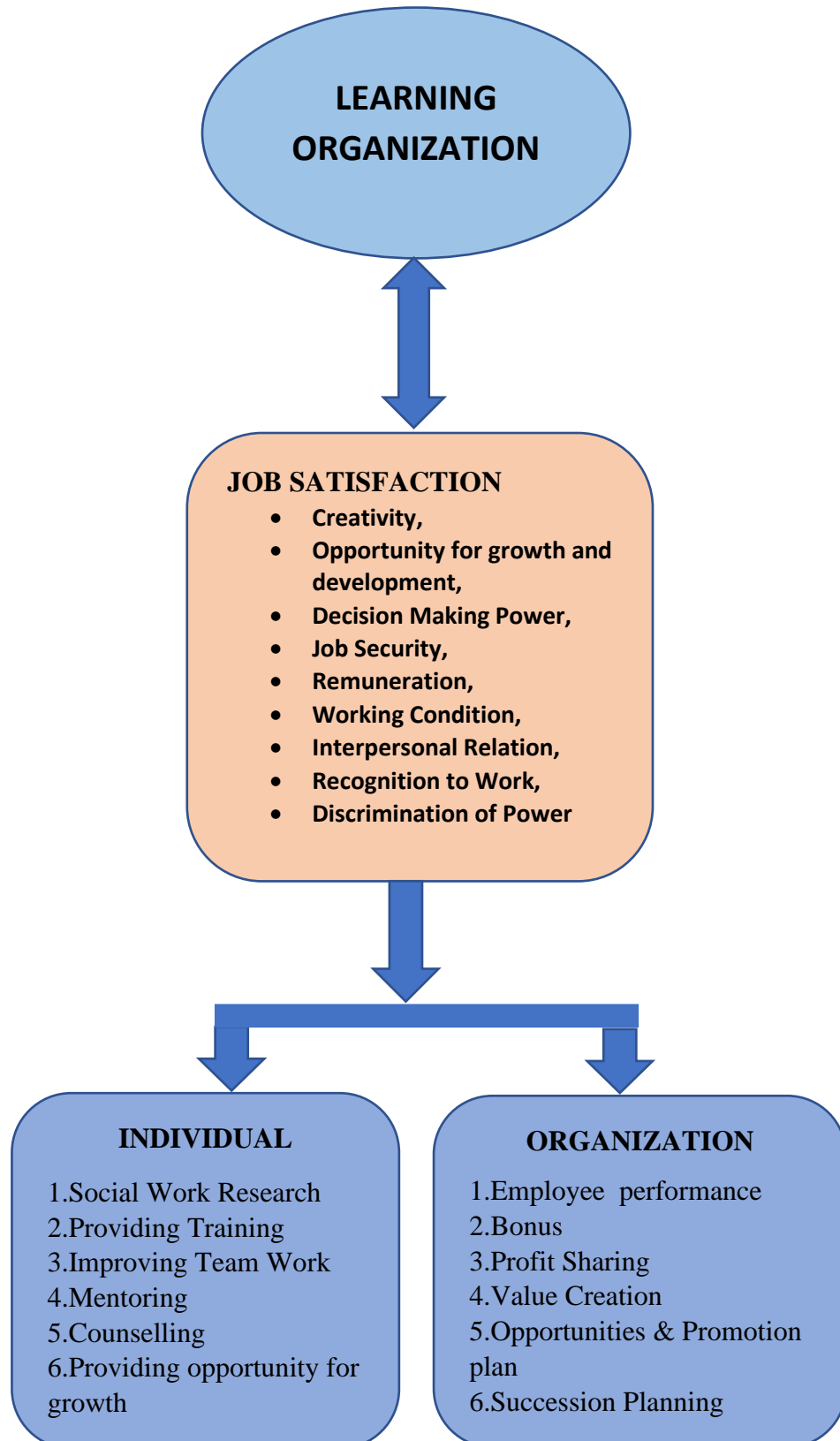
MODULE 2 FOR IMPROVEMENT LEARNING ORGANIZATION AND RETENTION



**ACTION PLAN-2 FOR IMPROVEMENT LEARNING
ORGANIZATION AND RETENTION**



**MODULE-3 FOR IMPROVEMENT LEARNING ORGANIZATION
AND JOB SATISFACTION**



**ACTION PLAN-3 FOR IMPROVEMENT LEARNING
ORGANIZATION ANDJOB SATISFACTION**

