

# **CHAPTER - V**

## **DATA ANALYSIS AND INTERPRETATION**

In this chapter, the data collected from 248 respondents are analyzed and interpreted. It gives 320 tables and 12 graphs.

The entire chapter is divided into five sections as follows:

**SECTION I: BACKGROUND INFORMATION OF THE RESPONDENTS**

**SECTION II: ORGANIZATIONAL HEALTH AND ORGANIZATIONAL EFFECTIVENESS PARAMETERS**

**SECTION III: ORGANIZATIONAL HEALTH PARAMETERS AND BACKGROUND INFORMATION OF RESPONDENTS**

**SECTION IV: ORGANIZATIONAL HEALTH PARAMETERS WITH JOB SATISFACTION, ORGANIZATIONAL EFFECTIVENESS AND ORGANIZATIONAL COMMITMENT [ENGINEERING, CHEMICAL / PHARMACEUTICAL AND OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES]**

**SECTION V: T-TEST WITH RESPECT TO THE SIX ORGANIZATIONAL HEALTH CRITERIA**

# SECTION I

## BACKGROUND INFORMATION OF THE RESPONDENTS

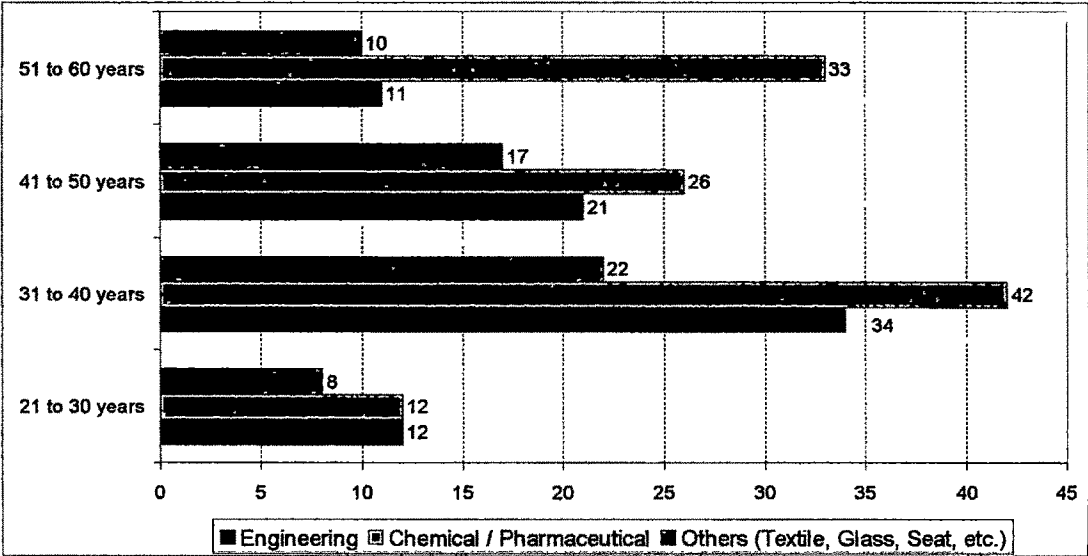
This section deals with the background tables of respondents i.e. Age, Sex, Education, Designation, Experience and Annual Income.

**TABLE NO. 01**

AGE OF THE RESPONDENTS								
Type of Industry →	Engineering		Chemical / Pharmaceutical		Others (Textile, Glass, Seat, etc.)		Total	
Age (in Years)	F	%	F	%	F	%	F	%
21 to 30 Years	12	15.38%	12	10.62%	8	14.04%	32	12.90%
31 to 40 Years	34	43.60%	42	37.17%	22	38.60%	98	39.52%
41 to 50 Years	21	26.92%	26	23.01%	17	29.82%	64	25.81%
51to 60 Years	11	14.10%	33	29.20%	10	17.54%	54	21.77%
Total	78	100%	113	100%	57	100%	248	100%

**GRAPH NO. 01**

**AGE OF THE RESPONDENTS**



(F= Frequency; % = Percentage)

The table shows that out of 248 respondents, 39.52% (98) are in the age group of 31 to 40 years, 25.81% (64) are in the age group of 41 to 50 years, whereas 21.77% (54) are in the age group of 51 to 60 years and very few of them i.e. 12.9% (32) are in the age group of 21 to 30 years.

It can be further interpreted, that out of 78 respondents of Engineering sector, 43.60% (34) are in the age group of 31 to 40 years and 14.10% (11) are in the age group of 51 to 60 years.

Out of 113 respondents of Chemical / Pharmaceutical sector, 37.17% (42) are in the age group of 31 to 40 years and 10.62% (12) are in the age group of 21 to 30 years.

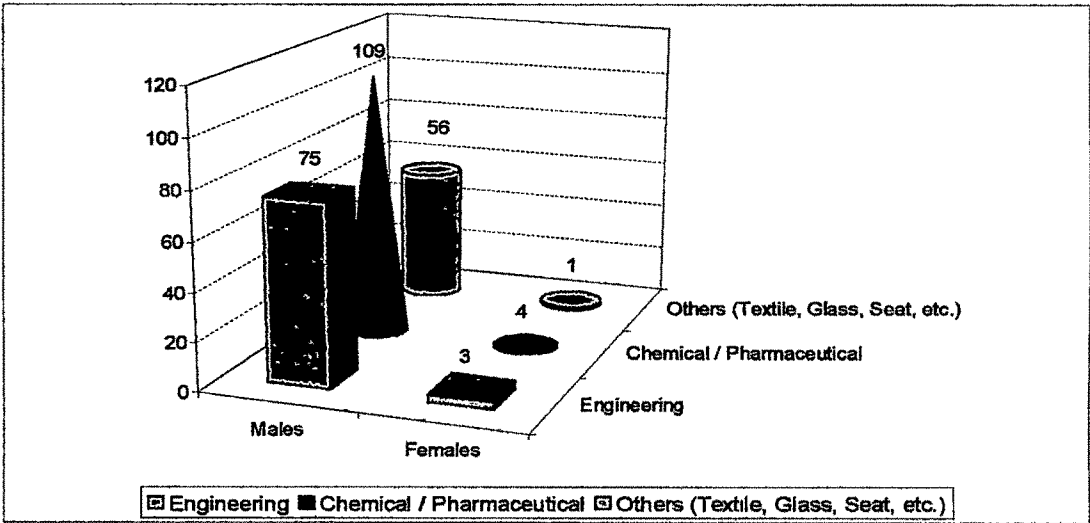
57 Respondents belong to Other (Textile, Glass, Seat, etc.) sector, out of which 38.60% (22) are in the age group of 31 to 40 years, whereas only 14.04% (8) are in the age group of 21 to 30 years.

**TABLE NO. 02**

SEX OF THE RESPONDENTS								
Type of Industry →	Engineering		Chemical / Pharmaceutical		Others (Textile, Glass, Seat, etc.)		Total	
Sex	F	%	F	%	F	%	F	%
Males	75	96.15%	109	96.46%	56	98.25%	240	96.77%
Females	3	3.85%	4	3.54%	1	1.75%	8	3.23%
Total	78	100%	113	100%	57	100%	248	100%

**GRAPH NO. 02**

**SEX OF THE RESPONDENTS**



Referring the table, it can be seen that out of 248 respondents, majority of them i.e. 96.77% (240) are males and only 3.23% (8) are females.

It can further be interpreted that in all the three sectors, i.e. Engineering, Chemical / Pharmaceutical & Others (Textile, Glass, Seat, etc.); majority of the respondents are males i.e. 96.15% (75), 96.46% (109) and 98.25% (56) respectively.

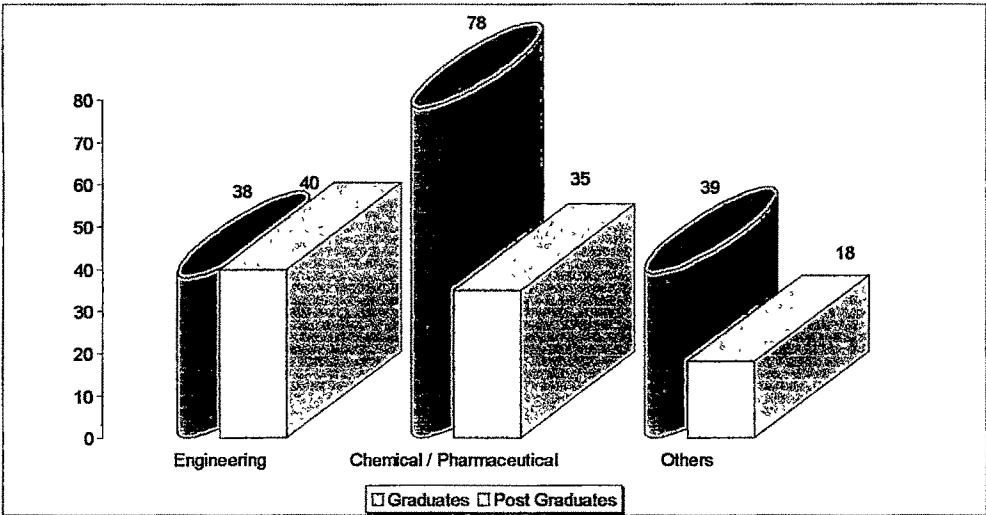
**TABLE NO. 03**

**EDUCATIONAL BACKGROUND OF THE RESPONDENTS**

Type of Industry →	Engineering		Chemical / Pharmaceutical		Others (Textile, Glass, Seat, etc.)		Total	
Educational Qualification	F	%	F	%	F	%	F	%
Graduates	38	48.72%	78	69.03%	39	68.42%	155	62.50%
Post - Graduates	40	51.28%	35	30.97%	18	31.58%	93	37.50%
Total	78	100%	113	100%	57	100%	248	100%

**GRAPH NO. 03**

**EDUCATIONAL BACKGROUND OF THE RESPONDENTS**



The above table shows that out of 248 respondents, 62.50% (155) are graduates whereas 37.50% (93) are post-graduates.

It can further be interpreted that in Engineering industries out of 78 respondents; 51.28% (40) are post graduates and 48.72% (38) are graduates.



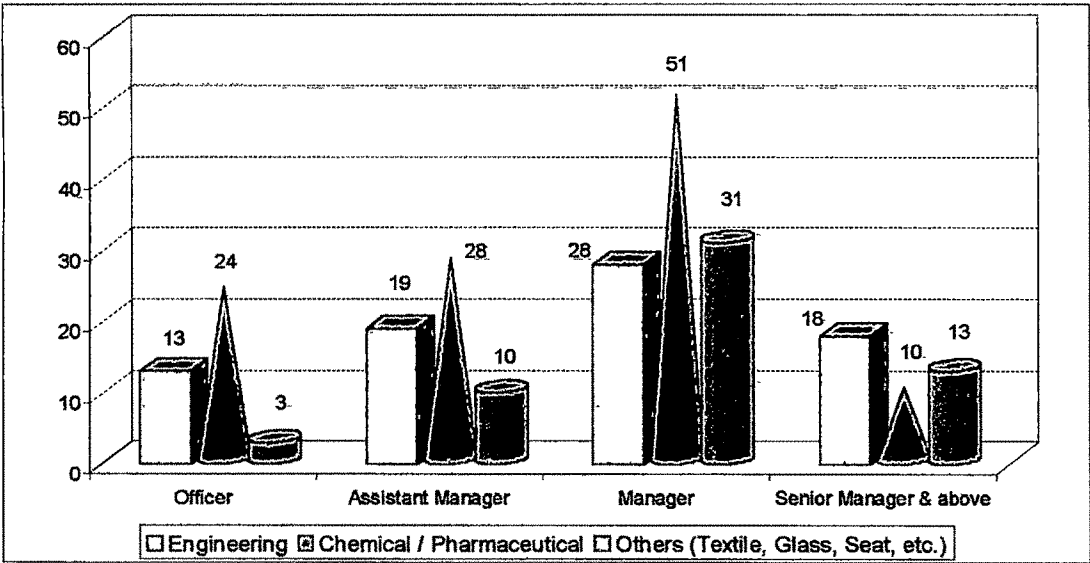
While in Chemical / Pharmaceutical industries; out of 113 respondents 69.03% (78) are graduates and remaining 30.97% (35) are post graduates. Out of 57 respondents who belong to Other (Textile, Glass, Seat, etc.) industries, 68.42% (39) are graduates and 31.58% (18) are post graduates.

**TABLE NO. 04**

DESIGNATION OF THE RESPONDENTS								
Type of Industry →	Engineering		Chemical / Pharmaceutical		Others (Textile, Glass, Seat, etc.)		Total	
Designation	F	%	F	%	F	%	F	%
Officer	13	16.66%	24	21.24%	3	5.26%	40	16.13%
Assistant Manager	19	24.36%	28	24.78%	10	17.54%	57	22.98%
Manager	28	35.90%	51	45.13%	31	54.39%	110	44.35%
Senior Manager and Above	18	23.08%	10	8.85%	13	22.81%	41	16.54%
Total	78	100%	113	100%	57	100%	248	100%

**GRAPH NO. 04**

**DESIGNATION OF THE RESPONDENTS**



Referring to the above mentioned table, it is seen that 44.35% (110) are managers, 22.98% (57) are assistant managers, whereas 16.53% (41) are senior managers and above and 16.13% (40) are officers; out of total 248 respondents.

Engineering sector: Further, it can be seen that out of 78 respondents, 35.90% (28) are managers and 16.67% (13) are officers.

Chemical / Pharmaceutical sector: Out of 113 respondents; 45.13% (51) of them are managers and 8.85% (10) are senior managers and above.

From Other (Textile, Glass, Seat, etc.) sector, 54.39% (31) are managers and 5.26% (3) are officers; out of total 57 respondents.

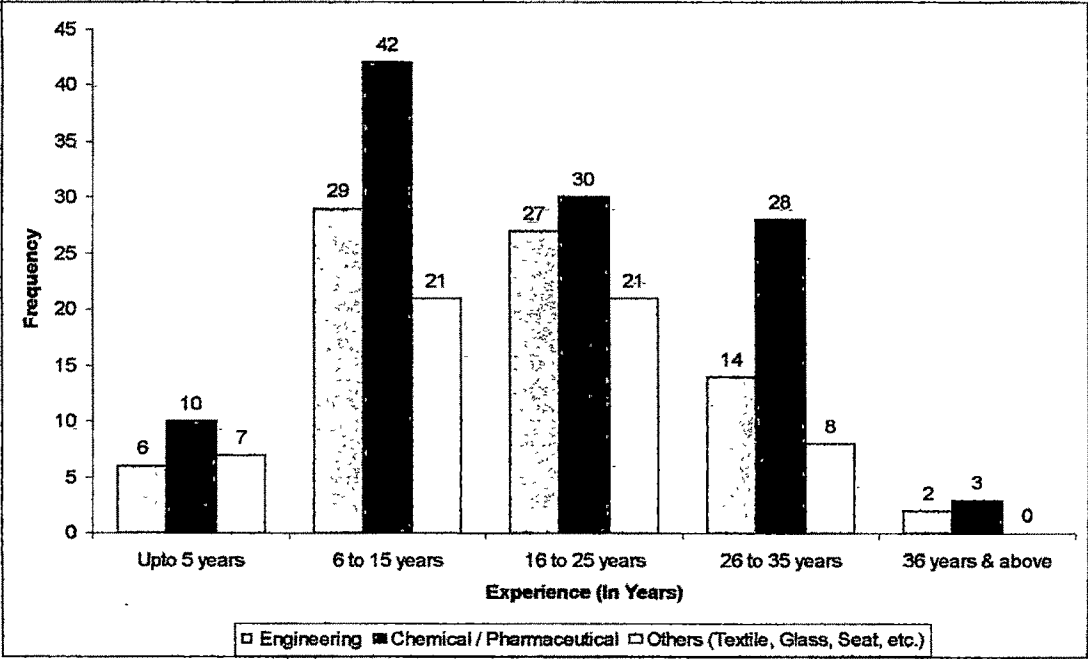
**TABLE NO. 05**

**EXPERIENCE OF THE RESPONDENTS**

Type of Industry → Experience	Engineering		Chemical / Pharmaceutical		Others (Textile, Glass, Seat, etc.)		Total	
	F	%	F	%	F	%	F	%
Upto 5 Years	6	7.69%	10	8.85%	7	12.28%	23	9.27%
6 to 15 Years	29	37.18%	42	37.17%	21	36.84%	92	37.10%
16 to 25 Years	27	34.62%	30	26.55%	21	36.84%	78	31.45%
26 to 35 Years	14	17.95%	28	24.78%	8	14.04%	50	20.16%
36 Years and Above	2	2.56%	3	2.65%	0	0.00%	5	2.02%
Total	78	100%	113	100%	57	100%	248	100%

**GRAPH NO. 05**

**EXPERIENCE OF THE RESPONDENTS**



The table represents that out of 248 respondents, 37.10% (92) have experience of 6 to 15 years, 31.45% (78) between 16 and 25 years, whereas 20.16% (50) respondents have experience between 26 and 35 years. It is also observed that 9.27% (23) have experience less than 5 years and only 2.02% (5) have more than 36 years of experience.

Engineering sector: Out of 78 respondents, 37.18% (29) have experience between 6 and 15 years and 2.56% (2) have more than 36 years of experience.

Chemical / Pharmaceutical sector: It can be inferred from the table that 37.17% (42) and 2.65% (3) have experience between 6 and 15 years and above 36 years respectively, out of total 113 respondents.

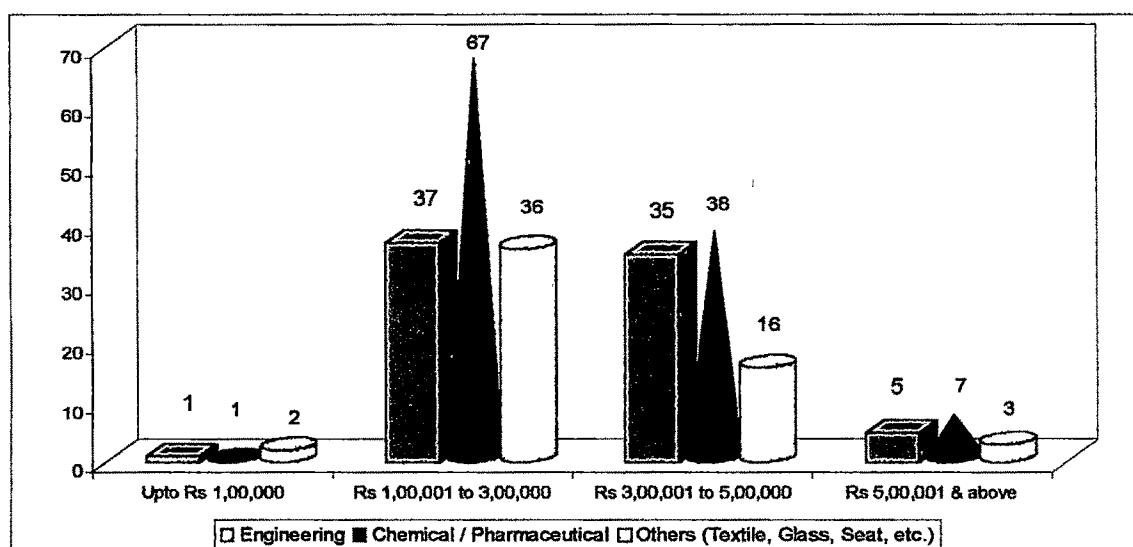
Other (Textile, Glass, Seat, etc.) sector: It can be interpreted that out of 57 respondents; 36.84% (21) each have experience between 6 and 15 years and 16 and 25 years respectively, whereas, 12.28% (7) have upto 5 years of experience.

**TABLE NO. 06**

ANNUAL INCOME OF THE RESPONDENTS								
Type of Industry →	Engineering		Chemical / Pharmaceutical		Others (Textile, Glass, Seat, etc.)		Total	
Income	F	%	F	%	F	%	F	%
Upto Rs.1,00,000	1	1.28%	1	0.88%	2	3.51%	4	1.61%
Rs.1,00,000 to Rs. 3,00,000	37	47.44%	67	59.29%	36	63.16%	140	56.45%
Rs.3,00,000 to Rs.5,00,000	35	44.87%	38	33.63%	16	28.07%	89	35.89%
Rs.5,00,001 and Above	5	6.41%	7	6.19%	3	5.26%	15	6.05%
Total	78	100%	113	100%	57	100%	248	100%

**GRAPH NO. 06**

**ANNUAL INCOME OF THE RESPONDENTS**



The above table reflects that out of total 248 respondents, 56.45% (140) are drawing annual income between Rs. 1, 00, 001 and 3, 00, 000; followed by 35.89% (89) whose annual income is between Rs.3, 00, 001 and 5, 00, 000. Whereas 6.05% (15) respondents' annual income is more than Rs.5, 00, 000 and remaining 1.61% (4) get upto Rs.1, 00, 000 per annum.

Engineering sector: Out of 78 respondents, 47.44% (37) have annual income between Rs.1,00,001 and Rs.3,00,000 and only 1.28% (1) have upto Rs.1,00,000 of annual income.

Chemical / Pharmaceutical sector: It can be inferred from the table that 59.29% (67) and 0.88% (1) have income between Rs.1, 00, 001 and 3, 00, 000 and less than Rs.1,00,000 per annum respectively, out of total 113 respondents.

Other (Textile, Glass, Seat, etc.) sector: In this sector 63.16% (36) respondents have annual income between Rs.1,00,001 and 3,00,000 and 3.51% (2) less than Rs.1,00,000.

SECTION II - ORGANIZATIONAL HEALTH AND ORGANIZATIONAL EFFECTIVENESS PARAMETERS

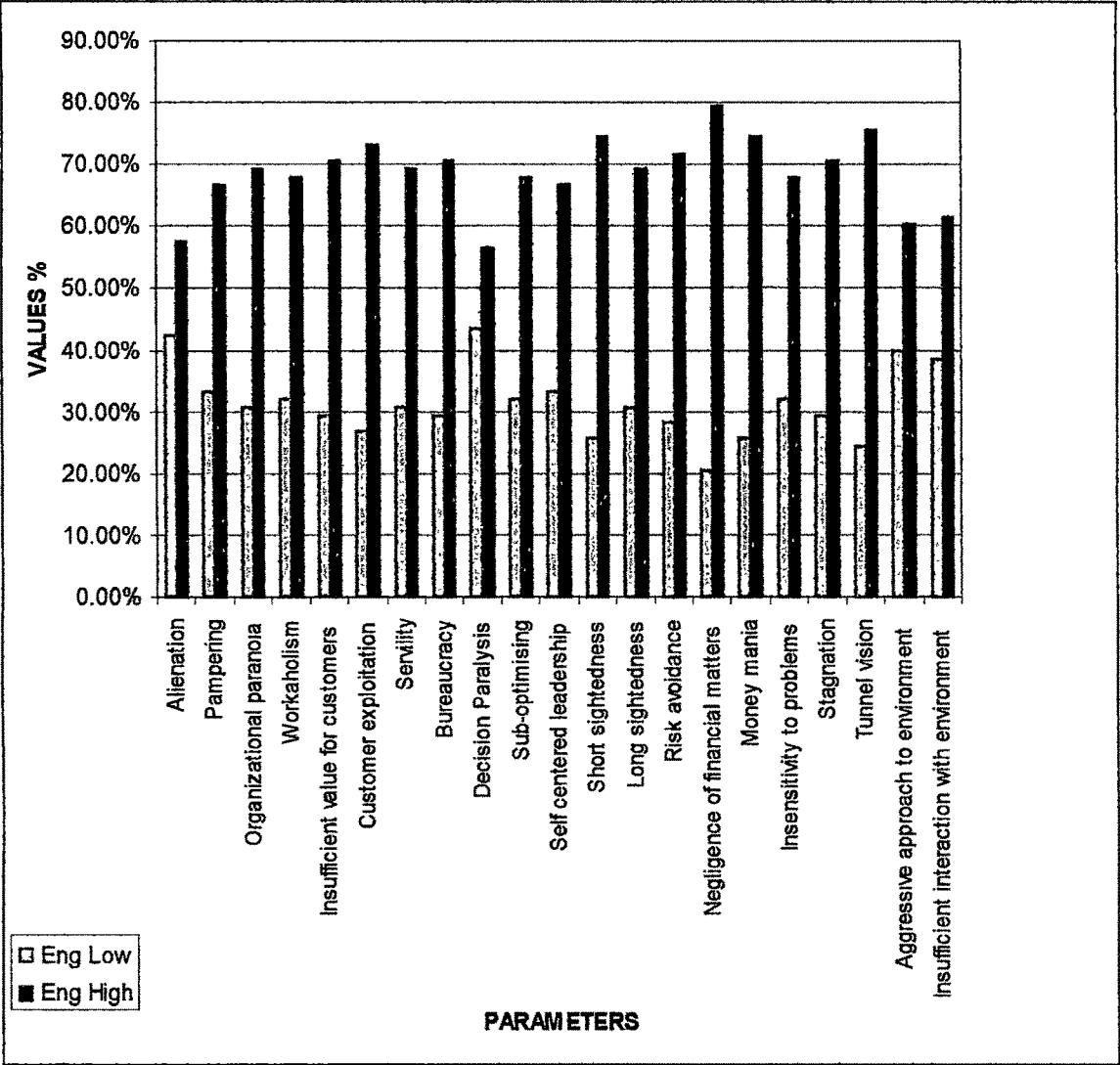
This section deals with the Organizational Health and Organizational Effectiveness tables and their graphs.

TABLE NO. 07

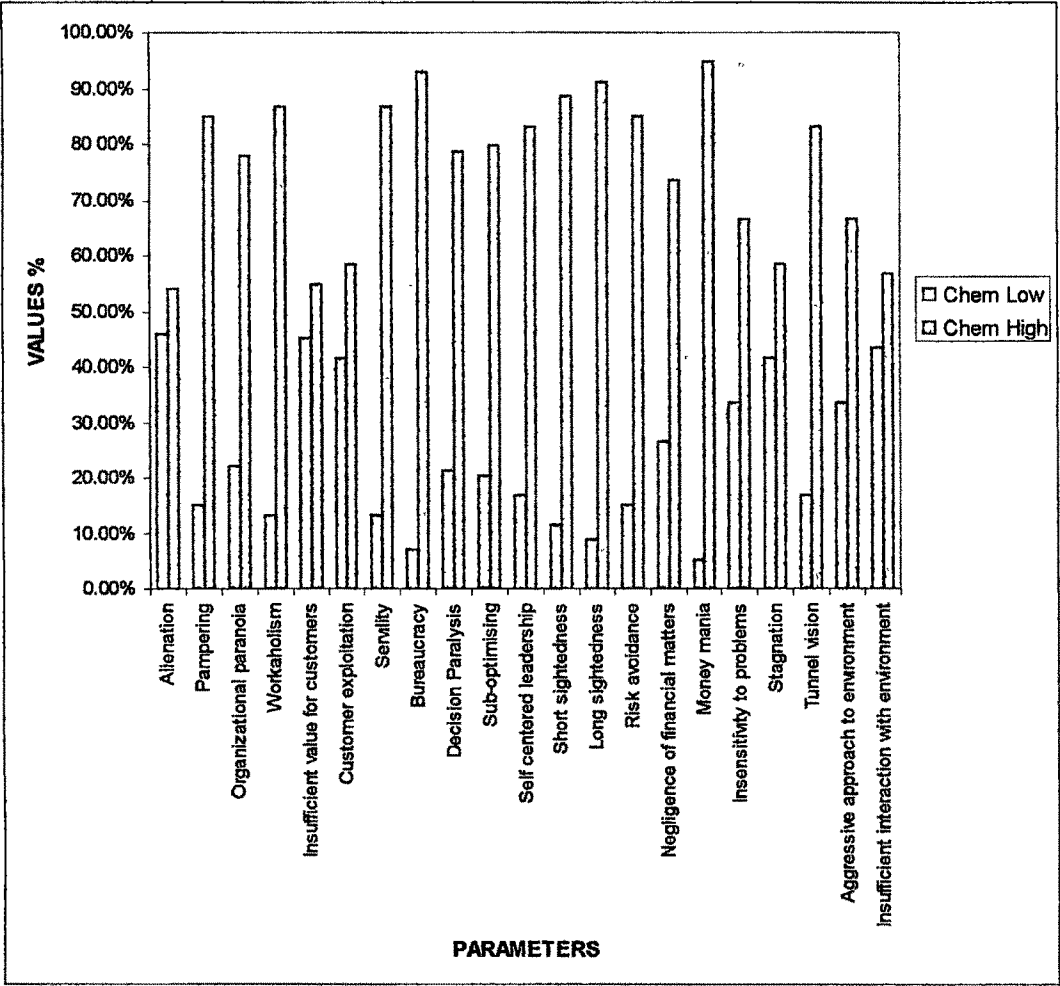
ORGANIZATIONAL HEALTH PARAMETERS

Sr. No	Description	Engineering						Chemical / Pharmaceutical						Others (Textile, Glass, Seat, etc )						GRAND TOTAL					
		Low			High			Low			High			Low			High			Low			High		
		F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%
1	Alienation	33	42.31%	45	57.69%	52	46.02%	61	53.98%	25	43.86%	32	56.14%	110	44.35%	138	55.65%								
2	Pampering	26	33.33%	52	66.67%	17	15.04%	96	84.96%	19	33.33%	38	66.67%	62	25.00%	186	75.00%								
3	Organizational Paranoia	24	30.77%	54	69.23%	25	22.12%	88	77.88%	19	33.33%	38	66.67%	68	27.42%	180	72.58%								
4	Workaholism	25	32.05%	53	67.95%	15	13.27%	98	86.73%	21	36.84%	36	63.16%	61	24.60%	187	75.40%								
5	Insufficient Value for Customers	23	29.49%	55	70.51%	51	45.13%	62	54.87%	25	43.86%	32	56.14%	99	39.92%	149	60.08%								
6	Customer Exploitation	21	26.92%	57	73.08%	47	41.59%	66	58.41%	24	42.11%	33	57.89%	92	37.10%	156	62.90%								
7	Servility	24	30.77%	54	69.23%	15	13.27%	98	86.73%	28	49.12%	29	50.88%	67	27.02%	181	72.98%								
8	Bureaucracy	23	29.49%	55	70.51%	8	7.08%	105	92.92%	24	42.11%	33	57.89%	55	22.18%	193	77.82%								
9	Decision Paralysis	34	43.59%	44	56.41%	24	21.24%	89	78.76%	30	52.63%	27	47.37%	88	35.48%	160	64.52%								
10	Sub-Optimizing	25	32.05%	53	67.95%	23	20.35%	90	79.65%	23	40.35%	34	59.65%	71	28.63%	177	71.37%								
11	Self Centered Leadership	26	33.33%	52	66.67%	19	16.81%	94	83.19%	24	42.11%	33	57.89%	69	27.82%	179	72.18%								
12	Short Sightedness	20	25.64%	58	74.36%	13	11.50%	100	88.50%	22	38.60%	35	61.40%	55	22.18%	193	77.82%								
13	Long Sightedness	24	30.77%	54	69.23%	10	8.85%	103	91.15%	28	49.12%	29	50.88%	62	25.00%	186	75.00%								
14	Risk Avoidance	22	28.21%	56	71.79%	17	15.04%	96	84.96%	28	49.12%	29	50.88%	67	27.02%	181	72.98%								
15	Negligence of Financial Matters	16	20.51%	62	79.49%	30	26.55%	83	73.45%	18	31.58%	39	68.42%	64	25.81%	184	74.19%								
16	Money Mania	20	25.64%	58	74.36%	6	5.31%	107	94.69%	32	56.14%	25	43.86%	58	23.39%	190	76.61%								
17	Insensitivity to Problems	25	32.05%	53	67.95%	38	33.63%	75	66.37%	24	42.11%	33	57.89%	87	35.08%	161	64.92%								
18	Stagnation	23	29.49%	55	70.51%	47	41.59%	66	58.41%	26	45.61%	31	54.39%	96	38.71%	152	61.29%								
19	Tunnel Vision	19	24.36%	59	75.64%	19	16.81%	94	83.19%	30	52.63%	27	47.37%	68	27.42%	180	72.58%								
20	Aggressive Approach to Environment	31	39.74%	47	60.26%	38	33.63%	75	66.37%	22	38.60%	35	61.40%	91	36.69%	157	63.31%								
21	Insufficient Interaction with Environment	30	38.46%	48	61.54%	49	43.36%	64	56.64%	38	66.67%	19	33.33%	117	47.18%	131	52.82%								

GRAPH NO. 07  
ENGINEERING INDUSTRIES



GRAPH NO. 08  
CHEMICAL / PHARMACEUTICAL INDUSTRIES

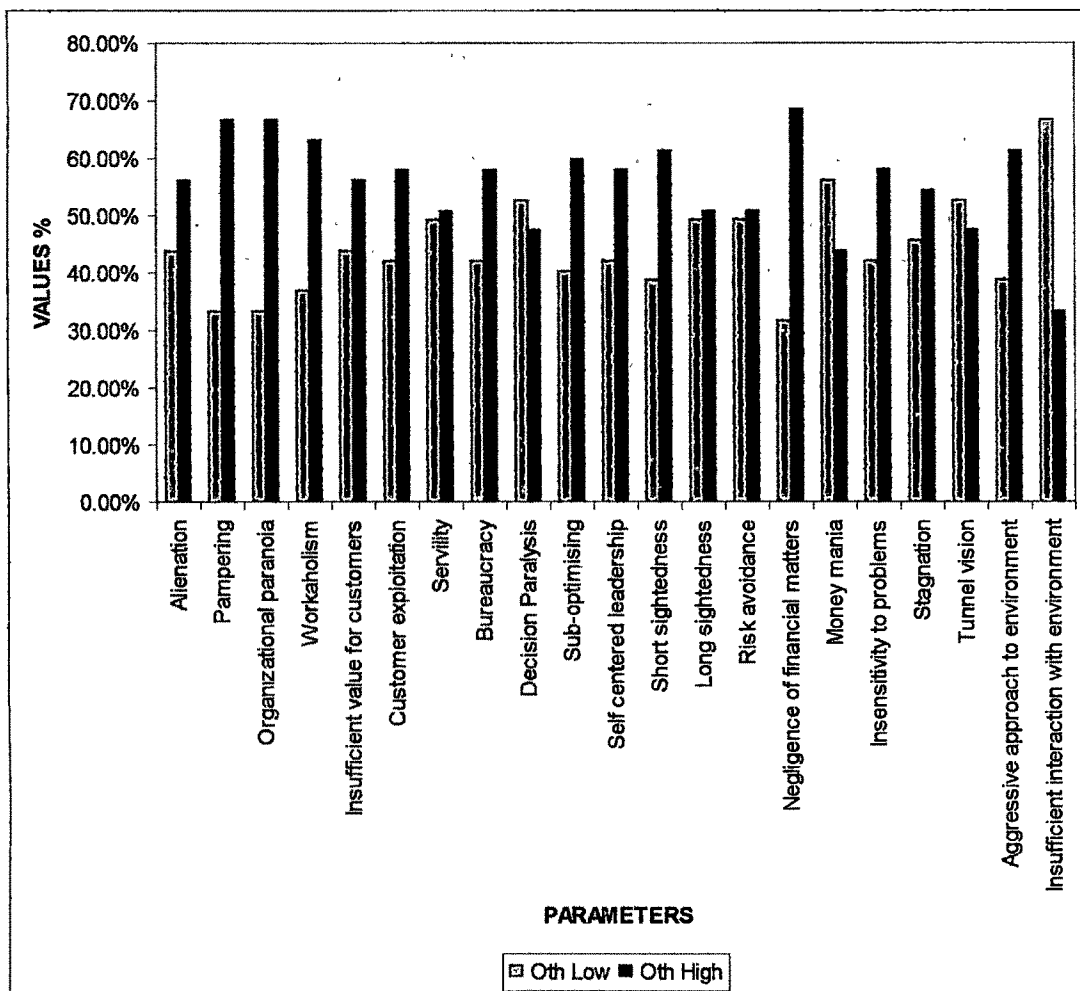




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**GRAPH NO. 09**  
**OTHERS (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**



The table shows the 'low' and 'high' score rating on 21 Organizational Health parameters. Of all the parameters, respondents perceived 'high' on 'Alienation' (57.69%) 'Insufficient Value for Customers' (70.51%), 'Customer Exploitation' (73.08%) and 'Negligence of Financial Matters' (79.49%) in Engineering industries. It is also observed that 'Insensitivity to Problems' (67.95%), 'Stagnation' (70.51%) and 'Insufficient Interaction with Environment' (61.54%) have been experienced 'high' by maximum number of respondents in Engineering sector, out of the three sectors.

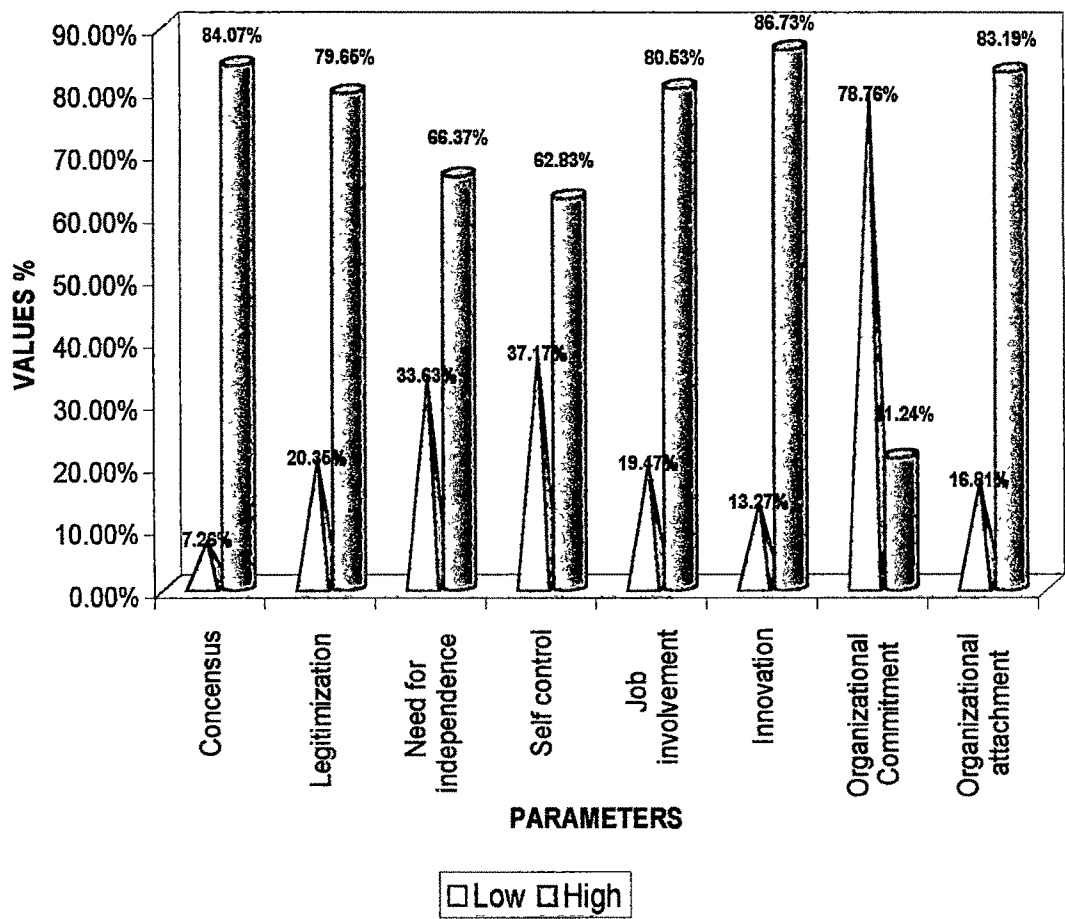
**TABLE NO. 08**

**ORGANIZATIONAL EFFECTIVENESS PARAMETERS**

Sr. No.	Description	Engineering				Chemical / Pharmaceutical				Others (Textile, Glass, Seat, etc.)				Grand Total			
		Low		High		Low		High		Low		High		Low		High	
		F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%
1	Concensus Sector wise % ----->	15	6.05%	63	25.40%	18	7.26%	95	38.31%	10	4.03%	47	18.95%	43	17.34%	205	82.66%
2	Legitimization Sector wise % ----->	14	5.65%	64	25.81%	23	9.27%	90	36.29%	15	6.05%	42	16.94%	52	20.97%	196	79.03%
3	Need for Independence Sector wise % ----->	22	8.87%	56	22.58%	38	15.32%	75	30.24%	19	7.66%	38	15.32%	79	31.85%	169	68.15%
4	Self Control Sector wise % ----->	16	6.45%	62	25.00%	42	16.94%	71	28.63%	17	6.85%	40	16.13%	75	30.24%	173	69.76%
5	Job Involvement Sector wise % ----->	10	4.03%	68	27.42%	22	8.87%	91	36.69%	7	2.82%	50	20.16%	39	15.73%	209	84.27%
6	Innovation Sector wise % ----->	8	3.23%	70	28.23%	15	6.05%	98	39.52%	9	3.63%	48	19.35%	32	12.90%	216	87.10%
7	Organizational Commitment Sector wise % ----->	14	5.65%	64	25.81%	89	35.89%	24	9.68%	10	4.03%	47	18.95%	113	45.56%	135	54.44%
8	Organizational Attachment Sector wise % ----->	13	5.24%	65	26.21%	19	7.66%	94	37.90%	10	4.03%	47	18.95%	42	16.94%	206	83.06%

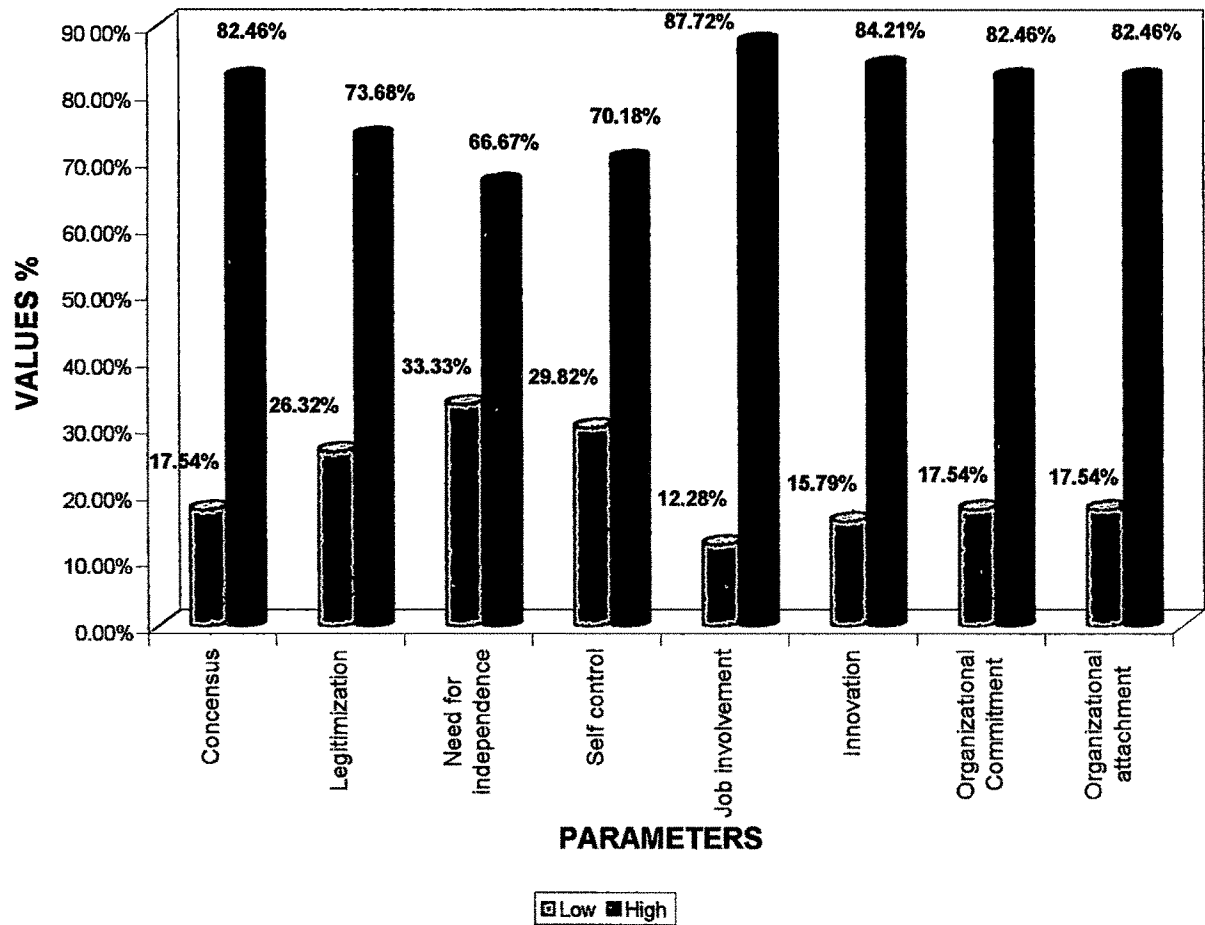
GRAPH NO. 11

CHEMICAL / PHARMACEUTICAL INDUSTRIES



GRAPH NO. 12

OTHER (TEXTILE, GLASS, SEAT, etc.) INDUSTRIES



The table reflects the various parameters of Organizational Effectiveness. Referring to the above mentioned table, it can be seen that maximum number of respondents i.e. 87.10% (216) have perceived 'high' level on 'Innovation', whereas, 45.56% (113) have perceived 'low' level on 'Organizational Commitment'.

Out of three sectors; respondents have perceived 'high' level on 'Legitimization' (82.05%), 'Need for Independence' (71.79%), 'Self Control' (79.49%), 'Innovation' (89.74%) and 'Organizational Attachment' (83.33%) parameters; in Engineering industries.

SECTION III

ORGANIZATIONAL HEALTH PARAMETERS AND  
BACKGROUND INFORMATION OF RESPONDENTS

This section deals with the Organizational Health parameters and the background information of respondents i.e. Age, Education, Designation, Experience and Income of respondents; in all the three sectors – Engineering, Chemical / Pharmaceutical and Others (Textile, Glass, Seat, etc.)

PART A: ORGANIZATIONAL HEALTH PARAMETERS AND  
AGE OF RESPONDENTS

In this part of Section III; each of 21 Organizational Health parameters are related with age of respondents.

TABLE NO. 09

ALIENATION AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
ALIENATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	19	29	14	16	33	45
	ROW %	57.58%	64.44%	42.42%	35.56%	100%	100%
	COLUMN %	33.93%	35.37%	25.93%	28.57%	13%	18%
CHEMICAL / PHARMACEUTICAL	COUNT	24	33	28	28	52	61
	ROW %	46.15%	54.10%	53.85%	45.90%	100%	100%
	COLUMN %	42.86%	40.24%	51.85%	50.00%	21%	25%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	20	12	12	25	32
	ROW %	52.00%	62.50%	48.00%	37.50%	100%	100%
	COLUMN %	23.21%	24.39%	22.22%	21.43%	10%	13%
TOTAL	COUNT	56	82	54	56	110	138
	ROW %	50.91%	59.42%	49.09%	40.58%	100%	100%
	COLUMN %	100%	100%	100%	100%	44%	56%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	2.63	6	0.853

The above table indicates that chi-square is not significant; this means that there is no strong association between 'Alienation' and age of respondents.

'Alienation' means that employees' are treated as a means to organizations' end.

However, out of total 248 respondents; 56% (138) are of the opinion that 'Alienation' is at 'high' level; whereas 44% (110) have perceived 'Alienation' at 'low' level.

Further, out of 138 respondents who have perceived 'Alienation' at 'high' level; 59.42% (82) are below the age of 42 years and 40.58% (56) are above 42 years of age.

It can be inferred that out of 110 respondents who have perceived 'Alienation' at 'low' level; 50.91% (56) are below the age of 42 years and 49.09% (54) are above the age of 42 years.

The table also reflects that 'high' 'Alienation' in the group of below 42 years of age is perceived by maximum of 40.24% (24) respondents who belong to Chemical / Pharmaceutical sector, whereas in the same age group, 'low' 'Alienation' is experienced by a maximum of 42.86% respondents who are from Chemical / Pharmaceutical sector.

In case of the group of respondents above 42 years of age; both 'high' level and 'low' level 'Alienation' is perceived by 50% (28) and 51.85% (28) respectively; who are from Chemical / Pharmaceutical industries.

**TABLE NO. 10**

**PAMPERING AND AGE OF RESPONDENTS**

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
PAMPERING →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	16	32	10	20	26	52
	ROW %	61.54%	61.54%	38.46%	38.46%	100%	100%
	COLUMN %	45.71%	31.07%	37.04%	24.10%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	9	48	8	48	17	96
	ROW %	52.94%	50.00%	47.06%	50.00%	100%	100%
	COLUMN %	25.71%	46.60%	29.63%	57.83%	7%	39%
OTHERS (Textile, Glass, Seat, etc)	COUNT	10	23	9	15	19	38
	ROW %	52.63%	60.53%	47.37%	39.47%	100%	100%
	COLUMN %	28.58%	22.33%	33.33%	18.07%	8%	15%
TOTAL	COUNT	35	103	27	83	62	186
	ROW %	56.45%	55.38%	43.55%	44.62%	100%	100%
	COLUMN %	100%	100%	100%	100%	25%	75%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	13.9	6	0.03095

The above table indicates that chi-square is significant at 0.05 level of confidence. This means that there is close association between 'Pampering' and age of respondents.

Out of total 248 respondents, 75% (186) have perceived 'Pampering' at 'high' level; whereas according to 25% (62) there is 'Pampering' is perceived at 'low' level in the industries.

It can be further inferred that out of 186 respondents; 55.38% (103) are below the age of 42 years and 44.62% (83) are above 42 years of age.

56.45% (35) are below the age of 42 years and 43.55% (27) above the age group of 42 years of age, out of total 62 respondents who have experienced 'Pampering' at 'low' level.

The table also reflects that in less than 42 years of age group; 46.60% (48) who belong to Chemical / Pharmaceutical sector have experienced 'Pampering' to be at 'high' level.

In the same age group; 45.71% (16) who have perceived at 'low' level on 'Pampering' belong to Engineering industries.

Further, it can be observed that a maximum of 57.83% (48) have experienced 'high' level on 'Pampering'. These respondents are from Chemical / Pharmaceutical sector and above 42 years of age; whereas in the same age bracket; 37.04% (10) of Engineering industries have perceived it to be at 'low' level.

**TABLE NO. 11**

**ORGANIZATIONAL PARANOIA AND AGE OF RESPONDENTS**

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
ORGANIZATIONAL PARANOIA →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	34	10	20	24	54
	ROW %	58.33%	62.96%	41.67%	37.04%	100%	100%
	COLUMN %	38.89%	33.33%	31.24%	25.64%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	10	47	15	41	25	88
	ROW %	40.00%	53.41%	60.00%	46.59%	100%	100%
	COLUMN %	27.78%	46.08%	46.88%	52.56%	10%	35%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	21	7	17	19	38
	ROW %	63.16%	55.26%	36.84%	44.74%	100%	100%
	COLUMN %	33.33%	20.59%	21.88%	21.80%	8%	15%
TOTAL	COUNT	36	102	32	78	68	180
	ROW %	52.94%	56.67%	47.06%	43.33%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	6.94	6	0.3264

The table mentioned above presents that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and age of respondents. 'Organizational Paranoia' means that lack of trust and fear characterize the organization.

It infers that out of total 248, 72% (180) have experienced 'high' level on 'Organizational Paranoia' and 28% (68) at 'low' level.

Further, from 180 respondents, 56.67% (102) and 43.33% (78) who have perceived at 'high' level on 'Organizational Paranoia' are in the age group of below 42 years and above 42 years respectively.

Whereas, 52.94% (36) are below the age of 42 years and 47.06% (32) above 42 years of age; out of 68; who have experienced 'low' level on 'Organizational Paranoia'.



Maximum number of respondents; i.e. 46.08% (47) of Chemical / Pharmaceutical industries have perceived 'Organizational Paranoia' at 'high' level whereas 38.89% (14) of Engineering industries have experienced it at 'low' level; in the category of below 42 years of age.

In age group of above 42 years of age, 52.56% (41) and 46.88% (15) respondents have perceived 'Organizational Paranoia' at 'high' level and 'low' level respectively. Both of them are from Chemical / Pharmaceutical sector.

TABLE NO. 12

WORKAHOLISM AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
WORKAHOLISM →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	16	32	9	21	25	53
	ROW %	64.00%	60.38%	36.00%	39.62%	100%	100%
	COLUMN %	47.06%	30.77%	33.33%	25.30%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	7	50	8	48	15	98
	ROW %	46.67%	51.02%	53.33%	48.98%	100%	100%
	COLUMN %	20.59%	48.08%	29.63%	57.83%	6%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	11	22	10	14	21	36
	ROW %	52.38%	61.11%	47.62%	38.89%	100%	100%
	COLUMN %	32.35%	21.15%	37.04%	16.87%	8%	15%
TOTAL	COUNT	34	104	27	83	61	187
	ROW %	55.74%	55.61%	44.26%	44.39%	100%	100%
	COLUMN %	100%	100%	100%	100%	24%	76%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	17.5	6	0.00664

The above mentioned table reflects that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Workaholism' and age of respondents.

Further, 76% (187) and 24% (61) have experienced 'high' level and 'low' level on 'Workaholism' respectively; out of total 248 respondents.

In case of 187 respondents; 40% (98) are from Chemical / Pharmaceutical sector, whereas 21% (53) belong to Engineering sector and remaining 15% (36) belong to Other (Textile, Glass, Seat, etc.) industries

It can also be inferred that 10% (25), 8% (21) and 6% (15) belong to Engineering, Other (Textile, Glass, Seat, etc.) and Chemical / Pharmaceutical

industries respectively; out of 61 respondents who have perceived 'Workaholism' at 'low' level.

The table also shows that in Engineering industries 60.38% (32) who are of the opinion that there is 'high' 'Workaholism' are below the age of 42 years and 64% (16) who have experienced 'low' level on 'Workaholism' are below 42 years of age.

As far as Chemical / Pharmaceutical industries are concerned; 51.02% (50) who have perceived 'Workaholism' at 'high' level are less than 42 years of age whereas 53.33% (8) who have experienced it at 'low' level are above 42 years of age.

In Other (Textile, Glass, Seat, etc ) industries; 61.11% (22) who have experienced 'high' level on 'Workaholism' and 52.38% (11) who are of the opinion that there is 'low' 'Workaholism', both fall in the age group of less than 42 years of age.

TABLE NO. 13

INSUFFICIENT VALUE FOR CUSTOMERS AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
INSUFFICIENT VALUE FOR CUSTOMERS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	10	38	13	17	23	55
	ROW %	43.48%	69.09%	56.52%	30.91%	100%	100%
	COLUMN %	22.22%	40.86%	24.07%	30.36%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	26	31	25	31	51	62
	ROW %	50.98%	50.00%	49.02%	50.00%	100%	100%
	COLUMN %	57.78%	33.33%	46.30%	55.36%	21%	25%
OTHERS (Textile, Glass, Seat, etc)	COUNT	9	24	16	8	25	32
	ROW %	36.00%	75.00%	64.00%	25.00%	100%	100%
	COLUMN %	20.00%	25.81%	29.63%	14.29%	10%	13%
TOTAL	COUNT	45	93	54	56	99	149
	ROW %	45.45%	62.42%	54.55%	37.58%	100%	100%
	COLUMN %	100%	100%	100%	100%	40%	60%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	13.9	6	0.03099

The table shows that chi-square is significant at 0.05 level of confidence which means that there is strong association between 'Insufficient Value for Customers' and age of respondents

Out of 248 respondents; 60% (149) have experienced 'Insufficient Value for Customers' at 'high' level whereas 40% (99) have perceived it to be at 'low' level.

Further, out of 149 respondents; 25% (62) belong to Chemical / Pharmaceutical industries; 22% (55) to Engineering industries and 13% (32) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

Out of 99 respondents who have perceived 'Insufficient Value for Customers' at 'low' level; 21% (51) belong to Chemical / Pharmaceutical industries; 10% (25) to Other (Textile, Glass, Seat, etc.) industries and 9% (23) are from Engineering industries.

69.09% (38) and 56.62% (913) who have perceived 'Insufficient Value for Customers' at 'high' level and 'low' level are from less than 42 years of age and above 42 years of age respectively; in Engineering sector.

In Chemical / Pharmaceutical sector; 50% (31) each in the age group of below 42 years and above 42 years of age have experienced at 'high' level on 'Insufficient Value for Customers'; whereas 50.98% (26) who have perceived it to be at 'low' level are below 42 years of age.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); maximum number of respondents i.e. 75% (24) and 64% (16) who have perceived 'Insufficient Value for Customers' at 'high' level and 'low' level are less than 42 years of age and above 42 years of age respectively.

TABLE NO. 14

CUSTOMER EXPLOITATION AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
CUSTOMER EXPLOITATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	10	38	11	19	21	57
	ROW %	47.62%	66.67%	52.38%	33.33%	100%	100%
	COLUMN %	25.00%	35.19%	35.48%	27.54%	8%	23%
CHEMICAL / PHARMACEUTICAL	COUNT	16	51	10	36	26	87
	ROW %	61.54%	58.62%	38.46%	41.38%	100%	100%
	COLUMN %	40.00%	47.22%	32.26%	52.17%	11%	35%
OTHERS (Textile, Glass, Seat, etc)	COUNT	14	19	10	14	24	33
	ROW %	58.33%	57.58%	41.67%	42.42%	100%	100%
	COLUMN %	35.00%	17.59%	32.26%	20.29%	10%	13%
TOTAL	COUNT	40	108	31	69	71	177
	ROW %	56.34%	61.02%	43.66%	38.98%	100%	100%
	COLUMN %	100%	100%	100%	100%	29%	71%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	20.39	6	0.002

The above mentioned table indicates that chi-square is significant at 0.01 level of confidence; this means that there is strong association between 'Customer Exploitation' and age of respondents.

Out of total 248 respondents; 71% (177) are of the opinion that there is 'high' 'Customer Exploitation'; whereas 29% (71) have perceived 'Customer Exploitation' at 'low' level.

Further, out of 177 respondents; 61.02% (108) are below the age of 42 years and 38.98% (69) are above 42 years of age.

It can be inferred that out of 71 respondents who have perceived 'Customer Exploitation' at 'low' level; 56.34% (40) are below the age of 42 years and 43.66% (31) are above the age of 42 years.

The table also reflects that 'high' level on 'Customer Exploitation' in the group of below 42 years of age is perceived by maximum of 47.22% (51) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same age group, 'low' level on 'Customer Exploitation' is experienced by a maximum of 40% (16) respondents who are from Chemical / Pharmaceutical sector.

In case of the group of respondents above 42 years of age; 'high' level and 'low' level on 'Customer Exploitation' is perceived by 52.17% (36) of Chemical / Pharmaceutical industries and 35.48% (11) of Engineering industries respectively.

TABLE NO. 15

SERVILITY AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
SERVILITY →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	12	36	12	18	24	54
	ROW %	50.00%	66.67%	50.00%	33.33%	100%	100%
	COLUMN %	36.36%	34.29%	35.29%	23.68%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	8	49	7	49	15	98
	ROW %	53.33%	50.00%	46.67%	50.00%	100%	100%
	COLUMN %	24.24%	46.67%	20.59%	64.48%	6%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	20	15	9	28	29
	ROW %	46.43%	68.97%	53.57%	31.03%	100%	100%
	COLUMN %	39.40%	19.04%	44.12%	11.84%	11%	12%
TOTAL	COUNT	33	105	34	76	67	181
	ROW %	49.25%	58.01%	50.75%	41.99%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f	Assymptotic Significance (2 sided)
Pearson Chi-Square	31.4	6	2.15E-05

The above table indicates that chi-square is not significant. This means that there is no strong association between 'Servility' and age of respondents. Out of total 248 respondents, 73% (181) have perceived at 'high' level on 'Servility' whereas according to 27% (67) there 'Servility' is at 'low' level in the industries. 'Servility' means that organization never confronts his customers. It can be further inferred that out of 181 respondents; 58.01% (105) are below the age of 42 years and 41.99% (76) are above 42 years of age. 50.75% (34) are above the age of 42 years and 49.25% (33) below the age group of 42 years; out of total 67 respondents who have experienced 'low' level on 'Servility'. The table also reflects that maximum number of respondents i.e. 46 67% (49) who belong to Chemical / Pharmaceutical sector have experienced 'Servility'

to be at 'high' level in the age group of below 42 years of age. In the same age group; maximum number of respondents i.e. 39.40% (13) who have perceived at 'low' level on 'Servility' belong to Other (Textile, Glass, Seat, etc.) industries.

Further, it can be observed that a maximum of 64.48% (49) have experienced at 'high' level on 'Servility'. These respondents are from Chemical / Pharmaceutical sector above 42 years of age. In the same age bracket, maximum of 44.12% (15) of Other (Textile, Glass, Seat, etc.) sector have perceived at 'low' level on 'Servility'.

**TABLE NO. 16**

**BUREAUCRACY AND AGE OF RESPONDENTS**

AGE (In Years) → BUREAUCRACY →		< 42 YEARS		> 42 YEARS		TOTAL	
TYPE OF INDUSTRY ↓		LOW	HIGH	LOW	HIGH	LOW	HIGH
ENGINEERING	COUNT	12	36	11	19	23	55
	ROW %	52.17%	65.45%	47.83%	34.55%	100%	100%
	COLUMN %	42.86%	32.73%	40.74%	22.89%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	4	53	4	52	8	105
	ROW %	50.00%	50.48%	50.00%	49.52%	100%	100%
	COLUMN %	14.28%	48.18%	14.82%	62.65%	3%	43%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	21	12	12	24	33
	ROW %	50.00%	63.64%	50.00%	36.36%	100%	100%
	COLUMN %	42.86%	19.09%	44.44%	14.46%	10%	13%
TOTAL	COUNT	28	110	27	83	55	193
	ROW %	50.91%	56.99%	49.09%	43.01%	100%	100%
	COLUMN %	100%	100%	100%	100%	22%	78%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	34.6	6	5.24E-06

The table mentioned above presents that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and age of respondents.

It infers that out of total 248, majority of the respondents' i.e. 78% (193) have experienced at 'high' level on 'Bureaucracy' and 22% (55) at 'low' level.

Further, from 193 respondents, 56.99% (110) and 43.01% (83) who have perceived 'high' level on 'Bureaucracy' are in the age group of below 42 years and above 42 years respectively

Whereas, 50.91% (28) are below the age of 42 years and 49.09% (27) above 42 years of age; out of 55, who have experienced 'low' level on 'Bureaucracy'. Maximum number of respondents; i.e 48.18% (53) of Chemical / Pharmaceutical industries have perceived 'Bureaucracy' at 'high' level whereas 42.86% (12) each who have experienced it at 'low' level are from Engineering and Other (Textile, Glass, Seat, etc.) sector respectively; in the category of below 42 years of age.

In case of the other category; i.e above 42 years of age, 62.65% (52) of Chemical / Pharmaceutical sector and 44.44% (12) of Other (Textile, Glass, Seat, etc ) industries have perceived 'Bureaucracy' at 'high' level and 'low' level respectively.

TABLE NO. 17

DECISION PARALYSIS AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
DECISION PARALYSIS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	19	29	15	15	34	44
	ROW %	55.88%	65.91%	44.12%	34.09%	100%	100%
	COLUMN %	40.43%	31.87%	36.58%	21.74%	13%	18%
CHEMICAL / PHARMACEUTICAL	COUNT	11	46	13	43	24	89
	ROW %	45.83%	51.69%	54.17%	48.31%	100%	100%
	COLUMN %	23.40%	50.55%	31.71%	62.32%	10%	36%
OTHERS (Textile, Glass, Seat, etc)	COUNT	17	16	13	11	30	27
	ROW %	56.67%	59.26%	43.33%	40.74%	100%	100%
	COLUMN %	36.17%	17.58%	31.71%	15.94%	12%	11%
TOTAL	COUNT	47	91	41	69	88	160
	ROW %	53.41%	56.88%	46.59%	43.13%	100%	100%
	COLUMN %	100%	100%	100%	100%	35%	65%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	6.94	6	0.3264

The table reflects that chi-square is not significant, which means that there is no strong association between 'Decision Paralysis' and age of respondents.

Further, 65% (160) and 35% (88) have experienced at 'high' level and 'low' level on 'Decision Paralysis' respectively; out of total 248 respondents.

In case of 160 respondents; 36% (89) are from Chemical / Pharmaceutical sector; whereas 18% (44) belong to Engineering sector and remaining 11% (27) belong to Other (Textile, Glass, Seat, etc.) industries

It can also be inferred that 13% (34), 12% (30) and 10% (24) belong to Engineering, Other (Textile, Glass, Seat, etc.) and Chemical / Pharmaceutical industries respectively, out of 61 respondents who have perceived 'Decision Paralysis' at 'low' level.

The table also shows that in Engineering industries; 65.91% (29) who have experienced at 'high' level on 'Decision Paralysis' are below 42 years of age; 55.88% (19) who are of the opinion that 'Decision Paralysis' is at 'low' level are below the age of 42 years.

As far as Chemical / Pharmaceutical industries are concerned; most of the respondents i.e 51.69% (46) who have perceived 'Decision Paralysis' at 'high' level are less than 42 years of age whereas 54.17% (13) who have experienced it at 'low' level are above 42 years of age.

In Other (Textile, Glass, Seat, etc.) industries, most of the respondents i.e. 59.26% (16) who have perceived 'Decision Paralysis' at 'high' level are less than 42 years of age and 56.67% (17) who have experienced it at 'low' level also belong to same age category.



**TABLE NO. 18**

**SUB-OPTIMIZING AND AGE OF RESPONDENTS**

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
SUB-OPTIMIZING →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	15	33	10	20	25	53
	ROW %	60.00%	62.26%	40.00%	37.74%	100%	100%
	COLUMN %	40.54%	32.68%	29.41%	26.32%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	9	48	14	42	23	90
	ROW %	39.13%	53.33%	60.87%	46.67%	100%	100%
	COLUMN %	24.32%	47.52%	41.18%	55.26%	9%	36%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	20	10	14	23	34
	ROW %	56.52%	58.82%	43.48%	41.18%	100%	100%
	COLUMN %	35.14%	19.80%	29.41%	18.42%	9%	14%
TOTAL	COUNT	37	101	34	76	71	177
	ROW %	52.11%	57.06%	47.89%	42.94%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	11.3	6	0.07999

The above mentioned table shows that chi-square is not significant which means that there is no strong association between 'Sub-Optimizing' and age of respondents. 'Sub-Optimizing' means that employees have a feeling that every department has to serve their department, as their department is the centre of the organization.

Out of 248 respondents; majority of them i.e. 72% (177) have experienced 'Sub- Optimizing' at 'high' level whereas 28% (71) have perceived it to be at 'low' level.

Further, out of 177 respondents; 36% (90) belong to Chemical / Pharmaceutical industries; 22% (53) to Engineering industries and 14% (34) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

Whereas, out of 71 respondents who have perceived 'Sub-Optimizing' at 'low' level; 10% (25) are from Engineering industries and 9% (23) are each from Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

62.26% (33) and 60% (15) who have perceived 'Sub-Optimizing' at 'high' level and at 'low' level are both from less than 42 years of age; in Engineering sector.

In Chemical / Pharmaceutical sector; 53.33% (48) in the age group of below 42 years and 60.87% (14) above 42 years of age have experienced at 'high' level and 'low' level on 'Sub-Optimizing' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); maximum number of respondents i.e. 58.82% (20) and 56.52% (13) who have perceived 'Sub-Optimizing' at 'high' level and at 'low' level respectively; are both in less than 42 years of age group

**TABLE NO. 19**

**SELF CENTERED LEADERSHIP AND AGE OF RESPONDENTS**

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
SELF CENTERED LEADERSHIP →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	34	12	18	26	52
	ROW %	53.85%	65.38%	46.15%	34.62%	100%	100%
	COLUMN %	40.00%	33.01%	35.29%	23.68%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	7	50	12	44	19	94
	ROW %	36.84%	53.19%	63.16%	46.81%	100%	100%
	COLUMN %	20.00%	48.54%	35.29%	57.90%	8%	38%
OTHERS (Textile, Glass, Seat, etc)	COUNT	14	19	10	14	24	33
	ROW %	58.33%	57.58%	41.67%	42.42%	100%	100%
	COLUMN %	40.00%	18.45%	29.42%	18.42%	10%	13%
TOTAL	COUNT	35	103	34	76	69	179
	ROW %	50.72%	57.54%	49.28%	42.46%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	17.7	6	0.00706

The above mentioned table indicates that chi-square is significant at 0.01 level of confidence; this means that there is strong association between 'Self Centered Leadership' and age of respondents.

However, out of total 248 respondents; 72% (179) are of the opinion that there is 'high' 'Self Centered Leadership'; whereas 28% (69) have perceived 'Self Centered Leadership' at 'low' level.

Further, out of 179 respondents, 57.54% (103) are below the age of 42 years and 42.46% (76) are above 42 years of age.

It can be inferred that out of 69 respondents who have perceived 'Self Centered Leadership' at 'low' level; 50.72% (35) are below the age of 42 years and 49.28% (34) are above the age of 42 years.

The table also reflects that 'high' level on 'Self Centered Leadership' in the group of below 42 years of age is perceived by maximum of 53.19% (50) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same age group, 'low' level on 'Self Centered Leadership' is experienced by a maximum of 40% (14) respondents who are each from Engineering and Other industries.

In case of the group of respondents above 42 years of age; 'high' level on 'Self Centered Leadership' is perceived by 57.90% (44) Chemical / Pharmaceutical industries and each 35.29% (12) who have perceived it at 'low' level are each from Engineering and Chemical / Pharmaceutical industries.

TABLE NO. 20

SHORT SIGHTEDNESS AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
SHORT SIGHTEDNESS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	37	9	21	20	58
	ROW %	55.00%	63.79%	45.00%	36.21%	100%	100%
	COLUMN %	39.29%	33.64%	33.33%	25.30%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	4	53	9	47	13	100
	ROW %	30.77%	53.00%	69.23%	47.00%	100%	100%
	COLUMN %	14.29%	48.18%	33.33%	56.63%	5%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	20	9	15	22	35
	ROW %	59.09%	57.14%	40.91%	42.86%	100%	100%
	COLUMN %	46.42%	18.18%	33.33%	18.07%	9%	14%
TOTAL	COUNT	28	110	27	83	55	193
	ROW %	50.91%	56.99%	49.09%	43.01%	100%	100%
	COLUMN %	100%	100%	100%	100%	22%	78%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	21	6	0.0018

The table indicates that chi-square is significant at 0.01 level of confidence. This means that there is close association between 'Short Sightedness' and age of respondents.

Out of total 248 respondents, 78% (193) have perceived 'high' level on 'Short Sightedness' whereas according to 22% (55) there is 'low' 'Short Sightedness' in the industries.

It can be further inferred that out of 193 respondents; 56.99% (110) are below the age of 42 years and 43.01% (83) are above 42 years of age.

50.91% (28) are below the age of 42 years and 49.09% (27) above the age group of 42 years of age; out of total 62 respondents who have experienced 'low' level on 'Short Sightedness'.

The table also reflects that 48.18% (53) in the age group of less than 42 years who belong to Chemical / Pharmaceutical sector have experienced 'Short Sightedness' to be at 'high' level.

In the same age group; maximum number of respondents i.e.46.42% (13) who have perceived 'low' level on 'Short Sightedness' belong to other than Engineering and Chemical / Pharmaceutical industries.

Further, it can be observed that 56.63% (47) have experienced 'high' level on 'Short Sightedness'. These respondents are from Chemical / Pharmaceutical sector above 42 years of age. In the same age bracket, each 33.33% (9) respondents belong to Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Tile, etc.) sectors respectively have perceived at 'low' level on 'Short Sightedness'.

**TABLE NO. 21**

**LONG SIGHTEDNESS AND AGE OF RESPONDENTS**

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
LONG SIGHTEDNESS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	12	36	12	18	24	54
	ROW %	50.00%	66.67%	50.00%	33.33%	100%	100%
	COLUMN %	35.29%	34.62%	42.86%	21.95%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	6	51	4	52	10	103
	ROW %	60.00%	49.51%	40.00%	50.49%	100%	100%
	COLUMN %	17.65%	49.04%	14.28%	63.41%	4%	42%
OTHERS (Textile, Glass, Seat, etc)	COUNT	16	17	12	12	28	29
	ROW %	57.14%	58.62%	42.86%	41.38%	100%	100%
	COLUMN %	47.06%	16.34%	42.86%	14.64%	11%	12%
TOTAL	COUNT	34	104	28	82	62	186
	ROW %	54.84%	55.91%	45.16%	44.09%	100%	100%
	COLUMN %	100%	100%	100%	100%	25%	75%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	39.7	6	5.20E-07

The above mentioned table reflects that chi-square is not significant, which means that there is no strong association between 'Long Sightedness' and age of respondents. 'Long Sightedness' means that the organization focuses on the future, ignoring everyday operations-related issues.

Further, 75% (186) and 25% (62) have experienced 'high' level and 'low' level on 'Long Sightedness' respectively; out of total 248 respondents.

In case of 186 respondents; 42% (103) are from Chemical / Pharmaceutical sector; whereas 21% (54) belong to Engineering sector and remaining 12% (29) belong to Other (Textile, Glass, Tile, etc.) industries.

It can also be inferred that 11% (28), 10% (24) and 4% (10) belong to Other (Textile, Glass, Seat, etc.), Engineering and Chemical / Pharmaceutical industries respectively; out of 62 respondents who have perceived 'Long Sightedness' at 'low' level.

The table also shows that in Engineering industries 66.67% (36) who have experienced 'high' level on 'Long Sightedness' are below 42 years of age; 50% (12) each who are of the opinion that there is 'low' 'Long Sightedness' are below and above the age of 42 years respectively.

As far as Chemical / Pharmaceutical industries are concerned; 50.49% (52) who have perceived 'Long Sightedness' at 'high' level are above than 42 years of age whereas 60% (4) who have experienced it at 'low' level are below 42 years of age.

In Other (Textile, Glass, Seat, etc.) industries; 58.62% (17) who have perceived 'Long Sightedness' at 'high' level are less than 42 years of age and 57.14% (16) who have experienced it at 'low' level also belong to same age category.

TABLE NO. 22

RISK AVOIDANCE AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
RISK AVOIDANCE →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	37	11	19	22	56
	ROW %	50.00%	66.07%	50.00%	33.93%	100%	100%
	COLUMN %	39.28%	33.64%	28.21%	26.76%	9%	23%
CHEMICAL / PHARMACEUTICAL	COUNT	5	52	12	44	17	96
	ROW %	29.41%	54.17%	70.59%	45.83%	100%	100%
	COLUMN %	17.86%	47.27%	30.77%	61.97%	7%	38%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	21	16	8	28	29
	ROW %	42.86%	72.41%	57.14%	27.59%	100%	100%
	COLUMN %	42.86%	19.09%	41.02%	11.27%	11%	12%
TOTAL	COUNT	28	110	39	71	67	181
	ROW %	41.79%	60.77%	58.21%	39.23%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	26.3	6	0.00019

The above table shows that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Risk Avoidance' and age of respondents.

Out of 248 respondents; 73% (181) have experienced 'Risk Avoidance' at 'high' level whereas 27% (67) have perceived it to be at 'low' level.

Further, out of 181 respondents; 38% (96) belong to Chemical / Pharmaceutical industries; 23% (56) to Engineering industries and 12% (29) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

66.07% (37) who have experienced 'Risk Avoidance' at 'high' level are less than 42 years of age and 50% (11) who have perceived 'Risk Avoidance' at 'low' level are each from less than 42 years of age and above 42 years of age respectively; in Engineering sector.

In Chemical / Pharmaceutical sector; 54.17% (52) in the age group of below 42 years and 70.59% (12) above 42 years of age have experienced 'high' level and 'low' level on 'Risk Avoidance' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 72.41% (21) and 57.14% (16) respondents who have perceived 'Risk Avoidance' at 'high' level and 'low' level respectively; are each from less than 42 years of age and above 42 years of age.

TABLE NO. 23

NEGLIGENCE OF FINANCIAL MATTERS AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
NEGLIGENCE OF FINANCIAL MATTERS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	7	41	9	21	16	62
	ROW %	43.75%	66.13%	56.25%	33.87%	100%	100%
	COLUMN %	24.14%	37.61%	25.72%	28.00%	6%	25%
CHEMICAL / PHARMACEUTICAL	COUNT	14	43	16	40	30	83
	ROW %	46.67%	51.81%	53.33%	48.19%	100%	100%
	COLUMN %	48.28%	39.45%	45.71%	53.33%	13%	33%
OTHERS (Textile, Glass, Seat, etc)	COUNT	8	25	10	14	18	39
	ROW %	44.44%	64.10%	55.56%	35.90%	100%	100%
	COLUMN %	27.58%	22.94%	28.57%	18.67%	7%	16%
TOTAL	COUNT	29	109	35	75	64	184
	ROW %	45.31%	59.24%	54.69%	40.76%	100%	100%
	COLUMN %	100%	100%	100%	100%	26%	74%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	5.75	6	0.452

The above mentioned table indicates that chi-square is not significant; this means that there is no strong association between 'Negligence of Financial Matters' and age of respondents.

However, out of total 248 respondents, 74% (184) are of the opinion that there is 'high' level on 'Negligence of Financial Matters', whereas 26% (64) have perceived 'Negligence of Financial Matters' at 'low' level.

Further, out of 184 respondents; 59.24% (109) are below the age of 42 years and 40.76% (75) are above 42 years of age.

It can be inferred that out of 64 respondents who have perceived 'Negligence of Financial Matters' at 'low' level; 54.69% (35) are above the age of 42 years and 45.31% (29) are below the age of 42 years.

The table also reflects that 'high' level on 'Negligence of Financial Matters' in the group of below 42 years of age is perceived by 39.45% (43) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same age group, 'low' level on 'Negligence of Financial Matters' is experienced by 48.28% (14) respondents who are also from the same sector.

In case of the group of respondents above 42 years of age, 'high' level on 'Negligence of Financial Matters' is perceived by 53.33% (40) and 45.71% (16) who have perceived it at 'low' level are both from Chemical / Pharmaceutical industries.

TABLE NO. 24

MONEY MANIA AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
MONEY MANIA →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	8	40	12	18	20	58
	ROW %	40.00%	68.97%	60.00%	31.03%	100%	100%
	COLUMN %	29.63%	36.04%	38.71%	22.78%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	2	55	4	52	6	107
	ROW %	33.33%	51.40%	66.67%	48.60%	100%	100%
	COLUMN %	7.41%	49.55%	12.90%	65.82%	2%	43%
OTHERS (Textile, Glass, Seat, etc)	COUNT	17	16	15	9	32	25
	ROW %	53.13%	64.00%	46.88%	36.00%	100%	100%
	COLUMN %	62.96%	14.41%	48.39%	11.40%	13%	10%
TOTAL	COUNT	27	111	31	79	58	190
	ROW %	46.55%	58.42%	53.45%	41.58%	100%	100%
	COLUMN %	100%	100%	100%	100%	23%	77%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	62.2	6	1.60E-11



The table indicates that chi-square is not significant; it means that there is no close association between 'Money Mania' and age of respondents.

Out of total 248 respondents, 77% (190) have perceived 'high' level on 'Money Mania' whereas according to 23% (58) there is 'low' level on 'Money Mania' in the industries

It can be further inferred that out of 190 respondents; 58.41% (111) are below the age of 42 years and 41.58% (79) are above 42 years of age.

53.45% (31) are above the age of 42 years and 46.55% (27) below 42 years of age; out of total 58 respondents who have experienced 'low' level on 'Money Mania'.

The table also reflects that 49.55% (55) in the age group of less than 42 years who belong to Chemical / Pharmaceutical sector have experienced 'Money Mania' to be at 'high' level. In the same age group; 62.96% (17) who have perceived 'low' level on 'Money Mania' belong to other than Engineering and Chemical / Pharmaceutical industries.

Further, it can be observed that 65.82% (52) have experienced 'high' level on 'Money Mania'. These respondents are from Chemical / Pharmaceutical sector above 42 years of age. In the same age bracket, 48.39% (15) respondents who belong to Other (Textile, Glass, Seat, etc.) sectors have perceived 'Money Mania' at 'low' level.

TABLE NO. 25

INSENSITIVITY TO PROBLEMS AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
INSENSITIVITY TO PROBLEMS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	13	35	12	18	25	53
	ROW %	52.00%	66.04%	48.00%	33.96%	100%	100%
	COLUMN %	27.66%	38.46%	30.00%	25.71%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	20	37	18	38	38	75
	ROW %	52.63%	49.33%	47.37%	50.67%	100%	100%
	COLUMN %	42.55%	40.66%	45.00%	54.29%	15%	31%
OTHERS (Textile, Glass, Seat, etc.)	COUNT	14	19	10	14	24	33
	ROW %	58.33%	57.58%	41.67%	42.42%	100%	100%
	COLUMN %	29.79%	20.88%	25.00%	20.00%	10%	13%
TOTAL	COUNT	47	91	40	70	87	161
	ROW %	54.02%	56.52%	45.98%	43.48%	100%	100%
	COLUMN %	100%	100%	100%	100%	35%	65%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	5.6	6	0.4688

The above mentioned table reflects that chi-square is not significant; which means that there is no strong association between 'Insensitivity to Problems' and age of respondents 'Insensitivity to Problems' means that problems occur, reoccur and stay for a long time, without appropriate action initiated at any level of the organization.

Further, 65% (161) and 35% (87) have experienced 'high' level and 'low' level on 'Insensitivity to Problems' respectively; out of total 248 respondents.

In case of 161 respondents; 31% (75) are from Chemical / Pharmaceutical sector; whereas 21% (53) belong to Engineering sector and remaining 13% (33) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 15% (38), 10% (25) and 10% (24) belong to Chemical / Pharmaceutical, Engineering and Other (Textile, Glass, Tile, etc.) industries respectively; out of 87 respondents who have perceived 'Insensitivity to Problems' at 'low' level.

The table also shows that in Engineering industries 66.04% (35) who have experienced 'high' level on 'Insensitivity to Problems' are below 42 years of

age and 52% (13) who are of the opinion that there is 'low' level on 'Insensitivity to Problems' are also from the same age bracket.

As far as Chemical / Pharmaceutical industries are concerned; 50.67% (38) who have perceived 'Insensitivity to Problems' at 'high' level are above than 42 years of age whereas 52.63% (20) who have experienced it at 'low' level are below 42 years of age.

In Other (Textile, Glass, Seat, etc.) industries, 57.88% (19) who have perceived 'Insensitivity to Problems' at 'high' level are less than 42 years of age and 58.33% (14) who have experienced it at 'low' level also belong to same age category.

TABLE NO. 26

STAGNATION AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
STAGNATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	34	9	21	23	55
	ROW %	60.87%	61.82%	39.13%	38.18%	100%	100%
	COLUMN %	28.57%	38.20%	19.15%	33.33%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	22	35	25	31	47	66
	ROW %	46.81%	53.03%	53.19%	46.97%	100%	100%
	COLUMN %	44.90%	39.33%	53.19%	49.21%	19%	27%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	20	13	11	26	31
	ROW %	50.00%	64.52%	50.00%	35.48%	100%	100%
	COLUMN %	26.53%	22.47%	27.66%	17.46%	10%	13%
TOTAL	COUNT	49	89	47	63	96	152
	ROW %	51.04%	58.55%	48.96%	41.45%	100%	100%
	COLUMN %	100%	100%	100%	100%	38%	62%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	6.86	6	0.333

The above table shows that chi-square is not significant; which means that there is no strong association between 'Stagnation' and age of respondents. Out of 248 respondents; 62% (152) have experienced 'Stagnation' at 'high' level whereas 38% (96) have perceived it to be at 'low' level. Further, out of 152 respondents; 27% (66) belong to Chemical / Pharmaceutical industries, 22% (55) to Engineering industries and 13% (31)

are from third category of industries i.e other than Engineering and Chemical / Pharmaceutical.

61.82% (34) have experienced 'Stagnation' at 'high' level are less than 42 years of age and 60.87% (14) who have perceived 'Stagnation' at 'low' level are also from the same age group; in Engineering sector.

In Chemical / Pharmaceutical sector; 53.03% (35) in the age group of below 42 years and 53.19% (25) above 42 years of age have experienced 'high' level and 'low' level on 'Stagnation' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 64.52% (20) who have experienced 'high' level on 'Stagnation' are less than 42 years of age; whereas 50% (13) who have experienced 'low' level on 'Stagnation' are each from less than 42 years of age and above 42 years of age.

TABLE NO. 28

TUNNEL VISION AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
TUNNEL VISION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	8	40	11	19	19	59
	ROW %	42.11%	67.80%	57.89%	32.20%	100%	100%
	COLUMN %	23.53%	38.46%	32.35%	25.00%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	8	49	11	45	19	94
	ROW %	42.11%	52.13%	57.89%	47.87%	100%	100%
	COLUMN %	23.53%	47.12%	32.35%	59.21%	8%	38%
OTHERS (Textile, Glass, Seat, etc)	COUNT	18	15	12	12	30	27
	ROW %	60.00%	55.56%	40.00%	44.44%	100%	100%
	COLUMN %	52.94%	14.42%	35.29%	15.79%	11%	11%
TOTAL	COUNT	34	104	34	76	68	180
	ROW %	50.00%	57.78%	50.00%	42.22%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	31.9	6	1.66E-05

The above table indicates that chi-square is not significant; it means that there is no close association between 'Tunnel Vision' and age of respondents.

'Tunnel Vision' means that organization focuses on existing competencies only.

Out of total 248 respondents, 73% (180) have perceived 'high' level on 'Tunnel Vision' whereas according to 27% (68) there is 'low' level on 'Tunnel Vision' in the industries

It can be further inferred that out of 180 respondents; 57.78% (104) are below the age of 42 years and 42.22% (76) are above 42 years of age.

50% (34) each are above the age of 42 years and below 42 years of age; out of total 58 respondents who have experienced 'low' level on 'Tunnel Vision'.

The table also reflects that 47.12% (49) respondents in the age group of less than 42 years who belong to Chemical / Pharmaceutical sector have experienced 'Tunnel Vision' to be at 'high' level.

In the same age group; 52.94% (18) who have perceived 'low' level on 'Tunnel Vision' belong to other than Engineering and Chemical / Pharmaceutical industries.

Further, it can be observed that 59.21% (45) have experienced 'high' level on 'Tunnel Vision'. These respondents are from Chemical / Pharmaceutical sector above 42 years of age. In the same age bracket, 35.29% (12) who have perceived it at 'low' level belong to Other (Textile, Glass, Seat, etc.) sectors.

**TABLE NO. 28**

**AGGRESSIVE APPROACH TO ENVIRONMENT AND AGE OF RESPONDENTS**

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
AGGRESSIVE APPROACH TO ENVIRONMENT →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	18	30	13	17	31	47
	ROW %	58.06%	63.83%	41.94%	36.17%	100%	100%
	COLUMN %	36.00%	34.09%	31.71%	24.64%	13%	19%
CHEMICAL / PHARMACEUTICAL	COUNT	20	37	18	38	38	75
	ROW %	52.63%	49.38%	47.37%	50.67%	100%	100%
	COLUMN %	40.00%	42.05%	43.90%	55.07%	15%	30%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	21	10	14	22	35
	ROW %	54.55%	60.00%	45.45%	40.00%	100%	100%
	COLUMN %	24.00%	23.86%	24.39%	20.29%	9%	14%
TOTAL	COUNT	50	88	41	69	91	157
	ROW %	54.95%	56.05%	45.05%	43.95%	100%	100%
	COLUMN %	100%	100%	100%	100%	37%	63%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	3.82	6	0.7

The above mentioned table reflects that chi-square is not significant; which means that there is no strong association between 'Aggressive Approach to Environment' and age of respondents

Further, 63% (157) and 37% (91) have experienced 'high' level and 'low' level on 'Aggressive Approach to Environment' respectively; out of total 248 respondents.

In case of 157 respondents; 30% (75) are from Chemical / Pharmaceutical sector; whereas 19% (47) belong to Engineering sector and remaining 14% (35) belong to Other (Textile, Glass Seat, etc.) industries.

It can also be inferred that 15% (38), 13% (31) and 9% (22) belong to Chemical / Pharmaceutical, Engineering and Other (Textile, Glass Seat, etc.) industries respectively; out of 91 respondents who have perceived 'Aggressive Approach to Environment' at 'low' level.

The table also shows that in Engineering industries 63.83% (30) who have experienced 'high' level on 'Aggressive Approach to Environment' are below 42 years of age and 58.06% (18) who are of the opinion that there is 'low'

level on 'Aggressive Approach to Environment' are also from the same age bracket.

As far as Chemical / Pharmaceutical industries are concerned; 50.67% (38) who have perceived 'Aggressive Approach to Environment' at 'high' level are above than 42 years of age whereas 52.63% (20) who have experienced it at 'low' level are below 42 years of age.

In Other (Textile, Glass, Seat, etc.) industries, 60% (21) who have perceived 'Aggressive Approach to Environment' at 'high' level are less than 42 years of age and 54.55% (12) who have experienced it at 'low' level also belong to same age category.

TABLE NO. 29

INSUFFICIENT INTERACTION WITH ENVIRONMENT AND AGE OF RESPONDENTS

AGE (In Years) →		< 42 YEARS		> 42 YEARS		TOTAL	
INSUFFICIENT INTERACTION WITH ENVIRONMENT →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	20	28	10	20	30	48
	ROW %	66.67%	58.33%	33.33%	41.67%	100%	100%
	COLUMN %	30.77%	38.36%	19.23%	34.48%	12%	19%
CHEMICAL / PHARMACEUTICAL	COUNT	24	33	25	31	49	64
	ROW %	48.98%	51.56%	51.02%	48.44%	100%	100%
	COLUMN %	36.92%	45.21%	48.08%	53.45%	20%	26%
OTHERS (Textile, Glass, Seat, etc)	COUNT	21	12	17	7	38	19
	ROW %	55.26%	63.16%	44.74%	36.84%	100%	100%
	COLUMN %	32.31%	16.45%	32.69%	12.07%	15%	8%
TOTAL	COUNT	65	73	52	58	117	131
	ROW %	55.56%	55.73%	44.44%	44.27%	100%	100%
	COLUMN %	100%	100%	100%	100%	47%	53%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	14.6	6	0.0232

The above table shows that chi-square is significant at 0.05 level of confidence; which means that there is strong association between 'Insufficient Interaction with Environment' and age of respondents.

'Insufficient Interaction with Environment' means that procedures that can ensure that the organization keeps a healthy, living, active and adequate relationship with its environment do not function.

Out of 248 respondents, 53% (131) have experienced 'Insufficient Interaction with Environment' at 'high' level whereas 47% (117) have perceived it to be at 'low' level.

Further, out of 131 respondents; 26% (64) belong to Chemical / Pharmaceutical industries; 19% (48) to Engineering industries and 8% (19) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

Out of 117 respondents; 20% (49) belong to Chemical / Pharmaceutical industries; 15% (38) to Other (Textile, Glass, Seat, etc.) industries and 12% (30) are from Engineering industries.

58.33% (28) have experienced 'Insufficient Interaction with Environment' at 'high' level are less than 42 years of age and 66.67% (20) who have perceived 'Insufficient Interaction with Environment' at 'low' level are also from the same age group; in Engineering sector

In Chemical / Pharmaceutical sector; 51.56% (33) in the age group of below 42 years and 51.02% (25) above 42 years of age have experienced 'high' level and 'low' level on 'Insufficient Interaction with Environment' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 63.16% (12) respondents who have experienced 'high' level on 'Insufficient Interaction with Environment' are less than 42 years of age; whereas 52.26% (21) who have experienced 'low' level on 'Insufficient Interaction with Environment' are from less than 42 years of age category.



## PART B: ORGANIZATIONAL HEALTH PARAMETERS AND EDUCATIONAL BACKGROUND OF RESPONDENTS

This section consists of tables and their interpretation of each of the Organizational Health parameters with the educational qualification of respondents.

**TABLE NO. 30**

### ALIENATION AND EDUCATIONAL BACKGROUND OF RESPONDENTS

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
ALIENATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	24	19	21	33	45
	ROW %	42.42%	53.33%	57.58%	46.67%	100%	100%
	COLUMN %	20.59%	27.59%	45.24%	41.18%	13%	18%
CHEMICAL / PHARMACEUTICAL	COUNT	37	41	15	20	52	61
	ROW %	71.15%	67.21%	28.85%	32.79%	100%	100%
	COLUMN %	54.41%	47.13%	35.71%	39.22%	21%	25%
OTHERS (Textile, Glass, Seat, etc)	COUNT	17	22	8	10	25	32
	ROW %	68.00%	68.75%	32.00%	31.25%	100%	100%
	COLUMN %	25.00%	25.28%	19.05%	19.60%	10%	13%
TOTAL	COUNT	68	87	42	51	110	138
	ROW %	61.82%	63.04%	38.18%	36.96%	100%	100%
	COLUMN %	100%	100%	100%	100%	44%	56%

Chi-Square Test			
	Value	d.f.	Assumption Significance (2 sided)
Pearson Chi-Square	10.45	6	0.1067

The above mentioned table indicates that chi-square is not significant; this means that there is no strong association between 'Alienation' and educational background of respondents.

However, out of total 248 respondents; 56% (138) are of the opinion that there is 'high' 'Alienation'; whereas 44% (110) have perceived Alienation at 'low' level.

Further, out of 138 respondents; 63.04% (87) are graduates and 36.96% (51) are postgraduates.

It can be inferred that out of 110 respondents who have perceived 'Alienation' at 'low' level; 61.82% (68) are graduates and 38.18% (42) are postgraduates. The table also reflects that 'high' 'Alienation' in the group of graduates is perceived by 47.13% (41) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Alienation' is experienced by 54.41% (37) respondents who are from Chemical / Pharmaceutical sector.

In case of the group of respondents; i.e. postgraduates; both 'high' level and 'low' level on 'Alienation' is perceived by 41.18% (21) and 45.24% (19) respectively; who are both from Engineering industries.

**TABLE NO. 31**

**PAMPERING AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
PAMPERING →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	10	28	16	24	26	52
	ROW %	38.46%	53.85%	61.54%	46.15%	100%	100%
	COLUMN %	27.78%	23.53%	61.54%	35.82%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	14	64	3	32	17	96
	ROW %	82.35%	66.67%	17.65%	33.33%	100%	100%
	COLUMN %	38.89%	53.78%	11.54%	47.76%	7%	39%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	27	7	11	19	38
	ROW %	63.16%	71.05%	36.84%	28.95%	100%	100%
	COLUMN %	33.33%	22.69%	26.92%	16.42%	8%	15%
TOTAL	COUNT	36	119	26	67	62	186
	ROW %	58.06%	63.98%	41.94%	36.02%	100%	100%
	COLUMN %	100%	100%	100%	100%	25%	75%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	22.32	6	0.00105

The above table indicates that chi-square is significant at 0.01 level of confidence. This means that there is close association between 'Pampering' and educational background of respondents. 'Pampering' means that organization is of the opinion that confronting their employees is not right, even if problems remain

Out of total 248 respondents, 75% (186) have perceived 'high' level on 'Pampering' whereas according to 25% (62) there is 'low' level on 'Pampering' in the industries.

It can be further inferred that out of 186 respondents; 63.98% (119) are graduates and 36.02% (67) are postgraduates.

58.06% (36) are graduates and 41.94% (26) are postgraduates; out of total 62 respondents who have experienced 'low' level on 'Pampering'.

The table also reflects that 53.78% (64) who are graduates belong to Chemical / Pharmaceutical sector and have experienced 'Pampering' to be at 'high' level.

In the same category; 38.89% (14) respondents who have perceived 'low' level on 'Pampering' also belong to the same sector.

Further, it can be observed that 47.76% (32) have experienced 'high' level on 'Pampering'. These postgraduates are from Chemical / Pharmaceutical sector; whereas 61.54% (16) who have perceived 'Pampering' to be at 'low' level are from Engineering industries.

**TABLE NO. 32**

**ORGANIZATIONAL PARANOIA AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND → ORGANIZATIONAL PARANOIA →		GRADUATE		POST GRADUATE		TOTAL	
TYPE OF INDUSTRY ↓		LOW	HIGH	LOW	HIGH	LOW	HIGH
ENGINEERING	COUNT	12	26	12	28	24	54
	ROW %	50.00%	48.15%	50.00%	51.85%	100%	100%
	COLUMN %	31.58%	22.22%	40.00%	44.44%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	16	62	9	26	25	88
	ROW %	64.00%	70.45%	36.00%	29.55%	100%	100%
	COLUMN %	42.11%	52.99%	30.00%	41.27%	10%	35%
OTHERS (Textile, Glass, Seat, etc)	COUNT	10	29	9	9	19	38
	ROW %	52.63%	76.32%	47.37%	23.68%	100%	100%
	COLUMN %	26.31%	24.79%	30.00%	14.29%	8%	15%
TOTAL	COUNT	38	117	30	63	68	180
	ROW %	55.88%	65.00%	44.12%	35.00%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	13.67	6	0.0334

The table mentioned above presents that chi-square is significant at 0.05 level of confidence; it means that there is strong association between 'Organizational Paranoia' and educational background of respondents.

It infers that out of total 248, 72% (180) have experienced 'high' level on 'Organizational Paranoia' and 28% (68) 'low' level.

Further, from 180 respondents, 65% (117) and 35% (63) who have perceived 'high' level on 'Organizational Paranoia' are graduates and postgraduates respectively.

Whereas, 55.88% (38) are graduates and 44.12% (30) are postgraduates; out of 68 who have experienced 'low' level on 'Organizational Paranoia'.

52.99% (62) of Chemical / Pharmaceutical industries have perceived 'Organizational Paranoia' at 'high' level whereas 42.11% (16) have experienced it at 'low' level; in the category of graduates.

In case of the other category; i.e. postgraduates, 44.44% (28) and 40% (12) of Engineering industries have perceived 'Organizational Paranoia' at 'high' level and 'low' level respectively.

**TABLE NO. 33**

**WORKAHOLISM AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
WORKAHOLISM →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	29	16	24	25	53
	ROW %	36.00%	54.72%	64.00%	45.28%	100%	100%
	COLUMN %	27.28%	23.77%	57.14%	36.92%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	12	66	3	32	15	98
	ROW %	80.00%	67.35%	20.00%	32.65%	100%	100%
	COLUMN %	36.36%	54.10%	10.72%	49.23%	6%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	27	9	9	21	36
	ROW %	57.14%	75.00%	42.86%	25.00%	100%	100%
	COLUMN %	36.36%	22.13%	32.14%	13.85%	8%	15%
TOTAL	COUNT	33	122	28	65	61	187
	ROW %	54.10%	65.24%	45.90%	34.76%	100%	100%
	COLUMN %	100%	100%	100%	100%	24%	76%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	25.17	6	0.000317

The above mentioned table reflects that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Workaholism' and educational background of respondents.

Further, 76% (187) and 24% (61) have experienced 'high' level and 'low' level on 'Workaholism' respectively; out of total 248 respondents.

In case of 187 respondents; 40% (98) are from Chemical / Pharmaceutical sector; whereas 21% (53) belong to Engineering sector and remaining 15% (36) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 10% (25), 8% (21) and 6% (15) belong to Engineering, Other (Textile, Glass, Seat, etc.) and Chemical / Pharmaceutical industries respectively; out of 61 respondents who have perceived 'Workaholism' at 'low' level.

The table also shows that in Engineering industries 54.72% (29) who have experienced 'high' level on 'Workaholism' are graduates; 64% (16) who are of the opinion that there is 'low' 'Workaholism' are postgraduates.

As far as Chemical / Pharmaceutical industries are concerned; 67.35% (66) who have perceived 'Workaholism' at 'high' level are graduates and 80% (12) who have experienced it at 'low' level also have the same educational background.

In the Other (Textile, Glass, Seat, etc.) industries; 75% (27) and 57.14% (12) have perceived 'high' level and 'low' level on 'Workaholism' respectively.

**TABLE NO. 34**

**INSUFFICIENT VALUE FOR CUSTOMERS AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
INSUFFICIENT VALUE FOR CUSTOMERS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	10	28	13	27	23	55
	ROW %	43.48%	50.91%	56.52%	49.09%	100%	100%
	COLUMN %	15.87%	30.43%	36.11%	47.37%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	37	41	14	21	51	62
	ROW %	72.55%	66.13%	27.45%	33.87%	100%	100%
	COLUMN %	58.73%	44.57%	38.89%	36.84%	21%	25%
OTHERS (Textile, Glass, Seat, etc)	COUNT	16	23	9	9	25	32
	ROW %	64.00%	71.88%	36.00%	28.13%	100%	100%
	COLUMN %	25.40%	25.00%	25.00%	15.79%	10%	13%
TOTAL	COUNT	63	92	36	57	99	149
	ROW %	50.91%	59.42%	49.09%	40.58%	100%	100%
	COLUMN %	100%	100%	100%	100%	44%	56%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	15.12	6	0.01933

The above table shows that chi-square is significant at 0.01 level of confidence which means that there is strong association between 'Insufficient Value for Customers' and educational background of respondents. 'Insufficient Value for Customers' means that organization has very few customers.

Out of 248 respondents; 60% (149) have experienced 'Insufficient Value for Customers' at 'high' level whereas 40% (99) have perceived it to be at 'low' level.

Further, out of 149 respondents; 25% (62) belong to Chemical / Pharmaceutical industries; 22% (55) to Engineering industries and 13% (32) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

Whereas, out of 99, 21% (51) belong to Chemical / Pharmaceutical industries; 10% (25) are from Other (Textile, Glass, Seat, etc.) industries and 9% (23) belong to Engineering sector.

50.91% (28) and 56.52% (13) who have perceived 'Insufficient Value for Customers' at 'high' level and 'low' level are graduates and postgraduates respectively, in Engineering sector.

In Chemical / Pharmaceutical sector, 66.13% (41) and 72.55% (37) who are graduates have experienced 'high' level and 'low' level on 'Insufficient Value for Customers' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 71.88% (23) and 64% (16) who have perceived 'Insufficient Value for Customers' at 'high' level and 'low' level are both graduates.

**TABLE NO. 35**

**CUSTOMER EXPLOITATION AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
CUSTOMER EXPLOITATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	29	12	28	21	57
	ROW %	42.86%	50.88%	57.14%	49.12%	100%	100%
	COLUMN %	25.00%	32.58%	28.57%	34.57%	8%	23%
CHEMICAL / PHARMACEUTICAL	COUNT	13	35	20	45	33	80
	ROW %	39.39%	43.75%	60.61%	56.25%	100%	100%
	COLUMN %	36.11%	39.33%	47.62%	55.56%	13%	32%
OTHERS (Textile, Glass, Seat, etc)	COUNT	14	25	10	8	24	33
	ROW %	58.33%	75.76%	41.67%	24.24%	100%	100%
	COLUMN %	38.89%	28.09%	23.81%	9.87%	10%	14%
TOTAL	COUNT	36	89	42	81	78	170
	ROW %	46.15%	52.35%	53.85%	47.65%	100%	100%
	COLUMN %	100%	100%	100%	100%	31%	69%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	15.04	6	0.0199

The above mentioned table indicates that chi-square is significant; this means that there is strong association between 'Customer Exploitation' and educational background of respondents.

Out of total 248 respondents; 69% (170) are of the opinion that there is 'high' 'Customer Exploitation'; whereas 31% (78) have perceived 'Customer Exploitation' at 'low' level.

Further, out of 170 respondents who have perceived 'high' level on 'Customer Exploitation'; 52.35% (89) are graduates and 47.65% (81) are post graduates. It can be inferred that out of 78 respondents who have perceived 'Customer Exploitation' at 'low' level; 46.15% (36) are graduates and 53.85% (42) are postgraduates.

The table also reflects that 'high' level on 'Customer Exploitation' in the group of graduates is perceived by 39.33% (35) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Customer Exploitation' is experienced by 38.89% (14) respondents who are from Other (Textile, Glass, Seat, etc.) sector.



In case of postgraduates; 'high' level and 'low' level on 'Customer Exploitation' is perceived by 55.56% (45) and 47.62% (20) respondents respectively; both of which belong to Chemical / Pharmaceutical industries.

**TABLE NO. 36**

**SERVILITY AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
SERVILITY →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	27	13	27	24	54
	ROW %	45.83%	50.00%	54.17%	50.00%	100%	100%
	COLUMN %	28.94%	23.08%	44.83%	42.18%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	10	68	5	30	15	98
	ROW %	66.67%	69.39%	33.33%	30.61%	100%	100%
	COLUMN %	26.32%	58.12%	17.24%	46.88%	6%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	17	22	11	7	28	29
	ROW %	60.71%	75.86%	39.29%	24.14%	100%	100%
	COLUMN %	44.74%	18.80%	37.93%	10.94%	11%	12%
TOTAL	COUNT	38	117	29	64	67	181
	ROW %	56.72%	64.64%	43.28%	35.36%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	34.52	6	5.33E-06

The above table indicates that chi-square is not significant. This means that there is no strong association between 'Servility' and educational background of respondents.

Out of total 248 respondents, 73% (181) have perceived 'high' level on 'Servility' whereas according to 27% (67) there is 'low' level on 'Servility' in the industries.

It can be further inferred that out of 181 respondents; 64.64% (117) are graduates and remaining 35.36% (64) are postgraduates.

56.72% (38) are graduates and 43.28% (29) are postgraduates; out of total 67 respondents who have experienced 'low' level on 'Servility'.

The table also reflects that 58.12% (68) who belong to Chemical / Pharmaceutical sector have experienced 'Servility' to be at 'high' level; are

graduates. In the same category; 44.74% (17) who have perceived at 'low' level on 'Servility' belong to Other (Textile, Glass, Seat, etc.) industries. Further, it can be observed that 46.88% (30) have experienced 'high' level on 'Servility'. These respondents from Chemical / Pharmaceutical sector are postgraduates. In the same bracket, 44.83% (13) of Engineering sector have perceived 'low' level on 'Servility'.

TABLE NO. 37

BUREAUCRACY AND EDUCATIONAL BACKGROUND OF RESPONDENTS

EDUCATIONAL BACKGROUND → BUREAUCRACY →		GRADUATE		POST GRADUATE		TOTAL	
TYPE OF INDUSTRY ↓		LOW	HIGH	LOW	HIGH	LOW	HIGH
ENGINEERING	COUNT	10	28	13	27	23	55
	ROW %	43.48%	50.91%	56.52%	49.09%	100%	100%
	COLUMN %	32.26%	22.58%	54.17%	39.13%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	7	71	1	34	8	105
	ROW %	87.50%	67.62%	12.50%	32.38%	100%	100%
	COLUMN %	22.58%	57.26%	4.17%	49.28%	3%	43%
OTHERS (Textile, Glass, Seat, etc)	COUNT	14	25	10	8	24	33
	ROW %	58.33%	75.76%	41.67%	24.24%	100%	100%
	COLUMN %	45.16%	20.16%	41.67%	11.59%	10%	13%
TOTAL	COUNT	31	124	24	69	55	193
	ROW %	56.36%	64.25%	43.64%	35.75%	100%	100%
	COLUMN %	100%	100%	100%	100%	22%	78%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	39.49	6	5.73E-07

The table mentioned above presents that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and educational background of respondents. It infers that out of total 248, 78% (193) have experienced 'high' level on 'Bureaucracy' and 22% (55) 'low' level. Further, from 193 respondents, 64.25% (124) and 35.75% (69) who have perceived 'high' level on 'Bureaucracy' are postgraduates and graduates respectively

Whereas, 56.36% (31) are graduates and 43.64% (24) are postgraduates; out of 55; who have experienced 'low' level on 'Bureaucracy'

57.26% (71) of Chemical / Pharmaceutical industries have perceived 'Bureaucracy' at 'high' level whereas 45.16% (14) who have experienced it at 'low' level belong to Other (Textile, Glass, Seat, etc.) sector; in the category of graduates.

In case of the other category; i.e. postgraduates, 49.28% (34) of Chemical / Pharmaceutical sector and 54.17% (13) of Engineering industries have perceived 'Bureaucracy' at 'high' level and 'low' level respectively.

**TABLE NO. 38**

**DECISION PARALYSIS AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
DECISION PARALYSIS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	17	21	17	23	34	44
	ROW %	50.00%	47.73%	50.00%	52.27%	100%	100%
	COLUMN %	31.48%	20.79%	50.00%	38.98%	14%	18%
CHEMICAL / PHARMACEUTICAL	COUNT	20	58	4	31	24	89
	ROW %	83.33%	65.17%	16.67%	34.83%	100%	100%
	COLUMN %	37.04%	57.43%	11.76%	52.54%	9%	36%
OTHERS (Textile, Glass, Seat, etc)	COUNT	17	22	13	5	30	27
	ROW %	56.67%	81.48%	43.33%	18.52%	100%	100%
	COLUMN %	31.48%	21.78%	38.24%	8.48%	12%	11%
TOTAL	COUNT	54	101	34	59	88	160
	ROW %	61.36%	63.12%	38.64%	36.88%	100%	100%
	COLUMN %	100%	100%	100%	100%	35%	65%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	32.17	6	1.51E-05

The above mentioned table reflects that chi-square is not significant; which means that there is no strong association between 'Decision Paralysis' and educational background of respondents. 'Decision Paralysis' means that it takes too long to make decisions.

Further, 65% (160) and 35% (88) have experienced 'high' level and 'low' level on 'Decision Paralysis' respectively; out of total 248 respondents.

In case of 160 respondents; 36% (89) are from Chemical / Pharmaceutical sector; whereas 18% (44) belong to Engineering sector and remaining 11% (27) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 14% (34), 12% (30) and 9% (24) belong to Engineering, Other (Textile, Glass, Seat, etc.) and Chemical / Pharmaceutical industries respectively; out of 88 respondents who have perceived 'Decision Paralysis' at 'low' level.

The table also shows that in Engineering industries 52.27% (23) who have experienced 'high' level on 'Decision Paralysis' are postgraduates and 50% (17) each are graduates and postgraduates who are of the opinion that there is 'low' level on 'Decision Paralysis'.

As far as Chemical / Pharmaceutical industries are concerned; 65.17% (58) who have perceived 'Decision Paralysis' at 'high' level are graduates and 83.33% (20) who have experienced it at 'low' level are also graduates.

In Other (Textile, Glass, Seat, etc.) industries, 81.48% (22) who have perceived 'Decision Paralysis' at 'high' level are graduates as well as 56.67% (17) who have experienced it at 'low' level also belong to same category.

**TABLE NO. 39**

**SUB-OPTIMIZING AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
SUB- OPTIMIZING →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	13	25	12	28	25	53
	ROW %	52.00%	47.17%	48.00%	52.83%	100%	100%
	COLUMN %	26.53%	23.58%	54.55%	39.44%	11%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	21	57	2	33	23	90
	ROW %	91.30%	63.33%	8.70%	36.67%	100%	100%
	COLUMN %	42.86%	53.77%	9.09%	46.48%	9%	36%
OTHERS (Textile, Glass, Seat, etc)	COUNT	15	24	8	10	23	34
	ROW %	65.22%	70.59%	34.78%	29.41%	100%	100%
	COLUMN %	30.61%	22.65%	36.36%	14.08%	9%	14%
TOTAL	COUNT	49	106	22	71	71	177
	ROW %	69.01%	59.89%	30.99%	40.11%	100%	100%
	COLUMN %	100%	100%	100%	100%	29%	71%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	21.12	6	0.0017

The above table shows that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Sub-Optimizing' and educational background of respondents.

Out of 248 respondents; 71% (177) have experienced 'Sub-Optimizing' at 'high' level whereas 29% (71) have perceived it to be at 'low' level.

Further, out of 177 respondents; 36% (90) belong to Chemical / Pharmaceutical industries; 21% (53) to Engineering industries and 14% (34) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

It is also observed that 11% (25) of Engineering industries and 9% (23) each are from Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) sectors; out of 71 respondents.

52.83% (28) and 52% (13) who have perceived 'Sub-Optimizing' at 'high' level and 'low' level are postgraduates and graduates respectively; in Engineering sector.

In Chemical / Pharmaceutical sector; 63 33% (57) and 91.30% (21) who have experienced 'Sub-Optimizing' at 'high' level and 'low' level respectively are both graduates.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); maximum number of respondents i.e. 70.59% (24) and 65.22% (15) who have perceived 'Sub-Optimizing' at 'high' level and 'low' level respectively; are both from graduate category.

**TABLE NO. 40**

**SELF CENTERED LEADERSHIP AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
SELF CENTERED LEADERSHIP →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	12	26	14	26	26	52
	ROW %	46.15%	50.00%	53.85%	50.00%	100%	100%
	COLUMN %	28.58%	23.01%	51.85%	39.39%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	15	63	4	31	19	94
	ROW %	78.95%	67.02%	21.05%	32.98%	100%	100%
	COLUMN %	35.71%	55.75%	14.82%	46.97%	8%	38%
OTHERS (Textile, Glass, Seat, etc)	COUNT	15	24	9	9	24	33
	ROW %	62.50%	72.73%	37.50%	27.27%	100%	100%
	COLUMN %	35.71%	21.24%	33.33%	13.64%	10%	13%
TOTAL	COUNT	42	113	27	66	69	179
	ROW %	60.87%	63.13%	39.13%	36.87%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	23.54	6	0.00063

The above mentioned table indicates that chi-square is significant at 0.01 level of confidence; this means that there is strong association between 'Self Centered Leadership' and educational background of respondents.

However, out of total 248 respondents; 72% (179) are of the opinion that there is 'high' 'Self Centered Leadership'; whereas 28% (69) have perceived 'Self Centered Leadership' at 'low' level.

Further, out of 179 respondents; 63.13% (113) are graduates and 36.87% (66) are postgraduates.

It can be inferred that out of 69 respondents who have perceived 'Self Centered Leadership' at 'low' level; 60.87% (42) are graduates and 39.13% (27) are postgraduates.

The table also reflects that 'high' level on 'Self Centered Leadership' in the group of graduates is perceived by 55.75% (63) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Self Centered Leadership' is experienced by each 35.71% (15) respondents who are from Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

In case of the group of postgraduates; 'high' level on 'Self Centered Leadership' is perceived by 46.97% (31) Chemical / Pharmaceutical industries and 51.85% (14) who have perceived it at 'low' level are from Engineering industries.

TABLE NO. 41

SHORT SIGHTEDNESS AND EDUCATIONAL BACKGROUND OF RESPONDENTS

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
SHORT SIGHTEDNESS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	29	11	29	20	58
	ROW %	45.00%	50.00%	55.00%	50.00%	100%	100%
	COLUMN %	25.00%	24.37%	57.89%	39.19%	8%	23%
CHEMICAL / PHARMACEUTICAL	COUNT	11	67	2	33	13	100
	ROW %	84.62%	67.00%	15.38%	33.00%	100%	100%
	COLUMN %	30.56%	56.30%	10.53%	44.59%	5%	41%
OTHERS (Textile, Glass, Seat, etc)	COUNT	16	23	6	12	22	35
	ROW %	72.73%	65.71%	27.27%	34.29%	100%	100%
	COLUMN %	44.44%	19.33%	31.58%	16.22%	9%	14%
TOTAL	COUNT	36	119	19	74	55	193
	ROW %	65.45%	61.66%	34.55%	38.34%	100%	100%
	COLUMN %	100%	100%	100%	100%	22%	78%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	27.92	6	9.71E-05

The above table indicates that chi-square is not significant. This means that there is no close association between 'Short Sightedness' and educational background of respondents.

Out of total 248 respondents, 78% (193) have perceived 'high' level on 'Short Sightedness' whereas according to 22% (55) there is 'low' level 'Short Sightedness' in the industries.

It can be further inferred that out of 193 respondents; 61.66% (119) are graduates and 38.34% (74) are postgraduates.

65.45% (36) are graduates and 34.55% (19) are postgraduates; out of total 55 respondents who have experienced 'low' level on 'Short Sightedness'.

The table also reflects that 56.30% (67) in the graduates' category who belong to Chemical / Pharmaceutical sector have experienced 'Short Sightedness' to be at 'high' level.

In the same category; 44.44% (16) who have perceived 'low' level on 'Short Sightedness' belong to other than Engineering and Chemical / Pharmaceutical industries.

Further, it can be observed that 44.59% (33) postgraduates have experienced 'high' level on 'Short Sightedness'. These respondents are from Chemical / Pharmaceutical sector. In the same bracket, 57.89% (11) respondents who belong to Engineering sector have perceived 'Short Sightedness' at 'low' level.



**TABLE NO. 42**

**LONG SIGHTEDNESS AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
LONG SIGHTEDNESS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	10	28	14	26	24	54
	ROW %	41.67%	51.85%	58.33%	48.15%	100%	100%
	COLUMN %	31.24%	22.76%	46.67%	41.27%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	5	73	5	30	10	103
	ROW %	50.00%	70.87%	50.00%	29.13%	100%	100%
	COLUMN %	15.63%	59.35%	16.67%	47.62%	4%	41%
OTHERS (Textile, Glass, Seat, etc)	COUNT	17	22	11	7	28	29
	ROW %	60.71%	75.86%	39.29%	24.14%	100%	100%
	COLUMN %	53.13%	17.89%	36.66%	11.11%	11%	12%
TOTAL	COUNT	32	123	30	63	62	186
	ROW %	51.61%	66.13%	48.39%	33.87%	100%	100%
	COLUMN %	100%	100%	100%	100%	25%	75%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	45.95	6	3.02E-08

The above mentioned table reflects that chi-square is not significant, which means that there is no strong association between 'Long Sightedness' and educational background of respondents.

Further, 75% (186) and 25% (62) have experienced 'high' level and 'low' level on 'Long Sightedness' respectively; out of total 248 respondents.

In case of 186 respondents; 41% (103) are from Chemical / Pharmaceutical sector; whereas 22% (54) belong to Engineering sector and remaining 12% (29) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 11% (28), 10% (24) and 4% (10) belong to Other (Textile, Glass, Seat, etc.), Engineering and Chemical / Pharmaceutical industries respectively; out of 62 respondents who have perceived 'Long Sightedness' at 'low' level.

The table also shows that in Engineering industries 51.85% (28) who have experienced 'high' level on 'Long Sightedness' are graduates; 58.33% (14) who are of the opinion that there is 'low' level 'Long Sightedness' are postgraduates.

As far as Chemical / Pharmaceutical industries are concerned; 70.87% (73) who have perceived 'Long Sightedness' at 'high' level are graduates whereas 50% (5) each who have experienced it at 'low' level are graduates and postgraduates.

In Other (Textile, Glass, Seat, etc.) industries, 75.86% (22) who have perceived 'Long Sightedness' at 'high' level are graduates and 60.71% (17) who have experienced it at 'low' level also belong to same category.

**TABLE NO. 43**

**RISK AVOIDANCE AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
RISK AVOIDANCE →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	10	28	12	28	22	56
	ROW %	45.45%	50.00%	54.55%	50.00%	100%	100%
	COLUMN %	26.32%	23.93%	41.38%	43.75%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	11	67	6	29	17	96
	ROW %	64.71%	69.79%	35.29%	30.21%	100%	100%
	COLUMN %	28.94%	57.26%	20.69%	45.31%	7%	39%
OTHERS (Textile, Glass, Seat, etc)	COUNT	17	22	11	7	28	29
	ROW %	60.71%	75.86%	39.29%	24.14%	100%	100%
	COLUMN %	44.74%	18.80%	37.93%	10.94%	11%	12%
TOTAL	COUNT	38	117	29	64	67	181
	ROW %	56.72%	64.64%	43.28%	35.36%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	31.73	6	1.83E-05

The above table shows that chi-square is not significant; which means that there is no strong association between 'Risk Avoidance' and educational background of respondents. 'Risk Avoidance' means that organization avoids taking new challenges and experimenting with new things.

Out of 248 respondents; 73% (181) have experienced 'Risk Avoidance' at 'high' level whereas 27% (67) have perceived it to be at 'low' level.

Further, out of 181 respondents; 39% (96) belong to Chemical / Pharmaceutical industries, 22% (56) to Engineering industries and 12% (29)

are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

Whereas, out of 67 respondents; 11% (28) belong to Other (Textile, Glass, Seat, etc.) industries; 9% (22) to Engineering industries and 7% (17) are from Chemical / Pharmaceutical industries.

50% (28) each who have experienced 'Risk Avoidance' at 'high' level are graduates and postgraduates; and 54.55% (12) who have perceived 'Risk Avoidance' at 'low' level are postgraduates; in Engineering sector.

In Chemical / Pharmaceutical sector; 69.79% (67) and 64.71% (11) graduates have experienced 'high' level and 'low' level on 'Risk Avoidance' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 75.86% (22) and 60.71% (17) respondents who have perceived 'Risk Avoidance' at 'high' level and 'low' level respectively; are graduates

**TABLE NO. 44**

**NEGLIGENCE OF FINANCIAL MATTERS AND EDUCATIONAL  
BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
NEGLIGENCE OF FINANCIAL MATTERS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	7	31	9	31	16	62
	ROW %	43.75%	50.00%	56.25%	50.00%	100%	100%
	COLUMN %	18.42%	26.50%	34.62%	46.27%	7%	25%
CHEMICAL / PHARMACEUTICAL	COUNT	20	58	10	25	30	83
	ROW %	66.67%	69.88%	33.33%	30.12%	100%	100%
	COLUMN %	52.63%	49.57%	38.46%	37.31%	12%	33%
OTHERS (Textile, Glass, Seat, etc)	COUNT	11	28	7	11	18	39
	ROW %	61.11%	71.79%	38.89%	28.21%	100%	100%
	COLUMN %	28.95%	23.93%	26.92%	16.42%	7%	16%
TOTAL	COUNT	38	117	26	67	64	184
	ROW %	59.38%	63.59%	40.62%	36.41%	100%	100%
	COLUMN %	100%	100%	100%	100%	26%	74%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	11.9	6	0.064

The above mentioned table indicates that chi-square is not significant; this means that there is no strong association between 'Negligence of Financial Matters' and educational background of respondents. 'Negligence of Financial Matters' means that organization pays little attention to financial matters leading to chronic problems.

However, out of total 248 respondents; 74% (184) are of the opinion that there is 'high' level on 'Negligence of Financial Matters'; whereas 26% (64) have perceived 'Negligence of Financial Matters' at 'low' level.

Further, out of 184 respondents; 63.59% (117) are graduates and 36.41% (67) are postgraduates

It can be inferred that out of 64 respondents who have perceived 'Negligence of Financial Matters' at 'low' level; 59.38% (38) are graduates and 40.63% (26) are postgraduates.

The table also reflects that 'high' level on 'Negligence of Financial Matters' in the group of graduates is perceived by 49.57% (58) respondents who belong

to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Negligence of Financial Matters' is experienced by 52.63% (20) respondents who are also from the same sector.

In case of postgraduates; 'high' level on 'Negligence of Financial Matters' is perceived by 46.27% (31) and 38.46% (10) who have perceived it at 'low' level are from Engineering and Chemical / Pharmaceutical industries respectively.

TABLE NO. 45

MONEY MANIA AND EDUCATIONAL BACKGROUND OF RESPONDENTS

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
MONEY MANIA →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	8	30	12	28	20	58
	ROW %	40.00%	51.72%	60.00%	48.28%	100%	100%
	COLUMN %	24.24%	24.59%	48.00%	41.18%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	5	73	1	34	6	107
	ROW %	83.33%	68.22%	16.67%	31.78%	100%	100%
	COLUMN %	15.15%	59.84%	4.00%	50.00%	2%	43%
OTHERS (Textile, Glass, Seat, etc)	COUNT	20	19	12	6	32	25
	ROW %	62.50%	76.00%	37.50%	24.00%	100%	100%
	COLUMN %	60.61%	15.57%	48.00%	8.82%	13%	10%
TOTAL	COUNT	33	122	25	68	58	190
	ROW %	56.90%	64.21%	43.10%	35.79%	100%	100%
	COLUMN %	100%	100%	100%	100%	23%	77%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	64.49	6	5.47E-12

The above table indicates that chi-square is not significant; it means that there is no close association between 'Money Mania' and educational background of respondents.

Out of total 248 respondents, 77% (190) have perceived 'high' level on 'Money Mania' whereas according to 23% (58) there is 'low' 'Money Mania' in the industries.

It can be further inferred that out of 190 respondents; 64.21% (122) are graduates and 35.79% (68) are postgraduates.

56.90% (33) are graduates and 43.10% (25) are postgraduates; out of total 58 respondents who have experienced 'low' level on Money Mania.

The table also reflects that 59.84% (73) graduates who belong to Chemical / Pharmaceutical sector have experienced 'Money Mania' to be at 'high' level.

In the same group; 60.61% (20) who have perceived 'low' level on 'Money Mania' belong to Other (Textile, Glass, Seat, etc.) industries.

Further, it can be observed that a maximum of 31.78% (34) have experienced 'high' 'Money Mania'. These respondents are from Chemical / Pharmaceutical sector postgraduates. In the same bracket, 48% (12) each who have perceived it at 'low' level belong to Engineering and Other (Textile, Glass, Seat, etc.) sectors respectively.

**TABLE NO. 46**

**INSENSITIVITY TO PROBLEMS AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
INSENSITIVITY TO PROBLEMS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	13	25	12	28	25	53
	ROW %	52.00%	47.17%	48.00%	52.83%	100%	100%
	COLUMN %	23.64%	25.00%	37.50%	45.90%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	29	49	9	26	38	75
	ROW %	76.32%	65.33%	23.68%	34.67%	100%	100%
	COLUMN %	52.72%	49.00%	28.12%	42.62%	15%	30%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	26	11	7	24	33
	ROW %	54.17%	78.79%	45.83%	21.21%	100%	100%
	COLUMN %	23.64%	26.00%	34.38%	11.48%	10%	13%
TOTAL	COUNT	55	100	32	61	87	161
	ROW %	63.22%	62.11%	36.78%	37.89%	100%	100%
	COLUMN %	100%	100%	100%	100%	35%	65%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	15.67	6	0.01563

The above mentioned table reflects that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Insensitivity to Problems' and educational background of respondents

Further, 65% (161) and 35% (87) have experienced 'high' level and 'low' level on 'Insensitivity to Problems' respectively, out of total 248 respondents

In case of 161 respondents; 30% (75) are from Chemical / Pharmaceutical sector; whereas 22% (53) belong to Engineering sector and remaining 13% (33) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 15% (38), 10% (25) and 10% (24) belong to Chemical / Pharmaceutical, Engineering and Other (Textile, Glass, Seat, etc) industries respectively; out of 87 respondents who have perceived 'Insensitivity to Problems' at 'low' level

The table also shows that in Engineering industries; 52.83% (28) who have experienced 'high' level on 'Long Sightedness' are postgraduates and 52% (13) who are of the opinion that there is 'low' level on 'Insensitivity to Problems' are graduates

As far as Chemical / Pharmaceutical industries are concerned, 65.33% (49) who have perceived 'Insensitivity to Problems' at 'high' level and 76.32% (29) who have experienced it at 'low' level are graduates

In Other (Textile, Glass, Seat, etc.) industries, 78.79% (26) who have perceived 'Insensitivity to Problems' at 'high' level are graduates and 54.17% (13) who have experienced it at 'low' level also belong to same category.

**TABLE NO. 47**

**STAGNATION AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
STAGNATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	29	14	26	23	55
	ROW %	39.13%	52.73%	60.87%	47.27%	100%	100%
	COLUMN %	14.28%	31.52%	42.42%	43.33%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	35	43	12	23	47	66
	ROW %	74.47%	65.15%	25.53%	34.85%	100%	100%
	COLUMN %	55.56%	46.74%	36.36%	38.34%	19%	27%
OTHERS (Textile, Glass, Seat, etc)	COUNT	19	20	7	11	26	31
	ROW %	73.08%	64.52%	26.92%	35.48%	100%	100%
	COLUMN %	30.16%	21.74%	21.22%	18.33%	11%	12%
TOTAL	COUNT	63	92	33	60	96	152
	ROW %	65.62%	60.53%	34.38%	39.47%	100%	100%
	COLUMN %	100%	100%	100%	100%	39%	61%

Chi-Square Test			
	Value	d.f	Assymptotic Significance (2 sided)
Pearson Chi-Square	14.65	6	0.02314

The above table shows that chi-square is significant at 0.05 level of confidence; which means that there is strong association between 'Stagnation' and educational background of respondents. 'Stagnation' means that organization lacks ambition for growth and development.

Out of 248 respondents; 61% (152) have experienced 'Stagnation' at 'high' level whereas 39% (96) have perceived it to be at 'low' level.

Further, out of 152 respondents; 27% (66) belong to Chemical / Pharmaceutical industries; 22% (55) to Engineering industries and 12% (31) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical; who have experienced 'Stagnation' at 'high' level.

Whereas, out of 96; 19% (47) belong to Chemical / Pharmaceutical industries; 11% (26) Others (Textile, Glass, Seat, etc.) and 9% (23) are from Engineering industries; who have experienced 'Stagnation' at 'low' level.

52.73% (29) have experienced 'Stagnation' at 'high' level are graduates and 60.87% (14) who have perceived 'Stagnation' at 'low' level are postgraduates; in Engineering sector.



In Chemical / Pharmaceutical sector; 65.15% (43) and 74.47% (35) graduates have experienced 'high' level and 'low' level on 'Stagnation' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 64.52% (20) respondents who have experienced 'high' level on 'Stagnation' are graduates; whereas 73.08% (19) who have experienced 'low' level on 'Stagnation' also belong to the same educational background.

TABLE NO. 48

TUNNEL VISION AND EDUCATIONAL BACKGROUND OF RESPONDENTS

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
TUNNEL VISION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	7	31	12	28	19	59
	ROW %	36.84%	52.54%	63.16%	47.46%	100%	100%
	COLUMN %	18.42%	26.50%	40.00%	44.44%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	12	66	7	28	19	94
	ROW %	63.16%	70.21%	36.84%	29.79%	100%	100%
	COLUMN %	31.58%	56.41%	23.33%	44.44%	8%	38%
OTHERS (Textile, Glass, Seat, etc)	COUNT	19	20	11	7	30	27
	ROW %	63.33%	74.07%	36.67%	25.93%	100%	100%
	COLUMN %	50.00%	17.09%	36.67%	11.12%	11%	11%
TOTAL	COUNT	38	117	30	63	68	180
	ROW %	55.88%	65.00%	44.12%	35.00%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	35.1	6	4.10E-06

The above table indicates that chi-square is not significant; it means that there is no close association between 'Tunnel Vision' and educational background of respondents.

Out of total 248 respondents, 73% (180) have perceived 'high' level on 'Tunnel Vision' whereas according to 27% (68) there is 'low' level on 'Tunnel Vision' in the industries.

It can be further inferred that out of 180 respondents; 65% (117) are graduates and 35% (63) are postgraduates.

55.88% (38) and 44.12% (30) are graduates and postgraduates; out of total 68 respondents who have experienced 'low' on 'Tunnel Vision'.

The table also reflects that 56.41% (66) in the group of graduates who belong to Chemical / Pharmaceutical sector have experienced 'Tunnel Vision' to be at 'high' level.

In the same group; 50% (19) who have perceived 'low' level on 'Tunnel Vision' belong to Other than Engineering and Chemical / Pharmaceutical industries.

Further, it can be observed that 44.44% (28) each have experienced 'high' level on 'Tunnel Vision'. These respondents who are Engineering and Chemical / Pharmaceutical sector are postgraduates. In the same bracket, 40% (12) who have perceived it at 'low' level belong to Engineering sector.

TABLE NO. 49

AGGRESSIVE APPROACH TO ENVIRONMENT AND EDUCATIONAL BACKGROUND OF RESPONDENTS

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
AGGRESSIVE APPROACH TO ENVIRONMENT →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	24	17	23	31	47
	ROW %	45.16%	51.06%	54.84%	48.94%	100%	100%
	COLUMN %	25.46%	24.00%	47.22%	40.35%	13%	19%
CHEMICAL / PHARMACEUTICAL	COUNT	25	53	13	22	38	75
	ROW %	65.79%	70.67%	34.21%	29.33%	100%	100%
	COLUMN %	45.45%	53.00%	36.11%	38.60%	15%	30%
OTHERS (Textile, Glass, Seat, etc)	COUNT	16	23	6	12	22	35
	ROW %	72.73%	65.71%	27.27%	34.29%	100%	100%
	COLUMN %	29.09%	23.00%	16.67%	21.05%	9%	14%
TOTAL	COUNT	55	100	36	57	91	157
	ROW %	60.44%	63.69%	39.56%	36.31%	100%	100%
	COLUMN %	100%	100%	100%	100%	37%	63%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	10.81	6	0.0943

The above mentioned table reflects that chi-square is not significant; which means that there is no strong association between 'Aggressive Approach to Environment' and educational background of respondents. 'Aggressive

Approach to Environment' means that members of the organization perceive the environment as violent.

Further, 63% (157) and 37% (91) have experienced 'high' level and 'low' level on 'Aggressive Approach to Environment' respectively; out of total 248 respondents

In case of 157 respondents; 30% (75) are from Chemical / Pharmaceutical sector; whereas 19% (47) belong to Engineering sector and remaining 14% (35) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 15% (38), 13% (31) and 9% (22) belong to Chemical / Pharmaceutical, Engineering and Other (Textile, Glass, Seat, etc.) industries respectively; out of 91 respondents who have perceived 'Aggressive Approach to Environment' at 'low' level.

The table also shows that in Engineering industries; 51.06% (24) who have experienced 'high' level on 'Aggressive Approach to Environment' are graduates and 54.84% (17) who are of the opinion that there is 'low' 'Aggressive Approach to Environment' are postgraduates

As far as Chemical / Pharmaceutical industries are concerned; 70.67% (53) who have perceived 'Aggressive Approach to Environment' at 'high' level are graduates whereas 65.79% (25) who have experienced it at 'low' level are also graduates.

In Other (Textile, Glass, Seat, etc.) industries, 65.71% (23) who have perceived 'Aggressive Approach to Environment' at 'high' level are graduates and 72.73% (16) who have experienced it at 'low' level also belong to same category.

**TABLE NO. 50**

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

EDUCATIONAL BACKGROUND →		GRADUATE		POST GRADUATE		TOTAL	
INSUFFICIENT INTERACTION WITH ENVIRONMENT →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	15	23	15	25	30	48
	ROW %	50.00%	47.92%	50.00%	52.08%	100%	100%
	COLUMN %	20.27%	28.40%	34.88%	50.00%	12%	19%
CHEMICAL / PHARMACEUTICAL	COUNT	32	46	17	18	49	64
	ROW %	65.31%	71.88%	34.69%	28.12%	100%	100%
	COLUMN %	43.24%	56.79%	39.54%	36.00%	20%	26%
OTHERS (Textile, Glass, Seat, etc)	COUNT	27	12	11	7	38	19
	ROW %	71.05%	63.16%	28.95%	36.84%	100%	100%
	COLUMN %	36.49%	14.81%	25.58%	14.00%	15%	8%
TOTAL	COUNT	74	81	43	50	117	131
	ROW %	63.25%	61.83%	36.75%	38.17%	100%	100%
	COLUMN %	100%	100%	100%	100%	47%	53%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	22.59	6	0.00094

The above table shows that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Insufficient Interaction with Environment' and educational background of respondents.

Out of 248 respondents; 53% (131) have experienced 'Insufficient Interaction with Environment' at 'high' level whereas 47% (117) have perceived it to be at 'low' level.

Further, out of 131 respondents; 26% (64) belong to Chemical / Pharmaceutical industries; 19% (48) to Engineering industries and 8% (19) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

It is also observed that 20% (49), 15% (38) and 12% (30) belong to Chemical / Pharmaceutical, Other (Textile, Glass, Seat, etc.) and Engineering industries respectively; out of 117 respondents.

52.08% (25) have experienced 'Insufficient Interaction with Environment' at 'high' level are postgraduates and 50% (15) each who have perceived

'Insufficient Interaction with Environment' at 'low' level are graduates and postgraduates; in Engineering sector.

In Chemical / Pharmaceutical sector; 71.88% (46) and 65.31% (32) graduates have experienced 'high' level and 'low' level on 'Insufficient Interaction with Environment' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Steel, etc.); 63.16% (12) respondents who have experienced 'high' level on 'Insufficient Interaction with Environment' are graduates; and 71.05% (27) who have experienced 'low' level on 'Insufficient Interaction with Environment' are from same category.

## PART C: ORGANIZATIONAL HEALTH PARAMETERS AND DESIGNATION OF RESPONDENTS

This section consists of tables and their interpretation of each of the 21 Organizational Health parameters with the designation of respondents.

**TABLE NO. 51**

### ALIENATION AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
ALIENATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	13	19	20	26	33	45
	ROW %	39.39%	42.22%	60.61%	57.78%	100%	100%
	COLUMN %	32.50%	33.33%	28.57%	32.10%	13%	18%
CHEMICAL / PHARMACEUTICAL	COUNT	23	29	29	32	52	61
	ROW %	44.23%	47.54%	55.77%	52.46%	100%	100%
	COLUMN %	57.50%	50.88%	41.43%	39.50%	21%	25%
OTHERS (Textile, Glass, Seat, etc)	COUNT	4	9	21	23	25	32
	ROW %	16.00%	28.13%	84.00%	71.88%	100%	100%
	COLUMN %	10.00%	15.79%	30.00%	28.40%	10%	13%
TOTAL	COUNT	40	57	70	81	110	138
	ROW %	36.36%	41.30%	63.64%	58.70%	100%	100%
	COLUMN %	100%	100%	100%	100%	44%	56%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	9.5411	6	0.1453

The above mentioned table indicates that chi-square is not significant; this means that there is no strong association between 'Alienation' and designation of respondents.

However, out of total 248 respondents; 56% (138) are of the opinion that there is 'high' 'Alienation'; whereas 44% (110) have perceived 'Alienation' at 'low' level. Further, out of 138 respondents; 58.70% (81) are managers and above and 41.30% (57) are officers and assistant managers.

It can be inferred that out of 110 respondents who have perceived 'Alienation' at 'low' level; 63.64% (70) are managers and above and 36.36% (40) are below the level of managers.

The table also reflects that 'high' level on 'Alienation' in the group of below managers is perceived by 50.88% (29) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same age group, 'low' level on 'Alienation' is experienced by 57.50% (23) respondents who are from Chemical / Pharmaceutical sector.

In case of the group of respondents; i.e. managers and above; both 'high' level and 'low' level on 'Alienation' is perceived by 39.51% (32) and 41.43% (29) respectively; who are from Chemical / Pharmaceutical industries.

**TABLE NO. 52**

**PAMPERING AND DESIGNATION OF RESPONDENTS**

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
PAMPERING →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	10	22	16	30	26	52
	ROW %	38.46%	42.31%	61.54%	57.69%	100%	100%
	COLUMN %	41.67%	30.14%	42.11%	26.55%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	9	43	8	53	17	96
	ROW %	52.94%	44.79%	47.06%	55.21%	100%	100%
	COLUMN %	37.50%	58.90%	21.05%	46.90%	7%	39%
OTHERS (Textile, Glass, Seat, etc)	COUNT	5	8	14	30	19	38
	ROW %	26.32%	21.05%	73.68%	78.95%	100%	100%
	COLUMN %	20.83%	10.96%	36.84%	26.55%	8%	15%
TOTAL	COUNT	24	73	38	113	62	186
	ROW %	38.71%	39.25%	61.29%	60.75%	100%	100%
	COLUMN %	100%	100%	100%	100%	25%	75%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	19.76	6	0.00305

The above table indicates that chi-square is significant at 0.01 level of confidence. This means that there is close association between 'Pampering' and designation of respondents.

Out of total 248 respondents, 75% (186) have perceived 'high' level on 'Pampering' whereas according to 25% (62) there is 'low' level on 'Pampering' in the industries.

It can be further inferred that out of 186 respondents; 60.75% (113) are managers and above and 39.25% (73) are officers and assistant managers.

61.29% (38) are managers and above and 38.71% (24) are officers and assistant managers; out of total 62 respondents who have experienced 'low' level on 'Pampering'.

The table also reflects that 58.90% (43) of respondents who are officers and assistant managers belong to Chemical / Pharmaceutical sector and have experienced 'Pampering' to be at 'high' level.

In the same category; 41.67% (10) respondents who have perceived 'low' level on 'Pampering' belong to Engineering industries.

Further, it can be observed that 46.90% (53) have experienced 'high' level on 'Pampering'. These managers and above are from Chemical / Pharmaceutical sector; whereas 42.11% (16) who have perceived 'Pampering' to be at 'low' level are from Engineering industries.

**TABLE NO. 53**

**ORGANIZATIONAL PARANOIA AND DESIGNATION OF RESPONDENTS**

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
ORGANIZATIONAL PARANOIA →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	21	13	33	24	54
	ROW %	45.83%	38.89%	54.17%	61.11%	100%	100%
	COLUMN %	44.00%	25.61%	30.24%	33.67%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	10	52	15	36	25	88
	ROW %	40.00%	59.09%	60.00%	40.91%	100%	100%
	COLUMN %	40.00%	63.41%	34.88%	36.73%	10%	35%
OTHERS (Textile, Glass, Seat, etc)	COUNT	4	9	15	29	19	38
	ROW %	21.05%	23.68%	78.95%	76.32%	100%	100%
	COLUMN %	16.00%	10.98%	34.88%	29.60%	8%	15%
TOTAL	COUNT	25	82	43	98	68	180
	ROW %	36.76%	45.56%	63.24%	54.44%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	21.16	6	0.001717

The table mentioned above presents that chi-square is significant at 0.01 level of confidence; it means that there is strong association between 'Organizational Paranoia' and designation of respondents.



It infers that out of total 248 respondents, 73% (180) have experienced 'high' level on 'Organizational Paranoia' and 27% (68) 'low'.

Further, from 180 respondents, 54.44% (98) and 45.56% (82) who have perceived 'high' level on 'Organizational Paranoia' are in the level of above managers and officers and assistant managers respectively.

Whereas, 63.24% (43) are above managers and 36.76% (25) are officers and assistant managers; out of 68 who have experienced 'low' level on 'Organizational Paranoia'.

63.41% (52) of Chemical / Pharmaceutical industries have perceived 'Organizational Paranoia' at 'high' level whereas 44% (11) have experienced it at 'low' level; in the category of officers and assistant managers.

In case of the other category; i.e. managers and above, 36.73% (36) of Chemical / Pharmaceutical industries whereas, 34.88% (15) each of Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) sector have perceived 'Organizational Paranoia' at 'high' level and 'low' level respectively.

TABLE NO. 54

WORKAHOLISM AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
WORKAHOLISM →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	6	26	19	27	25	53
	ROW %	24.00%	49.06%	76.00%	50.94%	100%	100%
	COLUMN %	30.00%	33.77%	46.34%	24.55%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	9	43	6	55	15	98
	ROW %	60.00%	43.88%	40.00%	56.12%	100%	100%
	COLUMN %	45.00%	55.84%	14.63%	50.00%	6%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	5	8	16	28	21	36
	ROW %	23.81%	22.22%	76.19%	77.78%	100%	100%
	COLUMN %	25.00%	10.39%	39.03%	25.45%	8%	15%
TOTAL	COUNT	20	77	41	110	61	187
	ROW %	32.79%	41.18%	67.21%	58.82%	100%	100%
	COLUMN %	100%	100%	100%	100%	24%	76%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	25.8	6	0.000242

The above mentioned table reflects that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Workaholism' and designation of respondents.

'Workaholism' is seen in organization when people work much beyond normal working hours.

Further, 75% (187) and 25% (61) have experienced 'high' level and 'low' level on 'Workaholism' respectively; out of total 248 respondents.

In case of 187 respondents; 40% (98) are from Chemical / Pharmaceutical sector; whereas 21% (53) belong to Engineering sector and remaining 15% (36) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 10% (25), 8% (21) and 6% (15) belong to Engineering, Other (Textile, Glass, Seat, etc.) and Chemical / Pharmaceutical industries respectively; out of 61 respondents who have perceived 'Workaholism' at 'low' level.

The table also shows that in Engineering industries 50.94% (27) who have experienced 'high' level on 'Workaholism' are Managers and above; 76% (19)

who are of the opinion that there is 'low' level on 'Workaholism' are in the same category of managers and above.

As far as Chemical / Pharmaceutical industries are concerned; 56.12% (55) who have perceived 'Workaholism' at 'high' level are managers and above whereas 60% (9) who have experienced it at 'low' level are below the level of managers.

In Other (Textile, Glass, Seat, etc ) industries, 77.78% (28) and 76.19% (16) have perceived 'Workaholism' at 'high' level and 'low' level respectively.

TABLE NO. 55

INSUFFICIENT VALUE FOR CUSTOMERS AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
INSUFFICIENT VALUE FOR CUSTOMERS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	10	22	13	33	23	55
	ROW %	43.48%	40.00%	56.52%	60.00%	100%	100%
	COLUMN %	27.78%	36.07%	20.63%	37.50%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	22	30	29	32	51	62
	ROW %	43.14%	48.39%	56.86%	51.61%	100%	100%
	COLUMN %	61.11%	49.18%	46.03%	36.36%	21%	25%
OTHERS (Textile, Glass, Seat, etc)	COUNT	4	9	21	23	25	32
	ROW %	16.00%	28.13%	84.00%	71.88%	100%	100%
	COLUMN %	11.11%	14.75%	33.33%	26.14%	10%	13%
TOTAL	COUNT	36	61	63	88	99	149
	ROW %	36.36%	40.94%	63.64%	59.06%	100%	100%
	COLUMN %	100%	100%	100%	100%	40%	60%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	14.97	6	0.0204

The above table shows that chi-square is significant at 0.05 level of confidence which means that there is strong association between 'Insufficient Value for Customers' and designation of respondents.

Out of 248 respondents; 60% (149) have experienced 'Insufficient Value for Customers' at 'high' level whereas 40% (99) have perceived it to be at 'low' level.

The mentioned table indicates that chi-square is significant at 0.01 level of confidence; this means that there is strong association between 'Customer Exploitation' and designation of respondents. 'Customer Exploitation' means that it is customers' responsibility to fight for the value they need.

However, out of total 248 respondents; 63% (156) are of the opinion that there is 'high' level on 'Customer Exploitation'; whereas 37% (92) have perceived 'Customer Exploitation' at 'low' level.

Further, out of 156 respondents who have perceived 'high' level on 'Customer Exploitation'; 56.41% (88) are managers and above and 43.59% (68) are below the level of managers.

It can be inferred that out of 92 respondents who have perceived 'Customer Exploitation' at 'low' level; 68.48% (63) are above managers and 31.52% (29) are officers and assistant managers.

The table also reflects that 'high' level on 'Customer Exploitation' in the group of officers and assistant managers is perceived by 52.94% (36) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Customer Exploitation' is experienced by 55.17% (16) respondents who are from Chemical / Pharmaceutical sector.

In case of the group of managers and above; both 'high' level and 'low' level on 'Customer Exploitation' is perceived by 38.64% (34) of Engineering industries and 49.21% (31) of Chemical / Pharmaceutical industries respectively.

TABLE NO. 57

## SERVILITY AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
SERVILITY →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	23	15	31	24	54
	ROW %	37.50%	42.59%	62.50%	57.41%	100%	100%
	COLUMN %	42.86%	30.26%	32.61%	29.52%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	7	45	8	53	15	98
	ROW %	46.67%	45.92%	53.33%	54.08%	100%	100%
	COLUMN %	33.33%	59.21%	17.39%	50.48%	6%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	5	8	23	21	28	29
	ROW %	17.86%	27.59%	82.14%	72.41%	100%	100%
	COLUMN %	23.81%	10.53%	50.00%	20.00%	11%	12%
TOTAL	COUNT	21	76	46	105	67	181
	ROW %	31.34%	41.99%	68.66%	58.01%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	33.56	6	8.16E-06

The above table indicates that chi-square is not significant. This means that there is no strong association between 'Servility' and designation of respondents.

Out of total 248 respondents, 73% (181) have perceived 'high' level on 'Servility' whereas according to 27% (67) there is 'low' level on 'Servility' in the industries

It can be further inferred that out of 181 respondents; 58.01% (105) are managers and above and 41.99% (76) are below managerial level.

68.66% (46) are above managers and 31.34% (21) are below the level of managers; out of total 67 respondents who have experienced 'low' on 'Servility'.

The table also reflects that 59.21% (45) who belong to Chemical / Pharmaceutical sector have experienced 'Servility' to be at 'high' level; are officers and assistant managers. In the same category; 42.86% (9) who have perceived 'low' level on 'Servility' belong to Engineering industries

Further, it can be observed that 50.58% (53) have experienced 'high' level on 'Servility' These respondents are from Chemical / Pharmaceutical sector are

managers and above. In the same bracket, 50% (23) of Other (Textile, Glass, Seat, etc.) sector have perceived 'low' on 'Servility'.

**TABLE NO. 58**

**BUREAUCRACY AND DESIGNATION OF RESPONDENTS**

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
BUREAUCRACY →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	7	25	16	30	23	55
	ROW %	30.43%	45.45%	69.57%	54.55%	100%	100%
	COLUMN %	50.00%	30.12%	39.02%	27.27%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	4	48	4	57	8	105
	ROW %	50.00%	45.71%	50.00%	54.29%	100%	100%
	COLUMN %	28.57%	57.83%	9.76%	51.82%	3%	43%
OTHERS (Textile, Glass, Seat, etc)	COUNT	3	10	21	23	24	33
	ROW %	12.50%	30.30%	87.50%	69.70%	100%	100%
	COLUMN %	21.43%	12.05%	51.22%	20.91%	10%	13%
TOTAL	COUNT	14	83	41	110	55	193
	ROW %	25.45%	43.01%	74.55%	56.99%	100%	100%
	COLUMN %	100%	100%	100%	100%	22%	78%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	37.8	6	1.23E-06

The table mentioned above presents that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and designation of respondents. 'Bureaucracy' means that if fast actions are needed, one should ask for favours.

It infers that out of total 248 respondents, 78% (193) have experienced 'high' level on 'Bureaucracy' and 22% (55) 'low' level.

Further, from 193 respondents, 56.99% (110) and 43.01% (83) who have perceived 'high' level on 'Bureaucracy' are managers and above and officers and assistant managers respectively.

Whereas, 74.55% (41) are above managers and 25.45% (14) are below managers; out of 55; who have experienced 'low' level on 'Bureaucracy'.

45.71% (48) of Chemical / Pharmaceutical industries have perceived 'Bureaucracy' at 'high' level whereas 50% (7) who have experienced it at 'low'

level are from Engineering sector; in the category of officers and assistant managers.

In case of the other category; i.e. managers and above, 51.82% (57) of Chemical / Pharmaceutical sector and 51.22% (21) of Other (Textile, Glass, Seat, etc.) industries have perceived 'Bureaucracy' at 'high' level and 'low' level respectively.

**TABLE NO. 59**

**DECISION PARALYSIS AND DESIGNATION OF RESPONDENTS**

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
DECISION PARALYSIS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	18	20	26	34	44
	ROW %	41.18%	40.91%	58.82%	59.09%	100%	100%
	COLUMN %	48.28%	26.47%	33.90%	28.26%	13%	18%
CHEMICAL / PHARMACEUTICAL	COUNT	8	44	16	45	24	89
	ROW %	33.33%	49.44%	66.67%	50.56%	100%	100%
	COLUMN %	27.59%	64.71%	27.12%	48.91%	10%	36%
OTHERS (Textile, Glass, Seat, etc)	COUNT	7	6	23	21	30	27
	ROW %	23.33%	22.22%	76.67%	77.78%	100%	100%
	COLUMN %	24.13%	8.82%	38.98%	22.83%	12%	11%
TOTAL	COUNT	29	68	59	92	88	160
	ROW %	32.95%	42.50%	67.05%	57.50%	100%	100%
	COLUMN %	100%	100%	100%	100%	35%	65%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	28.23	6	8.48E-05

The above mentioned table reflects that chi-square is not significant; which means that there is no strong association between 'Decision Paralysis' and designation of respondents.

Further, 65% (160) and 35% (88) have experienced 'high' level and 'low' level on 'Decision Paralysis' respectively; out of total 248 respondents.

In case of 160 respondents; 36% (89) are from Chemical / Pharmaceutical sector; whereas 18% (44) belong to Engineering sector and remaining 11% (27) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 14% (34), 12% (30) and 10% (24) belong to Engineering, Other (Textile, Glass, Seat, etc.) and Chemical / Pharmaceutical industries respectively; out of 88 respondents who have perceived 'Decision Paralysis' at 'low' level.

The table also shows that in Engineering industries 59.09% (26) who have experienced 'high' level on 'Decision Paralysis' are above managers; 58.82% (20) who are of the opinion that there is 'low' level on 'Decision Paralysis' are also in the same category.

As far as Chemical / Pharmaceutical industries are concerned; 50.56% (45) who have perceived 'Decision Paralysis' at 'high' level are managers and above whereas 66.67% (16) who have experienced it at 'low' level are also managers and above.

In Other (Textile, Glass, Seat, etc.) industries, 77.78% (21) who have perceived 'Decision Paralysis' at 'high' level are above managers and 76.67% (23) who have experienced it at 'low' level also belong to same category.

TABLE NO. 60

SUB-OPTIMIZING AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
SUB-OPTIMIZING →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	21	14	32	25	53
	ROW %	44.00%	89.62%	56.00%	60.38%	100%	100%
	COLUMN %	50.00%	28.00%	28.57%	31.37%	11%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	9	43	14	47	23	90
	ROW %	39.13%	47.78%	60.87%	52.22%	100%	100%
	COLUMN %	40.91%	57.33%	28.57%	46.08%	9%	36%
OTHERS (Textile, Glass, Seat, etc)	COUNT	2	11	21	23	23	34
	ROW %	8.70%	32.35%	91.30%	67.65%	100%	100%
	COLUMN %	9.09%	14.67%	42.86%	22.55%	9%	14%
TOTAL	COUNT	22	75	49	102	71	177
	ROW %	30.99%	42.37%	69.01%	57.63%	100%	100%
	COLUMN %	100%	100%	100%	100%	29%	71%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	20.84	6	0.0019



The above table shows that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Sub-Optimizing' and designation of respondents.

Out of 248 respondents; 71% (177) have experienced 'Sub-Optimizing' at 'high' level whereas 29% (71) have perceived it to be at 'low' level.

Further, out of 177 respondents; 36% (90) belong to Chemical / Pharmaceutical industries; 21% (53) to Engineering industries and 14% (34) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

Out of 71 respondents; 11% (25) belong to Engineering industries and 9% (23) each to Chemical / Pharmaceutical industries and Other (Textile, Glass, Seat, etc.) industries respectively.

60.38% (32) and 56% (14) who have perceived 'Sub-Optimizing' at 'high' level and 'low' level are both from above managers category; in Engineering sector.

In Chemical / Pharmaceutical sector; 52.22% (47) and 60.87% (14) who have experienced 'Sub-Optimizing' at 'high' level and 'low' level respectively are above the level of managers.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 67.65% (23) and 91.30% (21) who have perceived 'Sub-Optimizing' at 'high' level and 'low' level respectively; are both from above managers category.

**TABLE NO. 61**

**SELF CENTERED LEADERSHIP AND DESIGNATION OF RESPONDENTS**

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
SELF CENTERED LEADERSHIP →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	12	20	14	32	26	52
	ROW %	46.15%	38.46%	53.85%	61.54%	100%	100%
	COLUMN %	41.38%	29.41%	35.00%	28.83%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	10	42	9	52	19	94
	ROW %	52.63%	44.68%	47.37%	55.32%	100%	100%
	COLUMN %	34.48%	61.76%	22.50%	46.85%	8%	38%
OTHERS (Textile, Glass, Seat, etc)	COUNT	7	6	17	27	24	33
	ROW %	29.17%	18.18%	70.83%	81.82%	100%	100%
	COLUMN %	24.14%	8.83%	42.50%	24.32%	10%	13%
TOTAL	COUNT	29	68	40	111	69	179
	ROW %	42.03%	37.99%	57.97%	62.01%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	23.47	6	0.00065

The above mentioned table indicates that chi-square is significant at 0.01 level of confidence; this means that there is strong association between 'Self Centered Leadership' and designation of respondents.

'Self Centered Leadership' means that people at the top position pursue their private agenda using the means of the organization.

Out of total 248 respondents; 72% (179) are of the opinion that there is 'high' 'Self Centered Leadership'; whereas 28% (69) have perceived 'Self Centered Leadership' at 'low' level.

Further, out of 179 respondents; 62.01% (111) are above managers and 37.99% (68) are below managers.

It can be inferred that out of 69 respondents who have perceived 'Self Centered Leadership' at 'low' level; 57.97% (40) are above managers and 42.03% (29) are officers and assistant managers.

The table also reflects that 'high' level on 'Self Centered Leadership' in the group of officers and assistant managers is perceived by 61.76% (42) respondents who belong to Chemical / Pharmaceutical sector; whereas in the

same group, 'low' level on 'Self Centered Leadership' is experienced by 41.38% (12) respondents who are from Engineering industries.

In case of the group of managers and above; 'high' level on 'Self Centered Leadership' is perceived by 46.85% (52) of Chemical / Pharmaceutical industries and 42.50% (17) who have perceived it at 'low' level are from Other than Engineering and Chemical / Pharmaceutical industries.

**TABLE NO. 62**

**SHORT SIGHTEDNESS AND DESIGNATION OF RESPONDENTS**

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
SHORT SIGHTEDNESS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	6	26	14	32	20	58
	ROW %	30.00%	44.83%	70.00%	55.17%	100%	100%
	COLUMN %	33.33%	32.94%	37.84%	28.07%	8%	23%
CHEMICAL / PHARMACEUTICAL	COUNT	6	46	7	54	13	100
	ROW %	46.15%	46.00%	53.85%	54.00%	100%	100%
	COLUMN %	33.33%	58.23%	18.92%	47.37%	5%	41%
OTHERS (Textile, Glass, Seat, etc)	COUNT	6	7	16	28	22	35
	ROW %	27.27%	20.00%	72.73%	80.00%	100%	100%
	COLUMN %	33.33%	8.86%	43.24%	24.56%	9%	14%
TOTAL	COUNT	18	79	37	114	55	193
	ROW %	32.73%	40.93%	67.27%	59.07%	100%	100%
	COLUMN %	100%	100%	100%	100%	22%	78%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	24.61	6	0.0004

The above table indicates that chi-square is significant at 0.01 level of confidence. This means that there is close association between 'Short Sightedness' and designation of respondents. 'Short Sightedness' means that short-term effects are given higher priority over long-term effects.

Out of total 248 respondents, 78% (193) have perceived 'high' level on 'Short Sightedness' whereas according to 22% (55) there is 'low' level on 'Short Sightedness' in the industries.

It can be further inferred that out of 193 respondents; 59.04% (114) are above managers and 40.93% (79) are below managers.

67.27% (37) are above managers and 32.73% (18) are officers and assistant managers; out of total 55 respondents who have experienced 'low' level on 'Short Sightedness'

The table also reflects that 58.23% (46) in the officers and assistant managers' category who belong to Chemical / Pharmaceutical sector have experienced 'Short Sightedness' to be at 'high' level.

In the same category; 33.33% (6) who have perceived 'low' level on 'Short Sightedness' belong to each Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

Further, it can be observed that 47.37% (54) have experienced 'high' level on 'Short Sightedness'. These respondents are from Chemical / Pharmaceutical sector managers and above. In the same bracket, 43.24% (16) respondents who have experienced it at 'low' level belong to Other (Textile, Glass, Seat, etc.) sector respectively.

TABLE NO. 63

LONG SIGHTEDNESS AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
LONG SIGHTEDNESS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	21	13	33	24	54
	ROW %	45.83%	38.89%	54.17%	61.11%	100%	100%
	COLUMN %	45.83%	28.77%	34.21%	29.20%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	7	45	3	58	10	103
	ROW %	70.00%	43.69%	30.00%	56.31%	100%	100%
	COLUMN %	29.17%	61.64%	7.89%	51.33%	4%	42%
OTHERS (Textile, Glass, Seat, etc)	COUNT	6	7	22	22	28	29
	ROW %	21.43%	24.14%	78.57%	75.86%	100%	100%
	COLUMN %	25.00%	9.59%	57.89%	19.47%	11%	12%
TOTAL	COUNT	24	73	38	113	62	186
	ROW %	38.71%	39.25%	61.29%	60.75%	100%	100%
	COLUMN %	100%	100%	100%	100%	25%	75%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	45.04	6	4.58E-08

The table reflects that chi-square is not significant; which means that there is no strong association between 'Long Sightedness' and designation of respondents.

Further, 75% (186) and 25% (62) have experienced 'high' level and 'low' level on 'Long Sightedness' respectively; out of total 248 respondents.

In case of 186 respondents; 42% (103) are from Chemical / Pharmaceutical sector; whereas 22% (54) belong to Engineering sector and remaining 12% (29) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 11% (28), 10% (24) and 4% (10) belong to Other (Textile, Glass, Seat, etc), Engineering and Chemical / Pharmaceutical industries respectively; out of 62 respondents who have perceived Long Sightedness at 'low' level.

The table also shows that in Engineering industries 61.11% (33) who have experienced 'high' level on 'Long Sightedness' are above managers; 54.17% (12) who are of the opinion that there is 'low' 'Long Sightedness' also belong to the same group.

As far as Chemical / Pharmaceutical industries are concerned; 56.31% (58) who have perceived 'Long Sightedness' at 'high' level are above managers whereas 70% (74) who have experienced it at 'low' level are below managers. In Other (Textile, Glass, Seat, etc.) industries, 75.86% (22) who have perceived 'Long Sightedness' at 'high' level are managers and above and 78.57% (22) who have experienced it at 'low' level also belong to same category.

**TABLE NO. 64**

**RISK AVOIDANCE AND DESIGNATION OF RESPONDENTS**

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
RISK AVOIDANCE →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	23	13	33	22	56
	ROW %	40.91%	41.07%	59.09%	58.93%	100%	100%
	COLUMN %	47.37%	29.49%	27.08%	32.04%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	7	45	10	51	17	96
	ROW %	41.18%	46.88%	58.82%	53.12%	100%	100%
	COLUMN %	36.84%	57.69%	20.84%	49.51%	7%	39%
OTHERS (Textile, Glass, Seat, etc)	COUNT	3	10	25	19	28	29
	ROW %	10.71%	34.48%	89.29%	65.52%	100%	100%
	COLUMN %	15.79%	12.82%	52.08%	18.45%	11%	12%
TOTAL	COUNT	19	78	48	103	67	181
	ROW %	28.36%	43.09%	71.64%	56.91%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	34.09	6	6.43E-06

The above table shows that chi-square is not significant; which means that there is no strong association between 'Risk Avoidance' and designation of respondents.

Out of 248 respondents; 73% (181) have experienced 'Risk Avoidance' at 'high' level whereas 27% (67) have perceived it to be at 'low' level.

Further, out of 181 respondents; 39% (96) belong to Chemical / Pharmaceutical industries; 23% (56) to Engineering industries and 12% (29) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

58.93% (33) have experienced 'Risk Avoidance' at 'high' level are from managers and above category and 59.09% (13) who have perceived 'Risk Avoidance' at 'low' level also belong to the same designation; in Engineering sector.

In Chemical / Pharmaceutical sector; 53.13% (51) and 58.82% (10) managers and above have experienced 'high' level and 'low' level on 'Risk Avoidance' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 65.52% (19) and 89.29% (25) who have perceived 'Risk Avoidance' at 'high' level and 'low' level respectively; are from managers and above.

**TABLE NO. 65**

**NEGLIGENCE OF FINANCIAL MATTERS AND DESIGNATION OF RESPONDENTS**

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
NEGLIGENCE OF FINANCIAL MATTERS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	8	24	8	38	16	62
	ROW %	50.00%	38.71%	50.00%	61.29%	100%	100%
	COLUMN %	29.63%	34.29%	21.62%	33.33%	7%	25%
CHEMICAL / PHARMACEUTICAL	COUNT	14	38	16	45	30	83
	ROW %	46.67%	45.78%	53.33%	54.22%	100%	100%
	COLUMN %	51.85%	54.29%	43.24%	39.47%	12%	33%
OTHERS (Textile, Glass, Seat, etc)	COUNT	5	8	13	31	18	39
	ROW %	27.78%	20.51%	72.22%	79.49%	100%	100%
	COLUMN %	18.52%	11.42%	35.14%	27.20%	7%	16%
TOTAL	COUNT	27	70	37	114	64	184
	ROW %	42.19%	38.04%	57.81%	61.96%	100%	100%
	COLUMN %	100%	100%	100%	100%	26%	74%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	11.4	6	0.0766

The above mentioned table indicates that chi-square is not significant; this means that there is no strong association between 'Negligence of Financial Matters' and designation of respondents.

However, out of total 248 respondents; 74% (184) are of the opinion that there is 'high' level on 'Negligence of Financial Matters'; whereas 26% (64) have perceived 'Negligence of Financial Matters' at 'low' level.

Further, out of 184 respondents; 61.96% (114) are above managers and 38.04% (70) are officers and assistant managers.

It can be inferred that out of 64 respondents who have perceived 'Negligence of Financial Matters' at 'low' level; 57.81% (37) are above managers and 42.19% (27) are below the level of managers.

The table also reflects that 'high' level on 'Negligence of Financial Matters' in the group of below managers is perceived by 54.29% (38) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Negligence of Financial Matters' is experienced by 51.85% (14) respondents who are also from the same sector.

In case of the group of managers and above; 'high' level on 'Negligence of Financial Matters' is perceived by 39.47% (45) and 43.24% (16) who have perceived it at 'low' level are both from Chemical / Pharmaceutical industries.

TABLE NO. 66

MONEY MANIA AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
MONEY MANIA →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	23	11	35	20	58
	ROW %	45.00%	39.66%	55.00%	60.34%	100%	100%
	COLUMN %	56.25%	28.40%	26.20%	32.11%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	1	51	5	56	6	107
	ROW %	16.67%	47.66%	83.33%	52.34%	100%	100%
	COLUMN %	6.25%	62.96%	11.90%	51.38%	2%	43%
OTHERS (Textile, Glass, Seat, etc)	COUNT	6	7	26	18	32	25
	ROW %	18.75%	28.00%	81.25%	72.00%	100%	100%
	COLUMN %	37.50%	8.64%	61.90%	16.51%	13%	10%
TOTAL	COUNT	16	81	42	109	58	190
	ROW %	27.59%	42.63%	72.41%	57.37%	100%	100%
	COLUMN %	100%	100%	100%	100%	23%	77%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	64.19	6	6.29E-12

The above table indicates that chi-square is not significant; it means that there is no close association between 'Money Mania' and designation of respondents. 'Money Mania' is seen when organization focuses on financial aspects of decision making at the expense of customer and / or employee needs.

Out of total 248 respondents, 77% (190) have perceived 'high' level on 'Money Mania' whereas according to 23% (58) there is 'low' level on 'Money Mania' in the industries.



It can be further inferred that out of 190 respondents; 57.37% (109) are managers and above and 42.63% (81) are officers and assistant managers. 72.41% (42) are managers and above and 27.59% (16) are officers and assistant managers; out of total 58 respondents who have experienced at 'low' level on 'Money Mania'.

The table also reflects that 62.96% (51) officers and assistant managers who belong to Chemical / Pharmaceutical sector have experienced 'Money Mania' to be at 'high' level.

In the same group; 56.25% (09) who have perceived 'low' level on 'Money Mania' belong to Engineering industries.

Further, it can be observed that 51.38% (56) have experienced 'high' level on 'Money Mania'. These respondents are from Chemical / Pharmaceutical sector managers and above. In the same bracket, 61.90% (26) respondents who have perceived it at 'low' level belong to Other (Textile, Glass, Seat, etc.) sectors.

TABLE NO. 67

INSENSITIVITY TO PROBLEMS AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
INSENSITIVITY TO PROBLEMS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	23	16	30	25	53
	ROW %	36.00%	43.40%	64.00%	56.60%	100%	100%
	COLUMN %	28.13%	35.38%	29.09%	31.25%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	21	31	17	44	38	75
	ROW %	55.26%	41.33%	44.74%	58.67%	100%	100%
	COLUMN %	65.63%	47.69%	30.91%	45.83%	15%	30%
OTHERS (Textile, Glass, Seat, etc)	COUNT	2	11	22	22	24	33
	ROW %	8.33%	33.33%	91.67%	66.67%	100%	100%
	COLUMN %	6.24%	16.93%	40.00%	22.92%	10%	13%
TOTAL	COUNT	32	65	55	96	87	161
	ROW %	36.78%	40.37%	63.22%	59.63%	100%	100%
	COLUMN %	100%	100%	100%	100%	35%	65%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	17.88	6	0.006532

The table reflects that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Insensitivity to Problems' and designation of respondents.

Further, 65% (161) and 35% (87) have experienced 'high' level and 'low' level on 'Insensitivity to Problems' respectively; out of total 248 respondents.

In case of 161 respondents; 30% (75) are from Chemical / Pharmaceutical sector; whereas 21% (53) belong to Engineering sector and remaining 13% (33) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 15% (38), 10% (25) and 10% (24) belong to Chemical / Pharmaceutical, Engineering and Other (Textile, Glass, Seat, etc.) industries respectively; out of 87 respondents who have perceived 'Insensitivity to Problems' at 'low' level.

The table also shows that in Engineering industries 56.60% (30) who have experienced 'high' level on 'Insensitivity to Problems' are above managers and 64% (16) who are of the opinion that there is 'low' level on 'Insensitivity to Problems' are also from the same category.

As far as Chemical / Pharmaceutical industries are concerned; 58.67% (44) who have perceived 'Insensitivity to Problems' at 'high' level are above managers whereas 55.26% (21) who have experienced it at 'low' level are officers and assistant managers.

In Other (Textile, Glass, Seat, etc.) industries, 66.67% (22) who have perceived 'Insensitivity to Problems' at 'high' level are officers and assistant managers and 91.67% (22) who have experienced it at 'low' level also belong to same category.

TABLE NO. 68

STAGNATION AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
STAGNATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	23	14	32	23	55
	ROW %	39.13%	41.82%	60.87%	58.18%	100%	100%
	COLUMN %	22.50%	40.35%	25.00%	33.68%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	24	28	23	38	47	66
	ROW %	51.06%	42.42%	48.94%	57.58%	100%	100%
	COLUMN %	60.00%	49.12%	41.07%	40.00%	19%	27%
OTHERS (Textile, Glass, Seat, etc)	COUNT	7	6	19	25	26	31
	ROW %	26.92%	19.35%	73.08%	80.65%	100%	100%
	COLUMN %	17.50%	10.53%	33.93%	26.32%	10%	13%
TOTAL	COUNT	40	57	56	95	96	152
	ROW %	41.67%	37.50%	58.33%	62.50%	100%	100%
	COLUMN %	100%	100%	100%	100%	38%	62%

Chi-Square Test			
	Value	d f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	13.97	6	0.02989

The above table shows that chi-square is significant at 0.05 level of confidence; which means that there is strong association between 'Stagnation' and designation of respondents.

Out of 248 respondents; 61% (152) have experienced 'Stagnation' at 'high' level whereas 39% (96) have perceived it to be at 'low' level.

Further, out of 152 respondents; 27% (66) belong to Chemical / Pharmaceutical industries; 22% (55) to Engineering industries and 13% (31) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical; who have experienced 'Stagnation' at 'high' level.

Whereas, out of 96; 19% (47) belong to Chemical / Pharmaceutical industries; 10% (26) Others (Textile, Glass, Seat, etc.) and 9% (23) are from Engineering industries; who have experienced 'Stagnation' at 'low' level

58.18% (32) have experienced 'Stagnation' at 'high' level are managers and above and 60.87% (14) who have perceived 'Stagnation' at 'low' level are also from the same group; in Engineering sector.

In Chemical / Pharmaceutical sector; 57.58% (38) in the group of above managers and 51.06% (24) officers and assistant managers have experienced 'high' level and 'low' level on 'Stagnation' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 80.65% (25) who have experienced 'high' level on 'Stagnation' are managers and above; and 73.08% (19) who have experienced it at 'low' level also belong to the same designation.

TABLE NO. 69

TUNNEL VISION AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
TUNNEL VISION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	7	25	12	34	19	59
	ROW %	36.84%	42.37%	63.16%	57.63%	100%	100%
	COLUMN %	33.33%	32.89%	25.53%	32.69%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	9	43	10	51	19	94
	ROW %	47.37%	45.74%	52.63%	54.26%	100%	100%
	COLUMN %	42.86%	56.58%	21.28%	49.04%	8%	38%
OTHERS (Textile, Glass, Seat. etc)	COUNT	5	8	25	19	30	27
	ROW %	16.67%	29.63%	83.33%	70.37%	100%	100%
	COLUMN %	23.81%	10.53%	53.19%	18.27%	11%	11%
TOTAL	COUNT	21	76	47	104	68	180
	ROW %	30.88%	42.22%	69.12%	57.78%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	33.86	6	7.12E-06

The above table indicates that chi-square is not significant; it means that there is no close association between 'Tunnel Vision' and designation of respondents.

Out of total 248 respondents, 73% (180) have perceived 'high' level on 'Tunnel Vision' whereas according to 27% (68) there is 'low' level on 'Tunnel Vision' in the industries.

It can be further inferred that out of 180 respondents; 57.78% (104) are managers and above and 42.22% (76) are below the level of managers.

69.12% (47) and 30.88% (21) are managers and above and officers and assistant managers; out of total 68 respondents who have experienced 'low' level on 'Tunnel Vision'.

The table also reflects that 56.58% (43) in the group of officers and assistant managers who belong to Chemical / Pharmaceutical sector have experienced 'Tunnel Vision' to be at 'high' level.

In the same group; 42.86% (09) who have perceived 'low' level on 'Tunnel Vision' belong to Chemical / Pharmaceutical industries.

Further, it can be observed that 49.04% (51) have experienced 'high' level on 'Tunnel Vision'. These respondents are from Chemical / Pharmaceutical sector and are managers and above. In the same bracket, 53.19% (25) who have perceived it at 'low' level belong to Other (Textile, Glass, Seat, etc.) sector.

TABLE NO. 70

AGGRESSIVE APPROACH TO ENVIRONMENT AND DESIGNATION OF RESPONDENTS

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
AGGRESSIVE APPROACH TO ENVIRONMENT →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	21	20	26	31	47
	ROW %	35.48%	44.68%	64.52%	55.32%	100%	100%
	COLUMN %	37.93%	30.88%	32.26%	29.21%	13%	19%
CHEMICAL / PHARMACEUTICAL	COUNT	13	39	25	36	38	75
	ROW %	34.21%	52.00%	65.79%	48.00%	100%	100%
	COLUMN %	44.83%	57.35%	40.32%	40.45%	15%	30%
OTHERS (Textile, Glass, Seat, etc)	COUNT	5	8	17	27	22	35
	ROW %	22.73%	22.86%	77.27%	77.14%	100%	100%
	COLUMN %	17.24%	11.77%	27.42%	30.34%	9%	14%
TOTAL	COUNT	29	68	62	89	91	157
	ROW %	31.87%	43.31%	68.13%	56.69%	100%	100%
	COLUMN %	100%	100%	100%	100%	37%	63%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	10.27	6	0.1135

The above mentioned table reflects that chi-square is not significant; which means that there is no strong association between 'Aggressive Approach to Environment' and designation of respondents.

Further, 63% (157) and 37% (91) have experienced 'high' level and 'low' level on 'Aggressive Approach to Environment' respectively; out of total 248 respondents.

In case of 157 respondents; 30% (75) are from Chemical / Pharmaceutical sector; whereas 19% (47) belong to Engineering sector and remaining 14% (35) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 15% (38), 13% (31) and 9% (22) belong to Chemical / Pharmaceutical, Engineering and Other (Textile, Glass, Seat, etc.) industries respectively; out of 91 respondents who have perceived 'Aggressive Approach to Environment' at 'low' level

The table also shows that in Engineering industries 55.32% (26) who have experienced 'high' level on 'Aggressive Approach to Environment' are above managers and 64.52% (20) who are of the opinion that there is 'low' level on 'Aggressive Approach to Environment' are also from the same bracket.

As far as Chemical / Pharmaceutical industries are concerned; 52% (39) who have perceived 'Aggressive Approach to Environment' at 'high' level are officers and assistant managers whereas 65.79% (25) who have experienced it at 'low' level are managers and above.

In Other (Textile, Glass, Seat, etc.) industries, 77.14% (27) who have perceived 'Aggressive Approach to Environment' at 'high' level are managers and above and 77.27% (17) who have experienced it at 'low' level also belong to same category.

**TABLE NO. 71**

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND DESIGNATION OF RESPONDENTS**

DESIGNATION →		OFFICER & ASST. MANAGER		MANAGER & ABOVE		TOTAL	
INSUFFICIENT INTERACTION WITH ENVIRONMENT →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	13	19	17	29	30	48
	ROW %	43.33%	39.58%	56.67%	60.42%	100%	100%
	COLUMN %	36.12%	31.15%	20.99%	41.43%	12%	19%
CHEMICAL / PHARMACEUTICAL	COUNT	16	36	33	28	49	64
	ROW %	32.65%	56.25%	67.35%	43.75%	100%	100%
	COLUMN %	44.44%	59.02%	40.74%	40.00%	20%	26%
OTHERS (Textile, Glass, Seat, etc)	COUNT	7	6	31	13	38	19
	ROW %	18.42%	31.58%	81.58%	68.42%	100%	100%
	COLUMN %	19.44%	9.83%	38.27%	18.57%	15%	8%
TOTAL	COUNT	36	61	81	70	117	131
	ROW %	30.77%	46.56%	69.23%	53.44%	100%	100%
	COLUMN %	100%	100%	100%	100%	47%	53%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	22.22	6	0.0011

The above table shows that .chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Insufficient Interaction with Environment' and designation of respondents.

Out of 248 respondents; 53% (131) have experienced 'Insufficient Interaction with Environment' at 'high' level whereas 47% (117) have perceived it to be at 'low' level.

Further, out of 131 respondents; 26% (64) belong to Chemical / Pharmaceutical industries; 19% (48) to Engineering industries and 8% (19) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

It is also observed that 20% (49), 15% (38) and 12% (30) belong to Chemical / Pharmaceutical, Other (Textile, Glass, Seat, etc.) and Engineering industries respectively; out of 117 respondents.

60.42% (29) have experienced 'Insufficient Interaction with Environment' at 'high' level are managers and above and 56.67% (17) who have perceived

## PART D: ORGANIZATIONAL HEALTH PARAMETERS AND EXPERIENCE OF RESPONDENTS

This section consists of tables and their interpretation of Organizational Health parameters with the experience of respondents

**TABLE NO. 72**

**ALIENATION AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
ALIENATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	16	29	17	16	33	45
	ROW %	48.48%	64.44%	51.52%	35.56%	100%	100%
	COLUMN %	29.09%	36.71%	30.91%	27.12%	13%	18%
CHEMICAL / PHARMACEUTICAL	COUNT	26	32	26	29	52	61
	ROW %	50.00%	52.46%	50.00%	47.54%	100%	100%
	COLUMN %	47.27%	40.51%	47.27%	49.15%	21%	25%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	18	12	14	25	32
	ROW %	52.00%	56.25%	48.00%	43.75%	100%	100%
	COLUMN %	23.64%	22.78%	21.82%	23.73%	10%	13%
TOTAL	COUNT	55	79	55	59	110	138
	ROW %	50.00%	57.25%	50.00%	42.75%	100%	100%
	COLUMN %	100%	100%	100%	100%	44%	56%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	1.88	6	0.9296

The above mentioned table indicates that chi-square is not significant; this means that there is no strong association between ‘Alienation’ and experience of respondents. However, out of total 248 respondents; 56% (138) are of the opinion that there is ‘high’ ‘Alienation’; whereas 44% (110) have perceived ‘Alienation’ at ‘low’ level. Further, out of 138 respondents; 57.25% (79) are having less than 17 years of experience and 42.75% (59) are having more than 17 years of experience. It can be inferred that out of 110 respondents who have perceived ‘Alienation’ at ‘low’ level; 50% (55) each are having less than 17 years of experience and more than 17 years of work experience respectively.

The table also reflects that ‘high’ level on ‘Alienation’ in the group of having less than 17 years of experience is perceived by 40.51% (32) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same group, ‘low’ level on ‘Alienation’ is experienced by 47.27% (26) respondents who are also from Chemical /



Pharmaceutical sector. In case of the group of respondents; i.e. having more than 17 years of experience; both 'high' level and 'low' level on 'Alienation' is perceived by 49.15% (29) and 47.27% (26) respectively; who are both from Chemical / Pharmaceutical sector.

TABLE NO. 73

PAMPERING AND EXPERIENCE OF RESPONDENTS

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
PAMPERING →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	31	12	21	26	52
	ROW %	53.85%	59.62%	46.15%	40.38%	100%	100%
	COLUMN %	41.18%	31.00%	42.86%	24.42%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	9	49	8	47	17	96
	ROW %	52.94%	51.04%	47.06%	48.96%	100%	100%
	COLUMN %	26.47%	49.00%	28.57%	54.65%	7%	39%
OTHERS (Textile, Glass, Seat, etc)	COUNT	11	20	8	18	19	38
	ROW %	57.89%	52.63%	42.11%	47.37%	100%	100%
	COLUMN %	32.35%	20.00%	28.57%	20.93%	8%	15%
TOTAL	COUNT	34	100	28	86	62	186
	ROW %	54.84%	53.76%	45.16%	46.24%	100%	100%
	COLUMN %	100%	100%	100%	100%	25%	75%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	12.07	6	0.0602

The above table indicates that chi-square is not significant; this means that there is no strong association between 'Pampering' and experience of respondents.

Out of total 248 respondents, 75% (186) have perceived 'high' level on 'Pampering' whereas according to 25% (62) there is 'low' level on 'Pampering' in the industries. It can be further inferred that out of 186 respondents, 53.76% (100) are having less than 17 years of experience and 46 24% (47) are having more than 17 years of experience. 58.84% (34) are having less than 17 years of experience and 45.16% (28) are having more than 17 years of experience; out of total 62 respondents who have experienced 'low' level on 'Pampering'.

The table also reflects that 49% (49) who are having less than 17 years of experience belong to Chemical / Pharmaceutical sector and have experienced 'Pampering' to be 'high'. In the same category, 41.18% (14) who have perceived 'low' level on 'Pampering' belong to Engineering sector. Further, it can be observed that 54.65% (47) have experienced 'high' level on 'Pampering'. These respondents having more

than 17 years of experience are from Chemical / Pharmaceutical sector; whereas 42.86% (12) who have perceived 'Pampering' to be at 'low' level are from Engineering industries.

TABLE NO. 74

ORGANIZATIONAL PARANOIA AND EXPERIENCE OF RESPONDENTS

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
ORGANIZATIONAL PARANOIA →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	31	10	23	24	54
	ROW %	58.33%	57.41%	41.67%	42.59%	100%	100%
	COLUMN %	37.84%	31.96%	32.26%	27.71%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	10	48	15	40	25	88
	ROW %	40.00%	54.55%	60.00%	45.45%	100%	100%
	COLUMN %	27.02%	49.48%	48.39%	48.19%	10%	35%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	18	6	20	19	38
	ROW %	68.42%	47.37%	31.58%	52.63%	100%	100%
	COLUMN %	35.14%	18.56%	19.35%	24.10%	8%	15%
TOTAL	COUNT	37	97	31	83	68	180
	ROW %	54.41%	53.89%	45.59%	46.11%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	7.587	6	0.2699

The table presents that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and experience of respondents. It infers that out of total 248 respondents, 73% (180) have experienced 'high' level on 'Organizational Paranoia' and 27% (68) 'low' level. Further, from 180 respondents, 53.89% (97) and 46.11% (83) who have perceived 'high' level on 'Organizational Paranoia' are having less than 17 years of experience and more than 17 years of experience respectively. Whereas, 54.41% (37) are having less than 17 years of experience and 45.59% (31) are having more than 17 years of experience; out of 68 who have experienced 'low' level on 'Organizational Paranoia'. 49.48% (48) of Chemical / Pharmaceutical industries have perceived 'Organizational Paranoia' at 'high' level whereas 37.84% (14) have experienced it at 'low' level; in the category of having less than 17 years of experience. In case of the other category; i.e. having more than 17 years of experience, 48.19% (40) and 48.39% (15) of Chemical /

Pharmaceutical industries have perceived 'Organizational Paranoia' at 'high' level and 'low' level respectively.

**TABLE NO. 75**

**WORKAHOLISM AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
WORKAHOLISM →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	31	11	22	25	53
	ROW %	56.00%	58.49%	44.00%	41.51%	100%	100%
	COLUMN %	42.42%	30.69%	39.29%	25.58%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	7	51	8	47	15	98
	ROW %	46.67%	52.04%	53.33%	47.96%	100%	100%
	COLUMN %	21.22%	50.50%	28.57%	54.65%	6%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	19	9	17	21	36
	ROW %	57.14%	52.78%	42.86%	47.22%	100%	100%
	COLUMN %	36.36%	18.81%	32.14%	19.77%	8%	15%
TOTAL	COUNT	33	101	28	86	61	187
	ROW %	54.10%	54.01%	45.90%	45.99%	100%	100%
	COLUMN %	100%	100%	100%	100%	24%	76%

Chi-Square Test			
	Value	d f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	22.34	6	0.001

The above mentioned table reflects that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Workaholism' and experience of respondents. Further, 75% (187) and 25% (61) have experienced 'high' level and 'low' level on 'Workaholism' respectively, out of total 248 respondents. In case of 187 respondents; 40% (98) are from Chemical / Pharmaceutical sector; whereas 21% (53) belong to Engineering sector and remaining 15% (36) belong to Other (Textile, Glass, Seat, etc ) industries. It can also be inferred that 10% (25), 8% (21) and 6% (15) belong to Engineering, Other (Textile, Glass, Seat, etc.) and Chemical / Pharmaceutical industries respectively, out of 61 respondents who have perceived 'Workaholism' at 'low' level. The table also shows that in Engineering industries 58.49% (31) who have experienced 'high' level on 'Workaholism' are having less than 17 years of experience; 56% (14) who are of the opinion that there is 'low' 'Workaholism' also belong to the same experience bracket. As far as Chemical / Pharmaceutical industries are concerned, 52.04% (51) who have perceived 'Workaholism' at 'high' level are having less than 17 years of experience whereas 53.33% (8) who have experienced it at 'low' level have more than 17 years of

experience. In Other (Textile, Glass, Seat, etc.) industries, 52.78% (19) and 57.14% (12) who have perceived 'high' level and 'low' level on 'Workaholism' respectively; both have less than 17 years of experience.

TABLE NO. 76

INSUFFICIENT VALUE FOR CUSTOMERS AND EXPERIENCE OF RESPONDENTS

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
INSUFFICIENT VALUE FOR CUSTOMERS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	36	14	19	23	55
	ROW %	39.13%	65.45%	60.87%	34.55%	100%	100%
	COLUMN %	20.45%	40.00%	25.45%	32.20%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	25	33	26	29	51	62
	ROW %	49.02%	53.23%	50.98%	46.77%	100%	100%
	COLUMN %	56.82%	36.67%	47.27%	49.15%	21%	25%
OTHERS (Textile, Glass, Seat, etc)	COUNT	10	21	15	11	25	32
	ROW %	40.00%	65.62%	60.00%	34.38%	100%	100%
	COLUMN %	22.73%	23.33%	27.28%	18.65%	10%	13%
TOTAL	COUNT	44	90	55	59	99	149
	ROW %	44.44%	60.40%	55.56%	39.60%	100%	100%
	COLUMN %	100%	100%	100%	100%	40%	60%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	8.34	6	0.214

The table shows that chi-square is not significant; which means that there is no strong association between 'Insufficient Value for Customers' and experience of respondents.

However, out of 248 respondents; 60% (149) have experienced 'Insufficient Value for Customers' at 'high' level whereas 40% (99) have perceived it to be at 'low' level. Out of 149 respondents; 25% (62) belong to Chemical / Pharmaceutical industries; 22% (55) to Engineering industries and 13% (32) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical. Whereas, out of 99; 21% (51) belong to Chemical / Pharmaceutical industries; 10% (25) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical and 9% (23) belong to Engineering sector. 65.45% (36) and 60.87% (14) who have perceived 'Insufficient Value for Customers' at 'high' level and 'low' level are having less than 17 years of experience and more than 17 years of experience respectively; in Engineering sector. In Chemical / Pharmaceutical sector; 53.23% (33) having less

than 17 years of work experience and 50.98% (26) having more than 17 years of experience have perceived 'high' level and 'low' level on 'Insufficient Value for Customers' respectively. In the third category of industries, I mean in Others (Textile, Glass, Seat, etc); 65.63% (21) and 60% (15) respondents who have perceived 'Insufficient Value for Customers' at 'high' level and 'low' level are each having less than 17 years and more than 17 years of experience, respectively

**TABLE NO. 77**

**CUSTOMER EXPLOITATION AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
CUSTOMER EXPLOITATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	36	12	21	21	57
	ROW %	42.86%	63.16%	57.14%	36.84%	100%	100%
	COLUMN %	28.13%	39.13%	28.57%	25.61%	8%	23%
CHEMICAL / PHARMACEUTICAL	COUNT	9	39	20	45	29	84
	ROW %	31.03%	46.43%	68.97%	53.57%	100%	100%
	COLUMN %	28.13%	42.39%	47.62%	54.88%	12%	34%
OTHERS (Textile, Glass, Seat, etc)	COUNT	14	17	10	16	24	33
	ROW %	58.33%	51.52%	41.67%	48.48%	100%	100%
	COLUMN %	43.74%	18.48%	23.81%	19.51%	10%	13%
TOTAL	COUNT	32	92	42	82	74	174
	ROW %	43.24%	52.87%	56.76%	47.13%	100%	100%
	COLUMN %	100%	100%	100%	100%	30%	70%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	14.03	6	0.029

The table indicates that chi-square is significant at 0.05 level of confidence; this means that there is strong association between 'Customer Exploitation' and experience of respondents.

However, out of total 248 respondents, 70% (174) are of the opinion that there is 'high' level on 'Customer Exploitation'; whereas 30% (74) have perceived 'Customer Exploitation' at 'low'. Further, out of 174 respondents who have perceived 'high' level on 'Customer Exploitation'; 52.87% (92) are having less than 17 years of experience and 47.13% (82) are having more than 17 years of experience. It can be inferred that out of 74 respondents who have perceived 'Customer Exploitation' at 'low' level; 43.24% (32) are having less than 17 years of experience and 56.76% (42) are having more than 17 years of experience.

The table also reflects that 'high' level on 'Customer Exploitation' in the group of having less than 17 years of experience is perceived by 42.39% (39) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Customer Exploitation' is experienced by 43.74% (14) respondents who are from Other (Textile, Glass, Seat, etc.) sector. In case of more than 17 years of experience group; both 'high' and 'low' level on 'Customer Exploitation' is perceived by 54.88% (45) and 47.62% (20); both from Chemical / Pharmaceutical industries respectively.

**TABLE NO. 78**

**SERVILITY AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
SERVILITY →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	34	13	20	24	54
	ROW %	45.83%	62.96%	54.17%	37.04%	100%	100%
	COLUMN %	32.35%	34.00%	39.39%	24.69%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	9	49	6	49	15	98
	ROW %	60.00%	50.00%	40.00%	50.00%	100%	100%
	COLUMN %	26.47%	49.00%	18.19%	60.49%	6%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	14	17	14	12	28	29
	ROW %	50.00%	58.62%	50.00%	41.38%	100%	100%
	COLUMN %	41.18%	17.00%	42.42%	14.82%	11%	12%
TOTAL	COUNT	34	100	33	81	67	181
	ROW %	50.75%	55.25%	49.25%	44.75%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	28.65	6	7.05E-05

The above table indicates that chi-square is not significant. This means that there no strong association between 'Servility' and experience of respondents.

Out of total 248 respondents, 73% (181) have perceived 'high' level on 'Servility' whereas according to 27% (67) there is 'low' level on 'Servility' in the industries. It can be further inferred that out of 181 respondents; 55.25% (100) are having less than 17 years of experience and remaining 44.75% (81) are having more than 17 years of experience. 50.75% (34) are having less than 17 years of experience and 49.52% (33) are having more than 17 years of experience, out of total 67 respondents who have experienced 'low' level on 'Servility'. The table also reflects that 49% (49) who belong to Chemical / Pharmaceutical sector have experienced 'Servility' to be at 'high' level; are having less than 17 years of experience. In the same category; 41.18% (14)

who have perceived 'low' level on 'Servility' belong to Other (Textile, Glass, Seat, etc.) industries.

Further, it can be observed that 60.49% (49) have experienced 'high' level on 'Servility'. These respondents from Chemical / Pharmaceutical sector are having more than 17 years of experience. In the same bracket, 42.42% (14) of Other than Engineering and Chemical / Pharmaceutical sector have perceived 'low' level on 'Servility'.

**TABLE NO. 79**

**BUREAUCRACY AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
BUREAUCRACY →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	12	33	11	22	23	55
	ROW %	52.17%	60.00%	47.83%	40.00%	100%	100%
	COLUMN %	42.86%	31.13%	40.74%	25.29%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	4	54	4	51	8	105
	ROW %	50.00%	51.43%	50.00%	48.57%	100%	100%
	COLUMN %	14.28%	50.94%	14.82%	58.62%	3%	43%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	19	12	14	24	33
	ROW %	50.00%	57.58%	50.00%	42.42%	100%	100%
	COLUMN %	42.86%	17.93%	44.44%	16.09%	10%	13%
TOTAL	COUNT	28	106	27	87	55	193
	ROW %	50.91%	54.92%	49.09%	45.08%	100%	100%
	COLUMN %	100%	100%	100%	100%	22%	78%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	31.69	6	1.86E-05

The table presents that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and experience of respondents. It infers that out of total 248, 78% (193) have experienced 'high' level on 'Bureaucracy' and 22% (55) 'low'. Further, from 193 respondents, 54.92% (106) and 45.08% (87) who have perceived 'high' level on 'Bureaucracy' are having less than and more than 17 years of experience respectively. Whereas, 50.91% (28) are having less than 17 years of experience and 49.09% (27) are having more than 17 years of experience; out of 55; who have experienced 'low' level on 'Bureaucracy'

50.94% (54) of Chemical / Pharmaceutical industries have perceived 'Bureaucracy' at 'high' level whereas 42.86% (12) each who have experienced it at 'low' level belong to Engineering and Other (Textile, Glass, Seat, etc.) sector respectively; in the category of having less than 17 years of experience. In case of the other category; i.e. having

more than 17 years of experience, 58.62% (51) of Chemical / Pharmaceutical sector and 44.44% (12) of Other (Textile, Glass, Seat, etc.) industries have perceived 'Bureaucracy' at 'high' level and 'low' level respectively.

**TABLE NO. 80**

**DECISION PARALYSIS AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
DECISION PARALYSIS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	19	26	15	18	34	44
	ROW %	55.88%	59.09%	44.12%	40.91%	100%	100%
	COLUMN %	41.30%	29.55%	35.72%	25.00%	13%	18%
CHEMICAL / PHARMACEUTICAL	COUNT	11	47	13	42	24	89
	ROW %	45.83%	52.81%	54.17%	47.19%	100%	100%
	COLUMN %	23.92%	53.40%	30.95%	58.33%	10%	36%
OTHERS (Textile, Glass, Seat, etc)	COUNT	16	15	14	12	30	27
	ROW %	53.33%	55.56%	46.67%	44.44%	100%	100%
	COLUMN %	34.78%	17.05%	33.33%	16.67%	12%	11%
TOTAL	COUNT	46	88	42	72	88	160
	ROW %	52.27%	55.00%	47.73%	45.00%	100%	100%
	COLUMN %	100%	100%	100%	100%	35%	65%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	20.52	6	0.0022

The table reflects that chi-square is significant at 0.01 level of confidence, which means that there is strong association between 'Decision Paralysis' and experience of respondents.

Further, 65% (160) and 35% (88) have experienced 'high' level and 'low' level on 'Decision Paralysis' respectively; out of total 248 respondents. In case of 160 respondents; 36% (89) are from Chemical / Pharmaceutical sector; whereas 18% (44) belong to Engineering sector and remaining 11% (27) belong to Other (Textile, Glass, Seat, etc.) industries. It can also be inferred that 14% (34), 12% (30) and 10% (24) belong to Engineering, Other (Textile, Glass, Seat, etc.) and Chemical / Pharmaceutical industries respectively, out of 88 respondents who have perceived 'Decision Paralysis' at 'low' level.

The table also shows that in Engineering industries 59.09% (26) who have experienced 'high' level on 'Decision Paralysis' and 55.88% (19) who are of the opinion that there is 'low' level on 'Decision Paralysis'; are both having less than 17 years of experience. As far as Chemical / Pharmaceutical industries are concerned;



52.81% (47) who have perceived 'Decision Paralysis' at 'high' level are having less than 17 years of experience and 54.17% (13) who have experienced it at 'low' level are having more than 17 years of experience. In Other (Textile, Glass, Seat, etc.) industries, 55.56% (15) who have perceived 'Decision Paralysis' at 'high' level are having less than 17 years of experience as well as 53.33% (16) who have experienced it at 'low' level also belong to same category.

TABLE NO. 81

SUB-OPTIMIZING AND EXPERIENCE OF RESPONDENTS

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
SUB-OPTIMIZING →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	15	30	10	23	25	53
	ROW %	60.00%	56.60%	40.00%	43.40%	100%	100%
	COLUMN %	38.46%	31.58%	31.25%	28.05%	11%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	9	49	14	41	23	90
	ROW %	39.13%	54.44%	60.87%	45.56%	100%	100%
	COLUMN %	23.08%	51.58%	43.75%	50.00%	9%	36%
OTHERS (Textile, Glass, Seat, etc.)	COUNT	15	16	8	18	23	34
	ROW %	65.22%	47.06%	34.78%	52.94%	100%	100%
	COLUMN %	38.46%	16.84%	25.00%	21.95%	9%	14%
TOTAL	COUNT	39	95	32	82	71	177
	ROW %	54.93%	53.67%	45.07%	46.33%	100%	100%
	COLUMN %	100%	100%	100%	100%	29%	71%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	12.09	6	0.0599

The table shows that chi-square is not significant; which means that there is no strong association between 'Sub-Optimizing' and experience of respondents. Out of 248 respondents; 71% (177) have experienced 'Sub-Optimizing' at 'high' level whereas 29% (71) have perceived it to be at 'low' level. Further, out of 177 respondents; 36% (90) belong to Chemical / Pharmaceutical industries; 21% (53) to Engineering industries and 14% (34) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical. It is also observed that 10% (25) of Engineering industries and 9% (23) each are from Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) sectors; out of 71 respondents. 56.60% (30) and 60% (15) who have perceived 'Sub-Optimizing' at 'high' level and 'low' level are having less than 17 years of experience; in Engineering sector. In

Chemical / Pharmaceutical sector; 54.44% (49) and 60.87% (14) who have experienced 'Sub-Optimizing' at 'high' level and 'low' level respectively are having less than and more than 17 years of experience respectively. In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 52.94% (18) who have perceived 'Sub-Optimizing' at 'high' level are having more than 17 years of work experience and 65.22% (15) at 'low' level are having less than 17 years of experience.

**TABLE NO. 82**

**SELF CENTERED LEADERSHIP AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
SELF CENTERED LEADERSHIP →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	13	32	13	20	26	52
	ROW %	50.00%	61.54%	50.00%	38.46%	100%	100%
	COLUMN %	35.14%	32.99%	40.62%	24.39%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	8	50	11	44	19	94
	ROW %	42.11%	53.19%	57.89%	46.81%	100%	100%
	COLUMN %	21.62%	51.55%	34.38%	53.66%	8%	38%
OTHERS (Textile, Glass, Seat, etc)	COUNT	16	15	8	18	24	33
	ROW %	66.67%	45.45%	33.33%	54.55%	100%	100%
	COLUMN %	43.24%	15.46%	25.00%	21.95%	10%	13%
TOTAL	COUNT	37	97	32	82	69	179
	ROW %	53.62%	54.19%	46.38%	45.81%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	18.95	6	0.00424

The above mentioned table indicates that chi-square is significant at 0.01 level of confidence; this means that there is strong association between 'Self Centered Leadership' and experience of respondents.

However, out of total 248 respondents; 72% (179) are of the opinion that there is 'high' level on 'Self Centered Leadership'; whereas 28% (69) have perceived 'Self Centered Leadership' at 'low' level. Further, out of 179 respondents; 54.19% (97) are having less than 17 years of experience and 45.81% (82) are having more than 17 years of experience. It can be inferred that out of 69 respondents who have perceived 'Self Centered Leadership' at 'low' level; 53.62% (37) are having less than 17 years of experience and 46.38% (32) are having more than 17 years of experience.

The table also reflects that 'high' level on 'Self Centered Leadership' in the group of having less than 17 years of experience is perceived by 51.55% (50) respondents who

belong to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Self Centered Leadership' is experienced by 43.24% (16) respondents who are from Other (Textile, Glass, Seat, etc.) industries. In case of the group of having more than 17 years of experience; 'high' level on 'Self Centered Leadership' is perceived by 53.66% (44) Chemical / Pharmaceutical industries and 40.63% (13) who have perceived it at 'low' level are from Engineering industries.

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**TABLE NO. 83**

SHORT SIGHTEDNESS AND EXPERIENCE OF RESPONDENTS							
EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
SHORT SIGHTEDNESS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	34	9	24	20	58
	ROW %	55.00%	58.62%	45.00%	41.38%	100%	100%
	COLUMN %	36.67%	32.69%	36.00%	26.97%	8%	23%
CHEMICAL / PHARMACEUTICAL	COUNT	6	52	7	48	13	100
	ROW %	46.15%	52.00%	53.85%	48.00%	100%	100%
	COLUMN %	20.00%	50.00%	28.00%	53.93%	5%	41%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	18	9	17	22	35
	ROW %	59.09%	51.43%	40.91%	48.57%	100%	100%
	COLUMN %	43.33%	17.31%	36.00%	19.10%	9%	14%
TOTAL	COUNT	30	104	25	89	55	193
	ROW %	54.55%	53.89%	45.45%	46.11%	100%	100%
	COLUMN %	100%	100%	100%	100%	22%	78%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	18.14	6	0.0058

The table indicates that chi-square is significant at 0.01 level of confidence. This means that there is close association between 'Short Sightedness' and experience of respondents.

Out of total 248 respondents, 78% (193) have perceived 'high' level on 'Short Sightedness' whereas according to 22% (55) there is 'low' level on 'Short Sightedness' in the industries. It can be further inferred that out of 193 respondents; 53.89% (104) are having less than 17 years of experience and 46.11% (89) are having more than 17 years of experience. 54.55% (30) are having less than 17 years of experience and 45.45% (25) are having more than 17 years of experience; out of total 55 respondents who have experienced 'low' level on 'Short Sightedness'

The table also reflects that 50% (52) are having less than 17 years of experience category who belong to Chemical / Pharmaceutical sector have experienced 'Short Sightedness' to be at 'high' level In the same category; 43.33% (13) who have perceived 'low' level on 'Short Sightedness' belong to other than Engineering and Chemical / Pharmaceutical industries. Further, it can be observed that 53.93% (48) having more than 17 years of experience have perceived 'high' level on 'Short Sightedness'. These respondents are from Chemical / Pharmaceutical sector. In the same bracket, 36% (09) respondents each who belong to Engineering and Other (Textile, Glass, Seat, etc.) sector; have experienced it at 'low' level

**TABLE NO. 84**

**LONG SIGHTEDNESS AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
LONG SIGHTEDNESS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	34	13	20	24	54
	ROW %	45.83%	62.96%	54.17%	37.04%	100%	100%
	COLUMN %	34.38%	33.33%	43.33%	23.81%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	6	52	4	51	10	103
	ROW %	60.00%	50.49%	40.00%	49.51%	100%	100%
	COLUMN %	18.74%	50.98%	13.34%	60.71%	4%	42%
OTHERS (Textile, Glass, Seat, etc)	COUNT	15	16	13	13	28	29
	ROW %	53.57%	55.17%	46.43%	44.83%	100%	100%
	COLUMN %	46.88%	15.69%	43.33%	15.48%	11%	12%
TOTAL	COUNT	32	102	30	84	62	186
	ROW %	51.61%	54.84%	48.39%	45.16%	100%	100%
	COLUMN %	100%	100%	100%	100%	25%	75%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	37.66	6	1.38E-06

The table reflects that chi-square is not significant; which means that there is no strong association between 'Long Sightedness' and experience of respondents. Further, 75% (186) and 25% (62) have experienced 'high' level and 'low' level on 'Long Sightedness' respectively; out of total 248 respondents. In case of 186 respondents; 42% (103) are from Chemical / Pharmaceutical sector; whereas 22% (54) belong to Engineering sector and remaining 12% (29) belong to Other (Textile, Glass, Seat, etc ) industries It can also be inferred that 11% (28), 10% (24) and 4% (10) belong to Other (Textile, Glass, Seat, etc.), Engineering and Chemical /

Pharmaceutical industries respectively; out of 62 respondents who have perceived 'Long Sightedness' at 'low' level.

The table also shows that in Engineering industries 62.96% (34) who have experienced 'high' level on 'Long Sightedness' are having less than 17 years of experience; 54.17% (13) who are of the opinion that there is 'low' level on 'Long Sightedness' are having more than 17 years of experience As far as Chemical / Pharmaceutical industries are concerned; 50.49% (52) who have perceived 'Long Sightedness' at 'high' level are having less than 17 years of experience and 60% (6) who have experienced it at 'low' level also fall in the same experience bracket. In Other (Textile, Glass, Seat, etc.) industries, 55.17% (16) who have perceived 'Long Sightedness' at 'high' level are having less than 17 years of experience and 53.57% (15) who have experienced it at 'low' level also belong to same category

TABLE NO. 85

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
RISK AVOIDANCE →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	34	11	22	22	56
	ROW %	50.00%	60.71%	50.00%	39.29%	100%	100%
	COLUMN %	36.67%	32.69%	29.73%	28.57%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	6	52	11	44	17	96
	ROW %	35.29%	54.17%	64.71%	45.83%	100%	100%
	COLUMN %	20.00%	50.00%	29.73%	57.14%	7%	39%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	18	15	11	28	29
	ROW %	46.43%	62.07%	53.57%	37.93%	100%	100%
	COLUMN %	43.33%	17.31%	40.54%	14.29%	11%	12%
TOTAL	COUNT	30	104	37	77	67	181
	ROW %	44.78%	57.46%	55.22%	42.54%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	23.96	6	0.00053

The above table shows that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Risk Avoidance' and experience of respondents. Out of 248 respondents; 73% (181) have experienced 'Risk Avoidance' at 'high' level whereas 27% (67) have perceived it to be at 'low' level. Further, out of 181 respondents; 39% (96) belong to Chemical / Pharmaceutical industries; 23% (56) to Engineering industries and 12% (29) are from third category of industries i.e. other

than Engineering and Chemical / Pharmaceutical. Whereas, out of 67 respondents; 11% (28) belong to Other (Textile, Glass, Seat, etc.) industries; 9% (22) to Engineering industries and 7% (17) are from Chemical / Pharmaceutical sector. 60.71% (34) who have perceived 'Risk Avoidance' at 'high' level are having less than 17 years of experience and 50% (11) each who have experienced 'Risk Avoidance' at 'low' level are having less than 17 years of experience and more than 17 years of experience respectively, in Engineering sector In Chemical / Pharmaceutical sector; 54.17% (52) having less than 17 years of work experience and 64.71% (11) having more than 17 years of experience have perceived 'high' level and 'low' level on 'Risk Avoidance' respectively. In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 62.07% (18) and 53.57% (15) who have perceived 'Risk Avoidance' at 'high' level and 'low' level; are having less than and more than 17 years of experience respectively.

**TABLE NO. 86**

**NEGLIGENCE OF FINANCIAL MATTERS AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
NEGLIGENCE OF FINANCIAL MATTERS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	5	40	11	22	16	62
	ROW %	31.25%	64.52%	68.75%	35.48%	100%	100%
	COLUMN %	16.67%	38.46%	32.35%	27.50%	7%	25%
CHEMICAL / PHARMACEUTICAL	COUNT	15	43	15	40	30	83
	ROW %	50.00%	51.81%	50.00%	48.19%	100%	100%
	COLUMN %	50.00%	41.35%	44.12%	50.00%	12%	33%
OTHERS (Textile, Glass, Seat, etc)	COUNT	10	21	8	18	18	39
	ROW %	55.56%	53.85%	44.44%	46.15%	100%	100%
	COLUMN %	33.33%	20.19%	23.53%	22.50%	7%	16%
TOTAL	COUNT	30	104	34	80	64	184
	ROW %	46.88%	56.52%	53.12%	43.48%	100%	100%
	COLUMN %	100%	100%	100%	100%	26%	74%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	6.775	6	0.342

The above mentioned table indicates that chi-square is not significant; this means that there is no strong association between 'Negligence of Financial Matters' and experience of respondents

However, out of total 248 respondents; 74% (184) are of the opinion that there is 'high' level on 'Negligence of Financial Matters'; whereas 26% (64) have perceived 'Negligence of Financial Matters' at 'low' level. Further, out of 184 respondents; 56.52% (104) are having less than 17 years of experience and 43.48% (80) are having more than 17 years of experience. It can be inferred that out of 64 respondents who have perceived 'Negligence of Financial Matters' at 'low' level; 53.13% (34) are having more than 17 years of experience and 46.88% (30) are having less than 17 years of experience.

The table also reflects that 'high' level on 'Negligence of Financial Matters' in the group of having less than 17 years of experience is perceived by 41.35% (43) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Negligence of Financial Matters' is experienced by 50% (15) respondents who are also from the same sector. In case of having more than 17 years of experience; 'high' level on 'Negligence of Financial Matters' is perceived by 50% (40) and 44.12% (15) who have perceived it at 'low' level are both from Chemical / Pharmaceutical industries respectively.

TABLE NO. 87

MONEY MANIA AND EXPERIENCE OF RESPONDENTS

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
MONEY MANIA →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	36	11	22	20	58
	ROW %	45.00%	62.07%	55.00%	37.93%	100%	100%
	COLUMN %	31.03%	34.29%	37.93%	25.88%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	2	56	4	51	6	107
	ROW %	33.33%	52.34%	66.67%	47.66%	100%	100%
	COLUMN %	6.90%	53.33%	13.79%	60.00%	2%	43%
OTHERS (Textile, Glass, Seat, etc)	COUNT	18	13	14	12	32	25
	ROW %	56.25%	52.00%	43.75%	48.00%	100%	100%
	COLUMN %	62.07%	12.38%	48.28%	14.12%	13%	10%
TOTAL	COUNT	29	105	29	85	58	190
	ROW %	50.00%	55.26%	50.00%	44.74%	100%	100%
	COLUMN %	100%	100%	100%	100%	23%	77%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	58.1	6	1.09E-10

The above table indicates that chi-square is not significant, it means that there is no close association between 'Money Mania' and experience of respondents.

Out of total 248 respondents, 77% (190) have perceived 'high' level on 'Money Mania' whereas according to 23% (58) there is 'low' level on 'Money Mania' in the industries. It can be further inferred that out of 190 respondents; 55.26% (105) are having less than 17 years of experience and 44.74% (85) are having more than 17 years of experience. 50% (29) each are having less than and more than 17 years of experience; out of total 58 respondents who have experienced 'low' level on 'Money Mania'.

The table also reflects that 53.33% (56) having less than 17 years of experience who belong to Chemical / Pharmaceutical sector have experienced 'Money Mania' to be at 'high' level. In the same group; 62 07% (18) who have perceived 'low' level on 'Money Mania' belong to Other (Textile, Glass, Seat, etc.) industries. Further, it can be observed that 60% (51) have experienced 'high' level on 'Money Mania'. These respondents are from Chemical / Pharmaceutical sector having more than 17 years of experience In the same bracket, 48 28% (14) who belong to Other (Textile, Glass, Seat, etc.) industries have experienced it to be at 'low' level

TABLE NO. 88

INSENSITIVITY TO PROBLEMS AND EXPERIENCE OF RESPONDENTS

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
INSENSITIVITY TO PROBLEMS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	12	33	13	20	25	53
	ROW %	48.00%	62.26%	52.00%	37.74%	100%	100%
	COLUMN %	25.53%	37.93%	32.50%	27.03%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	19	39	19	36	38	75
	ROW %	50.00%	52.00%	50.00%	48.00%	100%	100%
	COLUMN %	40.43%	44.83%	47.50%	48.65%	15%	30%
OTHERS (Textile, Glass, Seat, etc)	COUNT	16	15	8	18	24	33
	ROW %	66.67%	45.45%	33.33%	54.55%	100%	100%
	COLUMN %	34.04%	17.24%	20.00%	24.32%	10%	13%
TOTAL	COUNT	47	87	40	74	87	161
	ROW %	54.02%	54.04%	45.98%	45.96%	100%	100%
	COLUMN %	100%	100%	100%	100%	35%	65%

Chi-Square Test			
	Value	d f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	6.59	6	0.36

The table reflects that chi-square is not significant; which means that there is no strong association between 'Insensitivity to Problems' and experience of respondents



Further, 65% (161) and 35% (87) have experienced 'high' level and 'low' level on 'Insensitivity to Problems' respectively; out of total 248 respondents.

In case of 161 respondents; 30% (75) are from Chemical / Pharmaceutical sector; whereas 21% (53) belong to Engineering sector and remaining 13% (33) belong to Other (Textile, Glass, Seat, etc.) industries. It can also be inferred that 15% (38), 10% (25) and 10% (24) belong to Chemical / Pharmaceutical, Engineering and Other (Textile, Glass, Seat, etc.) industries respectively; out of 87 respondents who have perceived 'Insensitivity to Problems' at 'low' level.

The table also shows that in Engineering industries 62.26% (33) who have experienced 'high' level on 'Long Sightedness' are having less than 17 years of experience and 52% (13) who are of the opinion that there is 'low' level on 'Insensitivity to Problems' are having more than 17 years of experience. As far as Chemical / Pharmaceutical industries are concerned; 52% (39) who have perceived 'Insensitivity to Problems' at 'high' level are having less than 17 years of experience and 50% (19) each who have experienced it at 'low' level are having less than and more than 17 years of work experience In Other (Textile, Glass, Seat, etc.) industries, 54.55% (18) who have perceived 'Insensitivity to Problems' at 'high' level are having more than 17 years of experience and 66.67% (16) who have experienced it at 'low' level are having less than 17 years of experience.

**TABLE NO. 89**

**STAGNATION AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
STAGNATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	12	33	11	22	23	55
	ROW %	52.17%	60.00%	47.83%	40.00%	100%	100%
	COLUMN %	25.53%	37.93%	22.45%	33.85%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	22	36	25	30	47	66
	ROW %	46.81%	54.55%	53.19%	45.45%	100%	100%
	COLUMN %	46.81%	41.38%	51.02%	46.15%	19%	27%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	18	13	13	26	31
	ROW %	50.00%	58.06%	50.00%	41.94%	100%	100%
	COLUMN %	27.66%	20.69%	26.53%	20.00%	10%	13%
TOTAL	COUNT	47	87	49	65	96	152
	ROW %	48.96%	57.24%	51.04%	42.76%	100%	100%
	COLUMN %	100%	100%	100%	100%	38%	62%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	4.907	6	0.555

The table shows that chi-square is not significant; which means that there is no strong association between 'Stagnation' and experience of respondents. Out of 248 respondents; 61% (152) have experienced 'Stagnation' at 'high' level whereas 39% (96) have perceived it to be at 'low' level. Further, out of 152 respondents; 27% (66) belong to Chemical / Pharmaceutical industries; 22% (55) to Engineering industries and 13% (31) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical; that have experienced 'Stagnation' at 'high' level. Whereas, out of 96; 19% (47) belong to Chemical / Pharmaceutical industries; 10% (26) Others (Textile, Glass, Seat, etc.) and 9% (23) are from Engineering industries; who have experienced 'Stagnation' at 'low' level. 60% (33) have experienced 'Stagnation' at 'high' level are having less than 17 years of experience and 52.17% (12) who have perceived 'Stagnation' at 'low' level also belong to the same category; in Engineering sector. In Chemical / Pharmaceutical sector; 54.55% (36) having less than 17 years of experience and 53.19% (25) having more than 17 years of experience have perceived 'high' level and 'low' level on 'Stagnation' respectively. In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 58.06% (18) who have experienced 'high' level on 'Stagnation' are having less than 17 years of experience; whereas 50% (13) each who have experienced 'low' level on 'Stagnation' are having less than and more than 17 years of work experience.

**TABLE NO. 90**

**TUNNEL VISION AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
TUNNEL VISION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	36	10	23	19	59
	ROW %	47.37%	61.02%	52.63%	38.98%	100%	100%
	COLUMN %	25.71%	36.36%	30.30%	28.40%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	9	49	10	45	19	94
	ROW %	47.37%	52.13%	52.63%	47.87%	100%	100%
	COLUMN %	25.71%	49.49%	30.30%	55.56%	8%	38%
OTHERS (Textile, Glass, Seat, etc)	COUNT	17	14	13	13	30	27
	ROW %	56.67%	51.85%	43.33%	48.15%	100%	100%
	COLUMN %	48.58%	14.15%	39.40%	16.04%	11%	11%
TOTAL	COUNT	35	99	33	81	68	180
	ROW %	51.47%	55.00%	48.53%	45.00%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	27.1	6	0.00013

The table indicates that chi-square is significant at 0.01 level of confidence; it means that there is close association between 'Tunnel Vision' and experience of respondents. Out of total 248 respondents, 73% (180) have perceived 'high' level on 'Tunnel Vision' whereas according to 27% (68) there is 'low' level on 'Tunnel Vision' in the industries. It can be further inferred that out of 180 respondents; 55% (99) are having less than 17 years of experience and 45% (81) are having more than 17 years of experience. 51.47% (35) and 48.53% (33) are having less than 17 years and more than 17 years of experience, out of total 68 respondents who have experienced 'low' level on 'Tunnel Vision'.

The table also reflects that 49.49% (49) in the group of having less than 17 years of experience who belong to Chemical / Pharmaceutical sector have experienced 'Tunnel Vision' to be at 'high' level. In the same group; 48.57% (17) who have perceived 'low' level on 'Tunnel Vision' belong to Other than Engineering and Chemical / Pharmaceutical industries Further, it can be observed that 55.56% (45) who have experienced 'high' level on 'Tunnel Vision'. These respondents are from Chemical / Pharmaceutical sector having more than 17 years of experience In the same bracket, 39.40% (13) who have perceived it at 'low' level belong to Other (Textile, Glass, Seat, etc.) sector.

**TABLE NO. 91**

**AGGRESSIVE APPROACH TO ENVIRONEMNT AND EXPERIENCE OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
AGGRESSIVE APPROACH TO ENVIRONEMNT →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	16	29	15	18	31	47
	ROW %	51.61%	61.70%	48.39%	38.30%	100%	100%
	COLUMN %	33.33%	33.72%	34.88%	25.35%	13%	19%
CHEMICAL / PHARMACEUTICAL	COUNT	19	39	19	36	38	75
	ROW %	50.00%	52.00%	50.00%	48.00%	100%	100%
	COLUMN %	39.58%	45.35%	44.19%	50.70%	15%	30%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	18	9	17	22	35
	ROW %	59.09%	51.43%	40.91%	48.57%	100%	100%
	COLUMN %	27.08%	20.93%	20.93%	23.94%	9%	14%
TOTAL	COUNT	48	86	43	71	91	157
	ROW %	52.75%	54.78%	47.25%	45.22%	100%	100%
	COLUMN %	100%	100%	100%	100%	37%	63%

Chi-Square Test			
	Value	d f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	2.619	6	0.854

The table reflects that chi-square is not significant; which means that there is no strong association between 'Aggressive Approach to Environment' and experience of respondents.

Further, 63% (157) and 37% (91) have experienced 'high' level and 'low' level on 'Aggressive Approach to Environment' respectively; out of total 248 respondents.

In case of 157 respondents; 30% (75) are from Chemical / Pharmaceutical sector; 19% (47) belong to Engineering sector and 14% (35) belong to Other (Textile, Glass, Seat, etc.) industries. 15% (38), 13% (31) and 9% (22) belong to Chemical / Pharmaceutical, Engineering and Other (Textile, Glass, Seat, etc.) industries respectively; out of 91 respondents who have perceived 'Aggressive Approach to Environment' at 'low' level.

In Engineering industries 61.70% (29) who have experienced 'high' level on 'Aggressive Approach to Environment' are having less than 17 years of experience and 51.61% (16) who are of the opinion that there is 'low' level on 'Aggressive Approach to Environment' are also having less than 17 years of experience.

In Chemical / Pharmaceutical industries 52% (39) who have perceived 'Aggressive Approach to Environment' at 'high' level are having less than 17 years of experience whereas 50% (50) each who have experienced it at 'low' level are having less than 17 years and more than 17 years of experience.

In Other (Textile, Glass, Seat, etc.) industries, 51.43% (18) who have perceived 'Aggressive Approach to Environment' at 'high' level are having less than 17 years of experience and 59.09% (13) who have experienced it at 'low' level also belong to same category.

TABLE NO. 92

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND EXPERIENCE  
OF RESPONDENTS**

EXPERIENCE →		< 17 YEARS		> 17 YEARS		TOTAL	
INSUFFICIENT INTERACTION WITH ENVIRONMENT →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	19	26	11	22	30	48
	ROW %	63.33%	54.17%	36.67%	45.83%	100%	100%
	COLUMN %	30.16%	36.62%	20.37%	36.66%	12%	19%
CHEMICAL / PHARMACEUTICAL	COUNT	25	33	24	31	49	64
	ROW %	51.02%	51.56%	48.98%	48.44%	100%	100%
	COLUMN %	39.68%	46.48%	44.44%	51.67%	20%	26%
OTHERS (Textile, Glass, Seat, etc)	COUNT	19	12	19	7	38	19
	ROW %	50.00%	63.16%	50.00%	36.84%	100%	100%
	COLUMN %	30.16%	16.90%	35.19%	11.67%	15%	8%
TOTAL	COUNT	63	71	54	60	117	131
	ROW %	53.85%	54.20%	46.15%	45.80%	100%	100%
	COLUMN %	100%	100%	100%	100%	47%	53%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	13.65	6	0.0337

The above table shows that chi-square is significant at 0.05 level of confidence; which means that there is strong association between 'Insufficient Interaction with Environment' and experience of respondents. Out of 248 respondents; 53% (131) have experienced 'Insufficient Interaction with Environment' at 'high' level and 47% (117) have perceived it to be at 'low' level. Out of 131 respondents; 26% (64) belong to Chemical / Pharmaceutical industries; 19% (48) to Engineering industries and 8% (19) are from Other (Textile, Glass, Seat, etc.) industries. 20% (49), 15% (38) and 12% (30) belong to Chemical / Pharmaceutical, Other (Textile, Glass, Seat, etc.) and Engineering industries respectively; out of 117 respondents.

54.17% (26) who have experienced 'Insufficient Interaction with Environment' at 'high' level are having less than 17 years of experience and 45.83% (22) who have perceived 'Insufficient Interaction with Environment' at 'low' level are having more than 17 years of experience, in Engineering sector. In Chemical / Pharmaceutical sector; 51.56% (33) and 51.02% (25) having less than 17 years of experience have experienced 'high' level and 'low' level on 'Insufficient Interaction with Environment' respectively. In Others (Textile, Glass, Seat, etc.) industries 63.16% (12) who have experienced 'high' level on 'Insufficient Interaction with Environment' are having less than 17 years of experience, and 50% (19) each who have experienced it on 'low' level are having less than and more than 17 years of experience; respectively.

## PART E: ORGANIZATIONAL HEALTH PARAMETERS AND INCOME OF RESPONDENTS

This section consists of tables and their interpretation of each of the 21 Organizational Health parameters with the annual income of respondents.

**TABLE NO. 93**

### ALIENATION AND INCOME OF RESPONDENTS

ANNUAL INCOME → ALIENATION →		< 3 LAKHS		> 3 LAKHS		TOTAL	
TYPE OF INDUSTRY ↓		LOW	HIGH	LOW	HIGH	LOW	HIGH
ENGINEERING	COUNT	14	24	19	21	33	45
	ROW %	42.42%	53.33%	57.58%	46.67%	100%	100%
	COLUMN %	24.56%	27.59%	35.85%	41.18%	13%	18%
CHEMICAL / PHARMACEUTICAL	COUNT	29	39	23	22	52	61
	ROW %	55.77%	63.93%	44.23%	36.07%	100%	100%
	COLUMN %	50.88%	44.82%	43.40%	43.14%	21%	25%
OTHERS (Textile, Glass, Seat, etc)	COUNT	14	24	11	8	25	32
	ROW %	56.00%	75.00%	44.00%	25.00%	100%	100%
	COLUMN %	24.56%	27.59%	20.75%	15.68%	10%	13%
TOTAL	COUNT	57	87	53	51	110	138
	ROW %	51.82%	63.04%	48.18%	36.96%	100%	100%
	COLUMN %	100%	100%	100%	100%	44%	56%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	5.77	6	0.448

The above mentioned table indicates that chi-square is not significant; this means that there is no strong association between 'Alienation' and income of respondents.

However, out of total 248 respondents; 56% (138) are of the opinion that there is 'high' level on 'Alienation'; whereas 44% (110) have perceived 'Alienation' at 'low' level.

Further, out of 138 respondents; 63.04% (87) are having less than 3 lakhs of income and 36.96% (51) are having more than 3 lakhs of income per annum.

It can be inferred that out of 110 respondents who have perceived 'Alienation' at 'low' level, 51.82% (57) are having less than 3 lakhs of income and 48.18% (51) are drawing more than 3 lakhs income annually.

The table also reflects that 'high' level on 'Alienation' in the group of having less than 3 lakhs of income is perceived by 44.83% (39) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Alienation' is experienced by 50.88% (29) respondents who are from Chemical / Pharmaceutical sector.

In case of the group of respondents; i.e. having more than 3 lakhs of income; both 'high' level and 'low' level on 'Alienation' is perceived by 43.14% (22) and 43.40% (23) respectively; who are both from Chemical / Pharmaceutical sector.

**TABLE NO. 94**

**PAMPERING AND INCOME OF RESPONDENTS**

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
PAMPERING →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	15	23	11	29	26	52
	ROW %	57.69%	44.23%	42.31%	55.77%	100%	100%
	COLUMN %	39.47%	21.70%	45.83%	36.25%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	14	54	3	42	17	96
	ROW %	82.35%	56.25%	17.65%	43.75%	100%	100%
	COLUMN %	36.85%	50.94%	12.50%	52.50%	7%	39%
OTHERS (Textile, Glass, Seat, etc)	COUNT	9	29	10	9	19	38
	ROW %	47.37%	76.32%	52.63%	23.68%	100%	100%
	COLUMN %	23.68%	27.36%	41.67%	11.25%	8%	15%
TOTAL	COUNT	38	106	24	80	62	186
	ROW %	61.29%	56.99%	38.71%	43.01%	100%	100%
	COLUMN %	100%	100%	100%	100%	25%	75%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	23.38	6	0.000677

The above table indicates that chi-square is significant at 0.01 level of confidence; this means that there is strong association between 'Pampering' and income of respondents.

Out of total 248 respondents, 75% (186) have perceived 'high' level on 'Pampering' whereas according to 25% (62) there is 'low' level on 'Pampering' in the industries.

It can be further inferred that out of 186 respondents; 56.99% (106) are having less than 3 lakhs of income and 43.01% (80) are having more than 3 lakhs of income.

61.29% (38) are having less than 3 lakhs of income and 38.71% (24) are having more than 3 lakhs of income; out of total 62 respondents who have experienced 'low' level on 'Pampering'.

The table also reflects that 50.94% (54) who are having less than 3 lakhs of income belong to Chemical / Pharmaceutical sector and have perceived 'Pampering' to be at 'high' level.

In the same category; 39.47% (15) who have perceived 'low' level on 'Pampering' belong to Engineering sector.

Further, it can be observed that 52.50% (42) have experienced 'high' level on 'Pampering'. These respondents having more than 3 lakhs of income are from Chemical / Pharmaceutical sector; whereas 45.83% (11) who have perceived 'Pampering' to be at 'low' level are from Engineering industries.

**TABLE NO. 95**

**ORGANIZATIONAL PARANOIA AND INCOME OF RESPONDENTS**

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
ORGANIZATIONAL PARANOIA →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	16	22	8	32	24	54
	ROW %	66.67%	40.74%	33.33%	59.26%	100%	100%
	COLUMN %	41.03%	20.95%	27.59%	42.67%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	13	55	12	33	25	88
	ROW %	52.00%	62.50%	48.00%	37.50%	100%	100%
	COLUMN %	33.33%	52.38%	41.38%	44.00%	10%	35%
OTHERS (Textile, Glass, Seat, etc)	COUNT	10	28	9	10	19	38
	ROW %	52.63%	73.68%	47.37%	26.32%	100%	100%
	COLUMN %	25.64%	26.67%	31.03%	13.33%	8%	15%
TOTAL	COUNT	39	105	29	75	68	180
	ROW %	57.35%	58.33%	42.65%	41.67%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	15.05	6	0.01984



The table presents that chi-square is significant at 0.01 level of confidence; it means that there is strong association between 'Organizational Paranoia' and income of respondents.

It infers that out of total 248 respondents, 73% (180) have perceived 'high' level on 'Organizational Paranoia' and 27% (68) 'low'.

Further, from 180 respondents, 58.33% (105) and 41.67% (75) who have perceived 'high' level on 'Organizational Paranoia' are having less than 3 lakhs and more than 3 lakhs of annual income respectively.

Whereas, 57.35% (39) are having less than 3 lakhs of income and 42.65% (29) are having more than 3 lakhs of income; out of 68 who have perceived 'low' level on 'Organizational Paranoia'.

52.38% (55) of Chemical / Pharmaceutical industries have perceived 'Organizational Paranoia' at 'high' level; whereas 41.03% (16) of Engineering have experienced it at 'low' level; in the category of less than 3 lakhs of annual income.

In case of the other category; i.e. having more than 3 lakhs of income, 44% (33) and 41.38% (12) of Chemical / Pharmaceutical industries have perceived 'Organizational Paranoia' at 'high' level and 'low' level respectively.

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TABLE NO. 96

### WORKAHOLISM AND INCOME OF RESPONDENTS

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
WORKAHOLISM →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	10	28	15	25	25	53
	ROW %	40.00%	52.83%	60.00%	47.17%	100%	100%
	COLUMN %	28.57%	25.69%	57.69%	32.05%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	12	56	3	42	15	98
	ROW %	80.00%	57.14%	20.00%	42.86%	100%	100%
	COLUMN %	34.29%	51.38%	11.54%	53.85%	6%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	25	8	11	21	36
	ROW %	61.90%	69.44%	38.10%	30.56%	100%	100%
	COLUMN %	37.14%	22.93%	30.77%	14.10%	8%	15%
TOTAL	COUNT	35	109	26	78	61	187
	ROW %	57.38%	58.29%	42.62%	41.71%	100%	100%
	COLUMN %	100%	100%	100%	100%	24%	76%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	22.92	6	0.00082

The above mentioned table reflects that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Workaholism' and income of respondents.

Further, 75% (187) and 25% (61) have perceived 'high' level and 'low' level on 'Workaholism' respectively; out of total 248 respondents.

In case of 187 respondents; 40% (98) are from Chemical / Pharmaceutical sector, whereas 21% (53) belong to Engineering sector and remaining 15% (36) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 10% (25), 8% (21) and 6% (15) belong to Engineering, Other (Textile, Glass, Seat, etc.) and Chemical / Pharmaceutical industries respectively; out of 61 respondents who have perceived 'Workaholism' at 'low' level.

The table also shows that in Engineering industries 52.83% (28) who have perceived 'high' level on 'Workaholism' are having less than 3 lakhs of income; 60% (15) who are of the opinion that there is 'low' level on 'Workaholism' are drawing more than 3 lakhs of income per annum.

As far as Chemical / Pharmaceutical industries are concerned; 57.14% (56) who have perceived 'Workaholism' at 'high' level are having less than 3 lakhs of income whereas 80% (12) who have perceived it at 'low' level are also in the same income bracket.

In the Other (Textile, Glass, Seat, etc.) industries; 69.44% (25) and 61.90% (13) who have perceived 'high' level and 'low' level on 'Workaholism' respectively; both have less than 3 lakhs of income.

**TABLE NO. 97**

**INSUFFICIENT VALUE FOR CUSTOMERS AND INCOME OF RESPONDENTS**

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
INSUFFICIENT VALUE FOR CUSTOMERS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	27	12	28	23	55
	ROW %	47.83%	49.09%	52.17%	50.91%	100%	100%
	COLUMN %	20.37%	30.00%	26.67%	47.46%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	29	39	22	23	51	62
	ROW %	56.86%	62.90%	43.14%	37.10%	100%	100%
	COLUMN %	53.70%	43.33%	48.89%	38.98%	21%	25%
OTHERS (Textile, Glass, Seat, etc)	COUNT	14	24	11	8	25	32
	ROW %	56.00%	75.00%	44.00%	25.00%	100%	100%
	COLUMN %	25.93%	26.67%	24.44%	18.56%	10%	13%
TOTAL	COUNT	54	90	45	59	99	149
	ROW %	54.55%	60.40%	45.45%	39.60%	100%	100%
	COLUMN %	100%	100%	100%	100%	40%	60%

Chi-Square Test			
	Value	d.f	Assymptotic Significance (2 sided)
Pearson Chi-Square	11.91	6	0.0639

The above table shows that chi-square is not significant; which means that there is no strong association between 'Insufficient Value for Customers' and income of respondents.

However, out of 248 respondents; 60% (149) have perceived 'Insufficient Value for Customers' at 'high' level; whereas 40% (99) have perceived it to be at 'low' level.

Further, out of 149 respondents; 25% (62) belong to Chemical / Pharmaceutical industries; 22% (55) to Engineering industries and 13% (32)

are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

Whereas, out of 99; 21% (51) belong to Chemical / Pharmaceutical industries; 10% (25) are from Other (Textile, Glass, Seat, etc.) industries and 9% (23) belong to Engineering sector.

50.91% (28) and 52.17% (12) who have perceived 'Insufficient Value for Customers' at 'high' level and 'low' level are having more than 3 lakhs of annual income; in Engineering sector.

In Chemical / Pharmaceutical sector; 62.90% (39) having less than 3 lakhs of income and 56.86% (29) respondents are in the same income group who have perceived 'high' level and 'low' level on 'Insufficient Value for Customers' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 75% (24) and 56% (14) who have perceived 'Insufficient Value for Customers' at 'high' level and 'low' level are each having less than 3 lakhs annual income, respectively.

TABLE NO. 98

CUSTOMER EXPLOITATION AND INCOME OF RESPONDENTS

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
CUSTOMER EXPLOITATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	27	10	30	21	57
	ROW %	52.38%	47.37%	47.62%	52.63%	100%	100%
	COLUMN %	36.67%	28.72%	22.23%	37.97%	8%	23%
CHEMICAL / PHARMACEUTICAL	COUNT	6	42	24	41	30	83
	ROW %	20.00%	50.60%	80.00%	49.40%	100%	100%
	COLUMN %	20.00%	44.68%	53.33%	51.90%	12%	34%
OTHERS (Textile, Glass, Seat, etc)	COUNT	13	25	11	8	24	33
	ROW %	54.17%	75.76%	45.83%	24.24%	100%	100%
	COLUMN %	43.33%	26.60%	24.44%	10.13%	10%	13%
TOTAL	COUNT	30	94	45	79	75	173
	ROW %	40.00%	54.34%	60.00%	45.66%	100%	100%
	COLUMN %	100%	100%	100%	100%	30%	70%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	23.35	6	0.0007

The table indicates that chi-square is significant at 0.01 level of confidence; this means that there is strong association between 'Customer Exploitation' and income of respondents.

However, out of total 248 respondents; 70% (173) are of the opinion that there is 'high' level on 'Customer Exploitation'; whereas 30% (75) have perceived 'Customer Exploitation' at 'low' level.

Further, out of 173 respondents who have perceived 'high' level on 'Customer Exploitation'; 54.34% (94) are having less than 3 lakhs of income and 45.66% (79) are having more than 3 lakhs of income

It can be inferred that out of 75 respondents who have perceived 'Customer Exploitation' at 'low' level; 60% (45) are having more than 3 lakhs of income and 40% (30) are having less than 3 lakhs of income.

The table also reflects that 'high' level on 'Customer Exploitation' in the group of having less than 3 lakhs of income is perceived by 44.68% (42) respondents who belong to Chemical / Pharmaceutical sector respectively; whereas in the same group, 'low' level on 'Customer Exploitation' is experienced by 43.33% (13) respondents who are from Other (Textile, Glass, Seat, etc.) sector.

In case of more than 3 lakhs of income group; 'high' level and 'low' level on 'Customer Exploitation' is perceived by 51.90% (41) and 53.33% (24); both of Chemical / Pharmaceutical industries respectively.

TABLE NO. 99

## SERVILITY AND INCOME OF RESPONDENTS

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
SERVILITY →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	12	26	12	28	24	54
	ROW %	50.00%	48.15%	50.00%	51.85%	100%	100%
	COLUMN %	29.27%	25.24%	46.15%	35.90%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	9	59	6	39	15	98
	ROW %	60.00%	60.20%	40.00%	39.80%	100%	100%
	COLUMN %	21.95%	57.28%	23.08%	50.00%	6%	40%
OTHERS (Textile, Glass, Seat, etc)	COUNT	20	18	8	11	28	29
	ROW %	71.43%	62.07%	28.57%	37.93%	100%	100%
	COLUMN %	48.78%	17.48%	30.77%	14.10%	11%	12%
TOTAL	COUNT	41	103	26	78	67	181
	ROW %	61.19%	56.91%	38.81%	43.09%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	31.54	6	2.00E-05

The above table indicates that chi-square is not significant. This means that there is no strong association between 'Servility' and income of respondents. Out of total 248 respondents, 73% (181) have perceived 'high' level on 'Servility' whereas according to 27% (67) there is 'low' level on 'Servility' in the industries.

It can be further inferred that out of 181 respondents; 56.91% (103) are having less than 3 lakhs of income and remaining 43.09% (78) are having more than 3 lakhs of income.

61.19% (41) are having less than 3 lakhs of income and 38.81% (26) are having more than 3 lakhs of income; out of total 67 respondents who have experienced 'low' level on 'Servility'.

The table also reflects that 57.28% (59) who belong to Chemical / Pharmaceutical sector have experienced 'Servility' to be at 'high' level; are having less than 3 lakhs of income. In the same category; 48.78% (20) who have perceived 'low' level on 'Servility' belong to Other (Textile, Glass, Seat, etc.) industries.

Further, it can be observed that 50% (39) have experienced 'high' level on 'Servility'. These respondents from Chemical / Pharmaceutical sector are having more than 3 lakhs of income. In the same bracket, 46.15% (12) of Engineering sector have perceived 'low' level on 'Servility'.

TABLE NO. 100

BUREAUCRACY AND INCOME OF RESPONDENTS

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
BUREAUCRACY →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	11	27	12	28	23	55
	ROW %	47.83%	49.09%	52.17%	50.91%	100%	100%
	COLUMN %	33.33%	24.32%	54.55%	34.14%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	7	61	1	44	8	105
	ROW %	87.50%	58.10%	12.50%	41.90%	100%	100%
	COLUMN %	21.22%	54.95%	4.55%	53.66%	3%	43%
OTHERS (Textile, Glass, Seat, etc)	COUNT	15	23	9	10	24	33
	ROW %	62.50%	69.70%	37.50%	30.30%	100%	100%
	COLUMN %	45.45%	20.73%	40.90%	12.20%	10%	13%
TOTAL	COUNT	33	111	22	82	55	193
	ROW %	60.00%	57.51%	40.00%	42.49%	100%	100%
	COLUMN %	100%	100%	100%	100%	22%	78%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	36.22	6	2.49E-06

The table mentioned above presents that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and income of respondents.

It infers that out of total 248, 78% (193) have perceived 'high' level on 'Bureaucracy' and 22% (55) 'low'.

Further, from 193 respondents, 57.51% (111) and 42.49% (82) who have perceived 'high' level on 'Bureaucracy' are having less than and more than 3 lakhs of income respectively.

Whereas, 60% (33) are having less than 3 lakhs of income and 40% (22) are having more than 3 lakhs of income; out of 55; who have experienced 'low' level on 'Bureaucracy'.

54.95% (61) of Chemical / Pharmaceutical industries have perceived 'Bureaucracy' at 'high' level whereas 45.45% (15) who have perceived it at 'low' level belong to Other (Textile, Glass, Seat, etc.) sector respectively; in the category of having less than 3 lakhs of income.

In case of the other category; i.e. having more than 3 lakhs of income, 53.66% (44) of Chemical / Pharmaceutical sector and 54.55% (12) of Engineering industries have perceived 'Bureaucracy' at 'high' level and 'low' level respectively.

TABLE NO. 101

DECISION PARALYSIS AND INCOME OF RESPONDENTS

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
DECISION PARALYSIS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	20	18	14	26	34	44
	ROW %	58.82%	40.91%	41.18%	59.09%	100%	100%
	COLUMN %	41.67%	18.75%	35.00%	40.62%	13%	18%
CHEMICAL / PHARMACEUTICAL	COUNT	9	59	15	30	24	89
	ROW %	37.50%	66.29%	62.50%	33.71%	100%	100%
	COLUMN %	18.75%	61.46%	37.50%	46.88%	10%	36%
OTHERS (Textile, Glass, Seat, etc)	COUNT	19	19	11	8	30	27
	ROW %	63.33%	70.37%	36.67%	29.63%	100%	100%
	COLUMN %	39.58%	19.79%	27.50%	12.50%	12%	11%
TOTAL	COUNT	48	96	40	64	88	160
	ROW %	54.55%	60.00%	45.45%	40.00%	100%	100%
	COLUMN %	100%	100%	100%	100%	35%	65%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	26.35	6	0.000191

The above mentioned table reflects that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Decision Paralysis' and income of respondents

Further, 65% (160) and 35% (88) have perceived 'high' level and 'low' level on 'Decision Paralysis' respectively; out of total 248 respondents.

In case of 160 respondents; 36% (89) are from Chemical / Pharmaceutical sector; whereas 18% (44) belong to Engineering sector and remaining 11% (27) belong to Other (Textile, Glass, Seat, etc.) industries.



It can also be inferred that 14% (34), 12% (30) and 10% (24) belong to Engineering, Other (Textile, Glass, Seat, etc.) and Chemical / Pharmaceutical industries respectively; out of 88 respondents who have perceived 'Decision Paralysis' at 'low' level.

The table also shows that in Engineering industries 59.09% (26) who have perceived 'high' level on 'Decision Paralysis' and 58.82% (20) who are of the opinion that there is 'low' level on 'Decision Paralysis'; are having more than and less than 3 lakhs of annual income respectively.

As far as Chemical / Pharmaceutical industries are concerned; 66.29% (59) who have perceived 'Decision Paralysis' at 'high' level are having less than 3 lakhs of income and 62.50% (15) who have perceived it at 'low' level are having more than 3 lakhs of income.

In Other (Textile, Glass, Seat, etc.) industries, 70.37% (19) who have perceived 'Decision Paralysis' at 'high' level are having less than 3 lakhs of income as well as 63.33% (19) who have perceived it at 'low' level also belong to same category.

TABLE NO. 102

SUB-OPTIMIZING AND INCOME OF RESPONDENTS

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
SUB-OPTIMIZING →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	24	11	29	25	53
	ROW %	56.00%	45.28%	44.00%	54.72%	100%	100%
	COLUMN %	35.00%	23.08%	35.48%	39.72%	11%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	14	54	9	36	23	90
	ROW %	60.87%	60.00%	39.13%	40.00%	100%	100%
	COLUMN %	35.00%	51.92%	29.04%	49.32%	9%	36%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	26	11	8	23	34
	ROW %	52.17%	76.47%	47.83%	23.53%	100%	100%
	COLUMN %	30.00%	25.00%	35.48%	10.96%	9%	14%
TOTAL	COUNT	40	104	31	73	71	177
	ROW %	56.34%	58.76%	43.66%	41.24%	100%	100%
	COLUMN %	100%	100%	100%	100%	29%	71%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	15.95	6	0.0139

The table shows that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Sub-Optimizing' and income of respondents.

Out of 248 respondents; 71% (177) have experienced 'Sub-Optimizing' at 'high' level whereas 29% (71) have perceived it to be at 'low' level.

Further, out of 177 respondents; 36% (90) belong to Chemical / Pharmaceutical industries; 21% (53) to Engineering industries and 14% (34) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

It is also observed that 10% (25) of Engineering industries and 9% (23) each are from Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) sectors; out of 71 respondents.

54.71% (29) and 56% (14) who have perceived 'Sub-Optimizing' at 'high' level and 'low' level are having more than and less than 3 lakhs of income respectively; in Engineering sector.

In Chemical / Pharmaceutical sector; 60% (54) and 60.87% (14) who have perceived 'Sub-Optimizing' at 'high' level and 'low' level respectively are having less than 3 lakhs of income respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 76.47% (26) who have perceived 'Sub-Optimizing' at 'high' level having less than 3 lakhs of annual income and 52.17% (12) at 'low' level are also in the same category.

**TABLE NO. 103**

**SELF CENTERED LEADERSHIP AND INCOME OF RESPONDENTS**

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
SELF CENTERED LEADERSHIP →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	16	22	10	30	26	52
	ROW %	61.54%	42.31%	38.46%	57.69%	100%	100%
	COLUMN %	36.36%	22.00%	40.00%	37.97%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	13	55	6	39	19	94
	ROW %	68.42%	58.51%	31.58%	41.49%	100%	100%
	COLUMN %	29.55%	55.00%	24.00%	49.37%	8%	38%
OTHERS (Textile, Glass, Seat, etc)	COUNT	15	23	9	10	24	33
	ROW %	62.50%	69.70%	37.50%	30.30%	100%	100%
	COLUMN %	34.09%	23.00%	36.00%	12.66%	10%	13%
TOTAL	COUNT	44	100	25	79	69	179
	ROW %	63.77%	55.87%	36.23%	44.13%	100%	100%
	COLUMN %	100%	100%	100%	100%	28%	72%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	19.93	6	0.00284

The above mentioned table indicates that chi-square is significant at 0.01 level of confidence; this means that there is strong association between 'Self Centered Leadership' and income of respondents.

However, out of total 248 respondents; 72% (179) are of the opinion that there is 'high' level on 'Self Centered Leadership', whereas 28% (69) have perceived 'Self Centered Leadership' at 'low' level.

Further, out of 179 respondents; 55.87% (100) are having less than 3 lakhs of income and 44.13% (79) are having more than 3 lakhs of income.

It can be inferred that out of 69 respondents who have perceived 'Self Centered Leadership' at 'low' level; 63.77% (44) are having less than 3 lakhs of income and 36.23% (25) are having more than 3 lakhs of income.

The table also reflects that 'high' level on 'Self Centered Leadership' in the group of having less than 3 lakhs of income is perceived by 55% (55) respondents who belong to Chemical / Pharmaceutical sector, whereas in the same group, 'low' level on 'Self Centered Leadership' is perceived by 36.36% (16) respondents who are from Engineering industries.

In case of the group of having more than 3 lakhs of income; 'high' level on 'Self Centered Leadership' is perceived by 49.37% (39) Chemical / Pharmaceutical industries and 40% (10) who have perceived it at 'low' level are from Engineering industries.

**TABLE NO. 104**

**SHORT SIGHTEDNESS AND INCOME OF RESPONDENTS**

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
SHORT SIGHTEDNESS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	12	26	8	32	20	58
	ROW %	60.00%	44.83%	40.00%	55.17%	100%	100%
	COLUMN %	34.29%	23.85%	40.00%	38.10%	8%	23%
CHEMICAL / PHARMACEUTICAL	COUNT	9	59	4	41	13	100
	ROW %	69.23%	59.00%	30.77%	41.00%	100%	100%
	COLUMN %	25.71%	54.13%	20.00%	48.80%	5%	41%
OTHERS (Textile, Glass, Seat, etc)	COUNT	14	24	8	11	22	35
	ROW %	63.64%	68.57%	36.36%	31.43%	100%	100%
	COLUMN %	40.00%	22.02%	40.00%	13.10%	9%	14%
TOTAL	COUNT	35	109	20	84	55	193
	ROW %	63.64%	56.48%	36.36%	43.52%	100%	100%
	COLUMN %	100%	100%	100%	100%	22%	78%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	22.12	6	0.0011

The above table indicates that chi-square is significant at 0.01 level of confidence. This means that there is close association between 'Short Sightedness' and income of respondents.

Out of total 248 respondents, 78% (193) have perceived 'high' level on 'Short Sightedness' whereas according to 22% (55) there is 'low' level on 'Short Sightedness' in the industries.

It can be further inferred that out of 193 respondents; 56.48% (109) are having less than 3 lakhs of income and 43.52% (84) are having more than 3 lakhs of income.

63.64% (35) are having less than 3 lakhs of income and 36.36% (20) are having more than 3 lakhs of income; out of total 55 respondents who have perceived 'low' level on 'Short Sightedness'.

The table also reflects that 54.13% (59) are having less than 3 lakhs of income category who belong to Chemical / Pharmaceutical sector have perceived 'Short Sightedness' to be at 'high' level.

In the same category; 40% (14) who have perceived 'low' level on 'Short Sightedness' belong to other than Engineering and Chemical / Pharmaceutical industries.

Further, it can be observed that 48.81% (41) respondents having more than 3 lakhs of income have perceived 'high' level on 'Short Sightedness'. These respondents are from Chemical / Pharmaceutical sector. In the same bracket, 40% (08) respondents each who have perceived it at 'low' level; belong to Engineering and Other (Textile, Glass, Seat, etc.) sector.

TABLE NO. 105

LONG SIGHTEDNESS AND INCOME OF RESPONDENTS

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
LONG SIGHTEDNESS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	13	25	11	29	24	54
	ROW %	54.17%	46.30%	45.83%	53.70%	100%	100%
	COLUMN %	31.71%	24.27%	52.38%	34.94%	10%	21%
CHEMICAL / PHARMACEUTICAL	COUNT	8	60	2	43	10	103
	ROW %	80.00%	58.25%	20.00%	41.75%	100%	100%
	COLUMN %	19.51%	58.25%	9.52%	51.81%	4%	42%
OTHERS (Textile, Glass, Seat, etc)	COUNT	20	18	8	11	28	29
	ROW %	71.43%	62.07%	28.57%	37.93%	100%	100%
	COLUMN %	48.78%	17.48%	38.10%	13.25%	11%	12%
TOTAL	COUNT	41	103	21	83	62	186
	ROW %	66.13%	55.38%	33.87%	44.62%	100%	100%
	COLUMN %	100%	100%	100%	100%	25%	75%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	40.11	6	4.32E-07

The above mentioned table reflects that chi-square is not significant; which means that there is no strong association between 'Long Sightedness' and income of respondents.

Further, 75% (186) and 25% (62) have perceived 'high' level and 'low' level on 'Long Sightedness' respectively; out of total 248 respondents.

In case of 186 respondents; 42% (103) are from Chemical / Pharmaceutical sector; whereas 22% (54) belong to Engineering sector and remaining 12% (29) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 11% (28), 10% (24) and 4% (10) belong to Other (Textile, Glass, Seat, etc.), Engineering and Chemical / Pharmaceutical industries respectively; out of 62 respondents who have perceived 'Long Sightedness' at 'low' level.

The table also shows that in Engineering industries 53.70% (29) who have perceived 'high' level on 'Long Sightedness' are having more than 3 lakhs of income; 54.17% (13) who are of the opinion that there is 'low' level on 'Long Sightedness' are having less than 3 lakhs of income.

As far as Chemical / Pharmaceutical industries are concerned; 58.25% (60) respondents who have perceived 'Long Sightedness' at 'high' level are having less than 3 lakhs of income and 80% (8) who have perceived it at 'low' level also fall in the same income bracket.

In Other (Textile, Glass, Seat, etc.) industries, 62.07% (18) who have experienced 'Long Sightedness' at 'high' level are having less than 3 lakhs of income and 71.43% (20) who have perceived it at 'low' level also belong to same category.

TABLE NO. 106

## RISK AVOIDANCE AND INCOME OF RESPONDENTS

ANNUAL INCOME → RISK AVOIDANCE →		< 3 LAKHS		> 3 LAKHS		TOTAL	
TYPE OF INDUSTRY ↓		LOW	HIGH	LOW	HIGH	LOW	HIGH
ENGINEERING	COUNT	11	27	11	29	22	56
	ROW %	50.00%	48.21%	50.00%	51.79%	100%	100%
	COLUMN %	28.21%	25.71%	39.29%	38.16%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	11	57	6	39	17	96
	ROW %	64.71%	59.38%	35.29%	40.62%	100%	100%
	COLUMN %	28.21%	54.29%	21.42%	51.32%	7%	39%
OTHERS (Textile, Glass, Seat, etc)	COUNT	17	21	11	8	28	29
	ROW %	60.71%	72.41%	39.29%	27.59%	100%	100%
	COLUMN %	43.58%	20.00%	39.29%	10.52%	11%	12%
TOTAL	COUNT	39	105	28	76	67	181
	ROW %	58.21%	58.01%	41.79%	41.99%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	27.3	6	0.00012

The above table shows that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Risk Avoidance' and income of respondents.

Out of 248 respondents; 73% (181) have perceived 'Risk Avoidance' at 'high' level; whereas 27% (67) have perceived it to be at 'low' level.

Further, out of 181 respondents; 39% (96) belong to Chemical / Pharmaceutical industries; 23% (56) to Engineering industries and 12% (29) are from third category of industries i.e other than Engineering and Chemical / Pharmaceutical.

51.79% (29) who have perceived 'Risk Avoidance' at 'high' level are having more than 3 lakhs of income and 50% (11) each who have experienced 'Risk Avoidance' at 'low' level are having less than 3 lakhs of income and more than 3 lakhs of income respectively; in Engineering sector.

In Chemical / Pharmaceutical sector; 59.38% (57) having less than 3 lakhs of income and 64.71% (11) in the same income bracket have perceived 'high' level and 'low' level on 'Risk Avoidance' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 72.41% (21) and 60.71% (17) who have perceived 'Risk Avoidance' at 'high' level and 'low' level; are having less than 3 lakhs of income respectively.

TABLE NO. 107

NEGLECTANCE OF FINANCIAL MATTERS AND INCOME OF RESPONDENTS

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
NEGLECTANCE OF FINANCIAL MATTERS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	9	29	7	33	16	62
	ROW %	56.25%	46.77%	43.75%	53.23%	100%	100%
	COLUMN %	23.68%	27.36%	26.92%	42.31%	7%	25%
CHEMICAL / PHARMACEUTICAL	COUNT	17	51	13	32	30	83
	ROW %	56.67%	61.45%	43.33%	38.55%	100%	100%
	COLUMN %	44.74%	48.11%	50.00%	41.02%	12%	33%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	26	6	13	18	39
	ROW %	66.67%	66.67%	33.33%	33.33%	100%	100%
	COLUMN %	31.58%	24.53%	23.08%	16.67%	7%	16%
TOTAL	COUNT	38	106	26	78	64	184
	ROW %	59.38%	57.61%	40.62%	42.39%	100%	100%
	COLUMN %	100%	100%	100%	100%	26%	74%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	11.67	6	0.0695

The above mentioned table indicates that chi-square is not significant; this means that there is no strong association between 'Negligence of Financial Matters' and income of respondents.

However, out of total 248 respondents; 74% (184) are of the opinion that there is 'high' level on 'Negligence of Financial Matters'; whereas 26% (64) have perceived 'Negligence of Financial Matters' at 'low' level

Further, out of 184 respondents; 57.61% (106) are having less than 3 lakhs of income and 42.39% (78) are having more than 3 lakhs of income.

It can be inferred that out of 64 respondents who have perceived 'Negligence of Financial Matters' at 'low' level; 59.38% (38) are having less than 3 lakhs of income and 40.63% (26) are having more than 3 lakhs of income.



The table also reflects that 'high' level on 'Negligence of Financial Matters' in the group of having less than 3 lakhs of income is perceived by 48.11% (51) respondents who belong to Chemical / Pharmaceutical sector; whereas in the same group, 'low' level on 'Negligence of Financial Matters' is perceived by 44.74% (17) respondents who are also from the same sector.

In case of having more than 3 lakhs of income; 'high' level on 'Negligence of Financial Matters' is perceived by 42.31% (33) and 50% (13) who have perceived it at 'low' level are from Engineering and Chemical / Pharmaceutical industries respectively.

**TABLE NO. 108**

**MONEY MANIA AND INCOME OF RESPONDENTS**

ANNUAL INCOME → MONEY MANIA →		< 3 LAKHS		> 3 LAKHS		TOTAL	
TYPE OF INDUSTRY ↓		LOW	HIGH	LOW	HIGH	LOW	HIGH
ENGINEERING	COUNT	12	26	8	32	20	58
	ROW %	60.00%	44.83%	40.00%	55.17%	100%	100%
	COLUMN %	30.77%	24.76%	42.11%	37.65%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	5	63	1	44	6	107
	ROW %	83.33%	58.88%	16.67%	41.12%	100%	100%
	COLUMN %	12.82%	60.00%	5.26%	51.76%	2%	43%
OTHERS (Textile, Glass, Seat, etc)	COUNT	22	16	10	9	32	25
	ROW %	68.75%	64.00%	31.25%	36.00%	100%	100%
	COLUMN %	56.41%	15.24%	52.63%	10.59%	13%	10%
TOTAL	COUNT	39	105	19	85	58	190
	ROW %	67.24%	55.26%	32.76%	44.74%	100%	100%
	COLUMN %	100%	100%	100%	100%	23%	77%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	59.34	6	6.12E-11

The above table indicates that chi-square is not significant; it means that there is no close association between 'Money Mania' and income of respondents. Out of total 248 respondents, 77% (190) have perceived 'high' level on 'Money Mania' whereas according to 23% (58) there is 'low' level on 'Money Mania' in the industries.

It can be further inferred that out of 190 respondents; 55.26% (105) are having less than 3 lakhs of income and 44.74% (85) are having more than 3 lakhs of income.

67.24% (39) are having less than and 32.76% (19) are having more than 3 lakhs of income; out of total 58 respondents who have perceived 'low' level on 'Money Mania'.

The table also reflects that 60% (63) respondents having less than 3 lakhs of income who belong to Chemical / Pharmaceutical sector have perceived 'Money Mania' to be at 'high' level.

In the same group; 56.41% (22) who have perceived 'low' level on 'Money Mania' belong to Other (Textile, Glass, Seat, etc.) industries.

Further, it can be observed that 51.76% (44) have experienced 'high' level on 'Money Mania'. These respondents are from Chemical / Pharmaceutical sector having more than 3 lakhs of income. In the same bracket, 52.63% (10) who belong to Other (Textile, Glass, Seat, etc.) have perceived 'Money Mania' at 'low' level.

TABLE NO. 109

INSENSITIVITY TO PROBLEMS AND INCOME OF RESPONDENTS

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
INSENSITIVITY TO PROBLEMS →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	15	23	10	30	25	53
	ROW %	60.00%	43.40%	40.00%	56.60%	100%	100%
	COLUMN %	27.78%	25.56%	30.30%	42.25%	10%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	28	40	10	35	38	75
	ROW %	73.68%	53.33%	26.32%	46.67%	100%	100%
	COLUMN %	51.85%	44.44%	30.30%	49.30%	15%	30%
OTHERS (Textile, Glass, Seat, etc)	COUNT	11	27	13	6	24	33
	ROW %	45.83%	81.82%	54.17%	18.18%	100%	100%
	COLUMN %	20.37%	30.00%	39.40%	8.45%	10%	13%
TOTAL	COUNT	54	90	33	71	87	161
	ROW %	62.07%	55.90%	37.93%	44.10%	100%	100%
	COLUMN %	100%	100%	100%	100%	35%	65%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	18.75	6	0.0046

The table reflects that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Insensitivity to Problems' and income of respondents.

Further, 65% (161) and 35% (87) have experienced 'high' level and 'low' level on 'Insensitivity to Problems' respectively; out of total 248 respondents.

In case of 161 respondents; 30% (75) are from Chemical / Pharmaceutical sector; whereas 21% (53) belong to Engineering sector and remaining 13% (33) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 15% (38), 10% (25) and 10% (24) belong to Chemical / Pharmaceutical, Engineering and Other (Textile, Glass, Seat, etc.) industries respectively; out of 87 respondents who have perceived 'Insensitivity to Problems' at 'low' level.

The table also shows that in Engineering industries 56.60% (30) who have experienced 'high' level on 'Long Sightedness' are having more than 3 lakhs of income and 60% (15) who are of the opinion that there is 'low' level on 'Insensitivity to Problems' are having less than 3 lakhs of income.

As far as Chemical / Pharmaceutical industries are concerned; 53.33% (40) who have perceived 'Insensitivity to Problems' at 'high' level are having less than 3 lakhs of income and 73.68% (28) who have experienced it at 'low' level are also having less than 3 lakhs of annual income.

In Other (Textile, Glass, Seat, etc.) industries, 81.82% (27) who have perceived 'Insensitivity to Problems' at 'high' level are having more than 3 lakhs of income and 54.17% (13) who have experienced it at 'low' level are having more than 3 lakhs of income

**TABLE NO. 110**

**STAGNATION AND INCOME OF RESPONDENTS**

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
STAGNATION →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	14	24	9	31	23	55
	ROW %	60.87%	43.64%	39.13%	56.36%	100%	100%
	COLUMN %	24.14%	27.91%	23.68%	46.97%	9%	22%
CHEMICAL / PHARMACEUTICAL	COUNT	28	40	19	26	47	66
	ROW %	59.57%	60.61%	40.43%	39.39%	100%	100%
	COLUMN %	48.28%	46.51%	50.00%	39.39%	19%	27%
OTHERS (TEXTILE, GLASS, SEAT, ETC.)	COUNT	16	22	10	9	26	31
	ROW %	61.54%	70.97%	38.46%	29.03%	100%	100%
	COLUMN %	27.58%	25.58%	26.32%	13.64%	10%	13%
TOTAL	COUNT	58	86	38	66	96	152
	ROW %	60.42%	56.58%	39.58%	43.42%	100%	100%
	COLUMN %	100%	100%	100%	100%	38%	62%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	11.42	6	0.0762

The above table shows that chi-square is not significant; which means that there is no strong association between 'Stagnation' and income of respondents.

Out of 248 respondents; 61% (152) have experienced 'Stagnation' at 'high' level whereas 39% (96) have perceived it to be at 'low' level.

Further, out of 152 respondents; 27% (66) belong to Chemical / Pharmaceutical industries; 22% (55) to Engineering industries and 13% (31) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical; who have perceived 'Stagnation' at 'high' level.

Whereas, out of 96; 19% (47) belong to Chemical / Pharmaceutical industries; 10% (26) Others (Textile, Glass, Seat, etc.) and 9% (23) are from Engineering industries; who have experienced 'Stagnation' at 'low' level.

56.36% (31) have perceived 'Stagnation' at 'high' level are having more than 3 lakhs of income and 60.87% (14) who have perceived 'Stagnation' at 'low' level also belong to the same category; in Engineering sector.

In Chemical / Pharmaceutical sector; 60.61% (40) and 59.57% (28) both having less than 3 lakhs of income have perceived 'high' level and 'low' level on 'Stagnation' respectively.

In the third category of industries, I mean in Others (Textile, Glass, Seat, etc.); 70.97% (22) who have experienced 'high' level on 'Stagnation' are having less than 3 lakhs of income; whereas 61.54% (16) who have experienced 'low' level on 'Stagnation' are also in the same income bracket

TABLE NO. 111

TUNNEL VISION AND INCOME OF RESPONDENTS

ANNUAL INCOME → TUNNEL VISION →		< 3 LAKHS		> 3 LAKHS		TOTAL	
TYPE OF INDUSTRY ↓		LOW	HIGH	LOW	HIGH	LOW	HIGH
ENGINEERING	COUNT	10	28	9	31	19	59
	ROW %	52.63%	47.46%	47.37%	52.54%	100%	100%
	COLUMN %	23.81%	27.45%	34.62%	39.74%	8%	24%
CHEMICAL / PHARMACEUTICAL	COUNT	11	57	8	37	19	94
	ROW %	57.89%	60.64%	42.11%	39.36%	100%	100%
	COLUMN %	26.19%	55.88%	30.76%	47.44%	8%	38%
OTHERS (Textile, Glass, Seat, etc)	COUNT	21	17	9	10	30	27
	ROW %	70.00%	62.96%	30.00%	37.04%	100%	100%
	COLUMN %	50.00%	16.67%	34.62%	12.82%	11%	11%
TOTAL	COUNT	42	102	26	78	68	180
	ROW %	61.76%	56.67%	38.24%	43.33%	100%	100%
	COLUMN %	100%	100%	100%	100%	27%	73%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	30.38	6	3.25E-05

The above table indicates that chi-square is not significant; it means that there is no close association between 'Tunnel Vision' and income of respondents.

Out of total 248 respondents, 73% (180) have perceived 'high' level on 'Tunnel Vision' whereas according to 27% (68) there is 'low' level on 'Tunnel Vision' in the industries.

It can be further inferred that out of 180 respondents; 56.67% (102) are having less than 3 lakhs of income and 43.33% (78) are having more than 3 lakhs of income.

61.76% (42) and 38.24% (26) are having less than 3 lakhs and more than 3 lakhs of income; out of total 68 respondents who have experienced 'low' level on 'Tunnel Vision'.

The table also reflects that 55.88% (57) in the group of having less than 3 lakhs of income who belong to Chemical / Pharmaceutical sector have perceived 'Tunnel Vision' to be at 'high' level.

In the same group; 50% (21) respondents who have perceived 'low' level on 'Tunnel Vision' belong to other than Engineering and Chemical / Pharmaceutical industries

Further, it can be observed that 47 44% (37) who have experienced 'high' level on 'Tunnel Vision'. These respondents are from Chemical / Pharmaceutical sector having more than 3 lakhs of income. In the same bracket, 34.62% (09) each who have perceived it at 'low' level belong to Engineering and Other (Textile, Glass, Seat, etc.) sector; respectively.

TABLE NO. 112

AGGRESSIVE APPROACH TO ENVIRONMENT AND INCOME OF RESPONDENTS

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
AGGRESSIVE APPROACH TO ENVIRONMENT →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	18	20	13	27	31	47
	ROW %	58.06%	42.55%	41.94%	57.45%	100%	100%
	COLUMN %	40.91%	20.00%	27.66%	47.37%	13%	19%
CHEMICAL / PHARMACEUTICAL	COUNT	14	54	24	21	38	75
	ROW %	36.84%	72.00%	63.16%	28.00%	100%	100%
	COLUMN %	31.82%	54.00%	51.06%	36.84%	15%	30%
OTHERS (Textile, Glass, Seat, etc)	COUNT	12	26	10	9	22	35
	ROW %	54.55%	74.29%	45.45%	25.71%	100%	100%
	COLUMN %	27.27%	26.00%	21.28%	15.79%	9%	14%
TOTAL	COUNT	44	100	47	57	91	157
	ROW %	48.35%	63.69%	51.65%	36.31%	100%	100%
	COLUMN %	100%	100%	100%	100%	37%	63%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	16.96	6	0.0094

The table reflects that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Aggressive Approach to Environment' and income of respondents.

Further, 63% (157) and 37% (91) have perceived 'high' level and 'low' level on 'Aggressive Approach to Environment' respectively; out of total 248 respondents.

In case of 157 respondents; 30% (75) are from Chemical / Pharmaceutical sector; whereas 19% (47) belong to Engineering sector and remaining 14% (35) belong to Other (Textile, Glass, Seat, etc.) industries.

It can also be inferred that 15% (38), 13% (31) and 9% (22) belong to Chemical / Pharmaceutical, Engineering and Other (Textile, Glass, Seat, etc.) industries respectively; out of 91 respondents who have perceived 'Aggressive Approach to Environment' at 'low' level.

The table also shows that in Engineering industries 57.45% (27) who have experienced 'high' level on 'Aggressive Approach to Environment' are having more than 3 lakhs of income whereas 58.06% (18) who are of the opinion that there is 'low' level on 'Aggressive Approach to Environment' are having less than 3 lakhs of income.

As far as Chemical / Pharmaceutical industries are concerned; 72% (54) who have perceived 'Aggressive Approach to Environment' at 'high' level are having less than 3 lakhs of income whereas 63.16% (24) who have experienced it at 'low' level are having more than 3 lakhs of income per annum.

In Other (Textile, Glass, Seat, etc.) industries, 74.29% (26) respondents who have perceived 'Aggressive Approach to Environment' at 'high' level are having less than 3 lakhs of income and 54.55% (12) who have experienced it at 'low' level also belong to same category.

**TABLE NO. 113**

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND INCOME OF RESPONDENTS**

ANNUAL INCOME →		< 3 LAKHS		> 3 LAKHS		TOTAL	
INSUFFICIENT INTERACTION WITH ENVIRONMENT →		LOW	HIGH	LOW	HIGH	LOW	HIGH
TYPE OF INDUSTRY ↓							
ENGINEERING	COUNT	18	20	12	28	30	48
	ROW %	60.00%	41.67%	40.00%	58.33%	100%	100%
	COLUMN %	24.65%	28.17%	27.27%	46.67%	12%	19%
CHEMICAL / PHARMACEUTICAL	COUNT	29	39	20	25	49	64
	ROW %	59.18%	60.94%	40.82%	39.06%	100%	100%
	COLUMN %	39.73%	54.93%	45.46%	41.66%	20%	26%
OTHERS (Textile, Glass, Seat, etc)	COUNT	26	12	12	7	38	19
	ROW %	68.42%	63.16%	31.58%	36.84%	100%	100%
	COLUMN %	35.62%	16.90%	27.27%	11.67%	15%	8%
TOTAL	COUNT	73	71	44	60	117	131
	ROW %	62.39%	54.20%	37.61%	45.80%	100%	100%
	COLUMN %	100%	100%	100%	100%	47%	53%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	17.99	6	0.00624

The above table shows that chi-square is significant at 0.01 level of confidence; which means that there is strong association between 'Insufficient Interaction with Environment' and income of respondents.

Out of 248 respondents; 53% (131) have perceived 'Insufficient Interaction with Environment' at 'high' level whereas 47% (117) have perceived it to be at 'low' level.

Further, out of 131 respondents; 26% (64) belong to Chemical / Pharmaceutical industries; 19% (48) to Engineering industries and 8% (19) are from third category of industries i.e. other than Engineering and Chemical / Pharmaceutical.

It is also observed that 20% (49), 15% (38) and 12% (30) belong to Chemical / Pharmaceutical, Other (Textile, Glass, Seat, etc.) and Engineering industries respectively; out of 117 respondents.

58.33% (28) have experienced 'Insufficient Interaction with Environment' at 'high' level are having more than 3 lakhs of income and 60% (18) who have



perceived 'Insufficient Interaction with Environment' at 'low' level are having less than 3 lakhs of income; in Engineering sector.

In Chemical / Pharmaceutical sector; 60.94% (39) and 59.18% (29) having less than 3 lakhs of income have experienced 'high' level and 'low' level on 'Insufficient Interaction with Environment' respectively.

In the third category of industries, I mean in others; 63.16% (12) who have experienced 'high' level on 'Insufficient Interaction with Environment' are having less than 3 lakhs of income; and also 68.42% (26) who have perceived 'low' level on 'Insufficient Interaction with Environment' also belong to the same income group.

## **SECTION IV**

### **ORGANIZATIONAL HEALTH PARAMETERS WITH JOB SATISFACTION, ORGANIZATIONAL EFFECTIVENESS AND ORGANIZATIONAL COMMITMENT**

This section deals with the chi-square tables and their interpretation of Organizational Health Parameters with Job Satisfaction, Organizational Effectiveness and Organizational Commitment in Engineering industries, Chemical / Pharmaceutical industries and Other (Textile, Glass, Steel, etc.) industries.

#### ***PART A : ENGINEERING INDUSTRIES***

It deals with the data analysis and interpretation of chi-square tables of Organizational Health Parameters with Job Satisfaction, Organizational Effectiveness and Organizational Commitment in Engineering industries

#### **PART A1: ORGANIZATIONAL HEALTH PARAMETERS AND JOB SATISFACTION**

This part of analysis contains 21 chi-square tables of Job Satisfaction with each of the parameters of Organizational Health.

TABLE NO. 114

ALIENATION AND JOB SATISFACTION

JOB SATISFACTION ↓	ALIENATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	45	31	76
	ROW %	59.21%	40.79%	100%
	COLUMN %	100.00%	93.94%	97.44%
LOW	COUNT	0	2	2
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	6.06%	2.56%
TOTAL	COUNT	45	33	78
	ROW %	57.69%	42.31%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.9	1	0.343

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Alienation' and Job Satisfaction. However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced at 'low' level on Job Satisfaction.

It can also be inferred that 57.69% (15) have experienced at 'high' level on 'Alienation' and 42.31% (33) have perceived it to be at 'low' level.

Further, out of 76 respondents who have perceived Job Satisfaction at 'high' level; 59.21% (45) feel that there is 'Alienation' at 'high' level whereas according to 40.79% (31) it is at 'low' level.

All respondents i.e. 100% (2) who have perceived Job Satisfaction at 'low' level have also experienced 'Alienation' at 'low' level.

TABLE NO. 115

PAMPERING AND JOB SATISFACTION

JOB SATISFACTION ↓	PAMPERING			
		HIGH	LOW	TOTAL
HIGH	COUNT	50	26	76
	ROW %	65.79%	34.21%	100%
	COLUMN %	96.15%	100.00%	97.44%
LOW	COUNT	2	0	2
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.85%	0.00%	2.56%
TOTAL	COUNT	52	26	78
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.06	1	0.8

The table reflects that chi-square is not significant. It means that there is no strong association between 'Pampering' and Job Satisfaction.

However, 97.44% (76) and 2.56% (2) respondents have experienced Job Satisfaction at 'high' level and at 'low' level respectively.

Further, it can be inferred that out of total 78 respondents; 66.67% (52) have perceived at 'high' level on 'Pampering' and 33.33% (26) at 'low' level.

Out of 76, 65.79% (50) have rated at 'high' level on 'Pampering'; whereas 34.21% (26) have rated 'Pampering' at 'low' level in organization

Whereas, all respondents i.e. 100% (2) who have rated at 'low' level on Job Satisfaction have perceived 'Pampering' to be at 'high' level.

**TABLE NO. 116**

**ORGANIZATIONAL PARANOIA AND JOB SATISFACTION**

JOB SATISFACTION ↓	ORGANIZATIONAL PARANOIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	52	24	76
	ROW %	68.42%	31.58%	100%
	COLUMN %	96.30%	100.00%	97.44%
LOW	COUNT	2	0	2
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.70%	0.00%	2.56%
TOTAL	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.03	1	0.858

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and Job Satisfaction.

However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced at 'low' level on Job Satisfaction.

It can also be inferred that 69.23% (54) have experienced at 'high' level on 'Organizational Paranoia' and 30.77% (24) have perceived it to be at 'low' level.

It is also seen that out of 76 respondents who have perceived Job Satisfaction at 'high' level; 68.42% (52) have perceived 'Organizational Paranoia' to be at 'high' level and 31.58% (24) have perceived it to be at 'low' level.

Whereas, all the respondents i.e. 100% (2) who have experienced Job Satisfaction at 'low' level have opined 'Organizational Paranoia' to be at 'high' level.

TABLE NO. 117

WORKAHOLISM AND JOB SATISFACTION

JOB SATISFACTION ↓	WORKAHOLISM			
		HIGH	LOW	TOTAL
HIGH	COUNT	53	23	76
	ROW %	69.74%	30.26%	100%
	COLUMN %	100.00%	92.00%	97.44%
LOW	COUNT	0	2	2
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	8.00%	2.56%
TOTAL	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	1.74	1	0.187

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Workaholism' and Job Satisfaction.

It is further observed that out of 78 respondents; 67.95% (53) have rated 'Workaholism' at 'high' level and 32.05% (25) have rated it at 'low' level.

It can also be inferred that 97.44% (76) have experienced Job Satisfaction at 'high' level and 2.56% (2) have experienced at 'low' level on Job Satisfaction.

All the respondents i.e. 100 % (53) who have perceived at 'high' level on 'Workaholism' have also experienced Job Satisfaction at 'high' level.

And out of 25 respondents who have experienced at 'low' level on 'Workaholism', 92 % (23) are of the opinion that Job Satisfaction is at 'high' level in organization whereas; 8% (2) have rated it to be at 'low' level.

TABLE NO. 118

INSUFFICIENT VALUE FOR CUSTOMERS AND JOB SATISFACTION

JOB SATISFACTION ↓	INSUFFICIENT VALUE FOR CUSTOMERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	55	21	76
	ROW %	72.37%	27.63%	100%
	COLUMN %	100.00%	91.30%	97.44%
LOW	COUNT	0	2	2
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	8.70%	2.56%
TOTAL	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	2.04	1	0.1527

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Value for Customers' and Job Satisfaction.

However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced at 'low' level on Job Satisfaction

It can also be inferred that 70.51% (55) have experienced 'Insufficient Value for Customers' at 'high' level and 29.49% (23) have perceived it to be at 'low' level.

Further, out of 76 respondents who have perceived Job Satisfaction at 'high' level; 72.37% (55) have also rated 'Insufficient Value for Customers' at 'high' level, whereas according to 27.63% (21) it is at 'low' level.

All respondents i.e. 100% (2) who have perceived Job Satisfaction at 'low' level have also experienced 'Insufficient Value for Customers' at 'low' level.

TABLE NO. 119

CUSTOMER EXPLOITATION AND JOB SATISFACTION

JOB SATISFACTION ↓	CUSTOMER EXPLOITATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	57	19	76
	ROW %	75.00%	25.00%	100%
	COLUMN %	100.00%	90.48%	97.44%
LOW	COUNT	0	2	2
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	9.52%	2.56%
TOTAL	COUNT	57	21	78
	ROW %	73.08%	26.92%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Assymptotic Significance (2 sided)
Pearson Chi-Square	2.41	1	0.1205

The table reflects that chi-square is not significant. It means that there is no strong association between 'Customer Exploitation' and Job Satisfaction. However, 73.08% (57) and 26.92% (21) have experienced 'Customer Exploitation' at 'high' level and 'low' level respectively, out of total of 78 respondents.

Further, it can be inferred that out of total 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced at 'low' level on Job Satisfaction.

Out of 76 respondents who have rated at 'high' level on Job Satisfaction, 75% (57) have rated at 'high' level on 'Customer Exploitation'; whereas 25% (19) have rated 'Customer Exploitation' at 'low' level in organization.

Whereas, all respondents i.e. 100% (2) who have rated at 'low' level on Job Satisfaction have also perceived 'Customer Exploitation' to be at 'low' level.



**TABLE NO. 120**

**SERVILITY AND JOB SATISFACTION**

JOB SATISFACTION ↓	SERVILITY			
		HIGH	LOW	TOTAL
HIGH	COUNT	54	22	76
	ROW %	71.05%	28.95%	100%
	COLUMN %	100.00%	91.67%	97.44%
LOW	COUNT	0	2	2
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	8.33%	2.56%
TOTAL	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	1.89	1	0.1698

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Servility' and Job Satisfaction. However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced at 'low' level on Job Satisfaction.

It can also be inferred that 69.23% (54) have experienced at 'high' level on 'Servility' and 30.77% (24) have perceived it to be at 'low' level.

It is also seen that out of 76 respondents who have perceived Job Satisfaction at 'high' level; 71.05% (54) have perceived 'Servility' to be at 'high' level and 28.95% (22) have perceived it to be at 'low' level.

Whereas, all the respondents i.e. 100% (2) who have experienced Job Satisfaction at 'low' level have also opined 'Servility' to be at 'low' level in the organization.

TABLE NO. 121

BUREAUCRACY AND JOB SATISFACTION				
JOB SATISFACTION ↓	BUREAUCRACY			
		HIGH	LOW	TOTAL
HIGH	COUNT	55	21	76
	ROW %	72.37%	27.63%	100%
	COLUMN %	100.00%	91.30%	97.44%
LOW	COUNT	0	2	2
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	8.70%	2.56%
TOTAL	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	2.05	1	0.1527

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and Job Satisfaction.

However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced at 'low' level on Job Satisfaction.

It can also be inferred that 70.51% (55) have experienced 'Bureaucracy' at 'high' level and 29.49% (23) have perceived it to be at 'low' level.

Further, out of 76 respondents who have perceived Job Satisfaction at 'high' level; 72.37% (55) have also rated 'Bureaucracy' at 'high' level; whereas according to 27.63% (21) it is at 'low' level.

All respondents i.e. 100% (2) who have perceived Job Satisfaction at 'low' level have also experienced 'Bureaucracy' at 'low' level.

TABLE NO. 122

DECISION PARALYSIS AND JOB SATISFACTION

JOB SATISFACTION ↓	DECISION PARALYSIS			
		HIGH	LOW	TOTAL
HIGH	COUNT	42	34	76
	ROW %	55.26%	44.74%	100%
	COLUMN %	95.45%	100.00%	97.44%
LOW	COUNT	2	0	2
	ROW %	100.00%	0.00%	100%
	COLUMN %	4.55%	0.00%	2.56%
TOTAL	COUNT	44	34	78
	ROW %	56.41%	43.59%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.29	1	0.591

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Decision Paralysis' and Job Satisfaction.

It is further observed that out of 78 respondents; 56.41% (44) have rated 'Decision Paralysis' on 'high' level and 43.59% (34) have rated it at 'low' level. It can also be inferred that 97.44% (76) have experienced Job Satisfaction at 'high' level and 2.56% (2) have experienced at 'low' level on Job Satisfaction. Out of 44 respondents who have experienced at 'high' level on 'Decision Paralysis', 95.45% (42) are of the opinion that Job Satisfaction is at 'high' level in organization; whereas 4.55% (2) have rated it to be at 'low' level. And all the respondents i.e. 100 % (34) who have perceived 'low' on 'Decision Paralysis' have experienced Job Satisfaction at 'high' level.

TABLE NO. 123

SUB-OPTIMIZING AND JOB SATISFACTION				
JOB SATISFACTION ↓	SUB-OPTIMIZING			
		HIGH	LOW	TOTAL
HIGH	COUNT	53	23	76
	ROW %	69.74%	30.26%	100%
	COLUMN %	100.00%	92.00%	97.44%
LOW	COUNT	0	2	2
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	8.00%	2.56%
TOTAL	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	1.74	1	0.187

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Sub-Optimizing' and Job Satisfaction.

It is further observed that out of 78 respondents; 67.95% (53) have rated 'Sub-Optimism' on 'high' level and 32.05% (25) have rated it at 'low' level.

It can also be inferred that 97.44% (76) have experienced Job Satisfaction at 'high' level and 2.56% (2) have experienced at 'low' level on Job Satisfaction.

All the respondents i.e. 100 % (53) who have perceived at 'high' level on 'Sub-Optimizing' have also experienced Job Satisfaction at 'high' level.

And out of 25 respondents who have experienced at 'low' level on 'Sub-Optimizing'; 92% (23) are of the opinion that Job Satisfaction is at 'high' level in organization; whereas 8% (2) have rated it to be at 'low' level.

**TABLE NO. 124**

**SELF CENTERED LEADERSHIP AND JOB SATISFACTION**

JOB SATISFACTION ↓	SELF CENTERED LEADERSHIP			
		HIGH	LOW	TOTAL
HIGH	COUNT	50	26	76
	ROW %	65.76%	34.21%	100%
	COLUMN %	96.15%	100.00%	97.44%
LOW	COUNT	2	0	2
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.85%	0.00%	2.56%
TOTAL	COUNT	52	26	78
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.06	1	0.8

The table reflects that chi-square is not significant. It means that there is no strong association between 'Self Centered Leadership' and Job Satisfaction. However, 97.44% (76) and 2.56% (2) respondents have experienced Job Satisfaction at 'high' level and 'low' level respectively.

Further, it can be inferred that out of total 78 respondents; 66.67% (52) have perceived at 'high' level on 'Self Centered Leadership' and 33.33% (26) at 'low' level.

Out of 76, 65.79% (50) have rated at 'high' level on 'Self Centered Leadership' whereas 34.21% (26) have rated 'Self Centered Leadership' at 'low' level in organization.

Whereas, all respondents i.e. 100% (2) who have rated at 'low' level on Job Satisfaction have perceived 'Self Centered Leadership' to be at 'high' level.

TABLE NO. 125

SHORT SIGHTEDNESS AND JOB SATISFACTION

JOB SATISFACTION ↓	SHORT SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	57	19	76
	ROW %	75.00%	25.00%	100%
	COLUMN %	98.28%%	95.00%	97.44%
LOW	COUNT	1	1	2
	ROW %	50.00%	50.00%	100%
	COLUMN %	1.72%	5.00%	2.56%
TOTAL	COUNT	58	20	78
	ROW %	74.36%	25.64%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0	1	0.983

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Short Sightedness' and Job Satisfaction.

However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced at 'low' level on Job Satisfaction.

It can also be inferred that 74.36% (58) have experienced at 'high' level on 'Short Sightedness' and 25.64% (20) have perceived it to be at 'low' level.

Further, out of 76 respondents who have perceived Job Satisfaction at 'high' level; 75% (57) feel that there is 'high' 'Short Sightedness' whereas according to 25% (19) 'Short Sightedness' is at 'low' level.

Out of 2 respondents who have perceived Job Satisfaction at 'low' level, 50% (1) each have experienced 'Short Sightedness' at 'high' level and 'low' level respectively.

TABLE NO. 126

LONG SIGHTEDNESS AND JOB SATISFACTION

JOB SATISFACTION ↓	LONG SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	52	24	76
	ROW %	68.42%	31.58%	100%
	COLUMN %	96.30%	100.00%	97.44%
LOW	COUNT	2	0	2
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.70%	0.00%	2.56%
TOTAL	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.03	1	0.858

The table reflects that chi-square is not significant. It means that there is no strong association between 'Long Sightedness' and Job Satisfaction. However, 97.44% (76) and 2.56% (2) respondents have experienced Job Satisfaction at 'high' level and 'low' level respectively. Further, it can be inferred that out of total 78 respondents; 69.23% (54) have perceived 'Long Sightedness' at 'high' level and 30.77% (24) have experienced it to be at 'low' level. Out of 76, 68.42% (52) have rated at 'high' level on 'Long Sightedness' whereas 31.58% (24) have rated 'Long Sightedness' at 'low' level in organization. Whereas, all respondents i.e. 100% (2) who have rated at 'low' level on Job Satisfaction have perceived 'Long Sightedness' to be at 'high' level.

**TABLE NO. 127**

**RISK AVOIDANCE AND JOB SATISFACTION**

JOB SATISFACTION ↓	RISK AVOIDANCE			
		HIGH	LOW	TOTAL
HIGH	COUNT	54	22	76
	ROW %	71.05%	28.95%	100%
	COLUMN %	96.43%	100.00%	97.44%
LOW	COUNT	2	0	2
	ROW %	100.00%	00.00%	100%
	COLUMN %	3.57%	00.00%	2.56%
TOTAL	COUNT	56	22	78
	ROW %	71.79%	28.21%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.01	1	0.9187

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Risk Avoidance' and Job Satisfaction.

However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced at 'low' level on Job Satisfaction.

It can also be inferred that 71.79% (56) have experienced at 'high' level on 'Risk Avoidance' whereas 28.21% (22) have perceived it to be at 'low' level.

It is also seen that out of 76 respondents who have perceived Job Satisfaction at 'high' level, 71.05% (54) have perceived 'Risk Avoidance' to be at 'high' level and 28.95% (22) have perceived it to be at 'low' level.

Whereas, all the respondents i.e. 100% (2) who have experienced Job Satisfaction on 'low' have opined 'Risk Avoidance' to be at 'high' level.



**TABLE NO. 128**

**NEGLIGENCE OF FINANCIAL MATTERS AND JOB SATISFACTION**

JOB SATISFACTION ↓	NEGLIGENCE OF FINANCIAL MATTERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	60	16	76
	ROW %	78.95%	21.05%	100%
	COLUMN %	96.77%	100.00%	97.44%
LOW	COUNT	2	0	2
	ROW %	100.00%	00.00%	100%
	COLUMN %	3.23%	00.00%	2.56%
TOTAL	COUNT	62	16	78
	ROW %	79.49%	20.51%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.03	1	0.873

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Negligence of Financial Matters' and Job Satisfaction.

It is further observed that out of 78 respondents; 79.49% (62) have rated 'Negligence of Financial Matters' on 'high' and 20.51% (16) have rated it at 'low' level.

It can also be inferred that 97.44% (76) have experienced Job Satisfaction at 'high' level and 2.56% (2) have experienced 'low' on Job Satisfaction.

Moreover, out of 25 respondents who have experienced 'high' on 'Negligence of Financial Matters', 96.77% (60) are of the opinion that Job Satisfaction is at 'high' level in organization; whereas 3.23% (2) have rated it to be at 'low' level.

All the respondents i.e. 100 % (16) who have perceived at 'low' level on 'Negligence of Financial Matters' have also experienced Job Satisfaction at 'low' level.

TABLE NO. 129

MONEY MANIA AND JOB SATISFACTION

JOB SATISFACTION ↓	MONEY MANIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	56	20	76
	ROW %	73.68%	26.32%	100%
	COLUMN %	96.55%	100.00%	97.44%
LOW	COUNT	2	0	2
	ROW %	100.00%	00.00%	100%
	COLUMN %	3.45%	00.00%	2.56%
TOTAL	COUNT	58	20	78
	ROW %	74.36%	25.64%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0	1	0.983

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Money Mania' and Job Satisfaction.

However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced 'low' on Job Satisfaction.

It can also be inferred that 74.36% (58) have experienced 'Money Mania' at 'high' level and 25.64% (20) have perceived it to be at 'low' level.

Further, out of 76 respondents who have perceived Job Satisfaction at 'high' level; 73.68% (56) have also rated 'Money Mania' at 'high' level, whereas according to 26.32% (20) it is at 'low' level.

All respondents i.e. 100% (2) who have perceived Job Satisfaction at 'low' level have perceived 'Money Mania' to be at 'high' level.

TABLE NO. 130

INSENSITIVITY TO PROBLEMS AND JOB SATISFACTION

JOB SATISFACTION ↓	INSENSITIVITY TO PROBLEMS			
		HIGH	LOW	TOTAL
HIGH	COUNT	53	23	76
	ROW %	69.74%	30.26%	100%
	COLUMN %	100.00%	92.00%	97.44%
LOW	COUNT	0	2	2
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	8.00%	2.56%
TOTAL	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	1.74	1	0.187

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Insensitivity to Problems' and Job Satisfaction.

It is further observed that out of 78 respondents; 67.95% (53) have rated 'Insensitivity to Problems' on 'high' and 32.05% (25) have rated it at 'low' level.

It can also be inferred that 97.44% (76) have experienced Job Satisfaction at 'high' level and 2.56% (2) have experienced 'low' on Job Satisfaction.

All the respondents i.e. 100 % (53) who have perceived at 'high' level on 'Insensitivity to Problems' have also experienced Job Satisfaction at 'high' level.

And out of 25 respondents who have experienced 'low' on 'Insensitivity to Problems'; 92 % (23) are of the opinion that Job Satisfaction is at 'high' level in organization; whereas 8% (2) have rated it to be at 'low' level.

**TABLE NO. 131**

**STAGNATION AND JOB SATISFACTION**

JOB SATISFACTION ↓	STAGNATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	53	23	76
	ROW %	69.74%	30.26%	100%
	COLUMN %	96.36%	100.00%	97.44%
LOW	COUNT	2	0	2
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.64%	0.00%	2.56%
TOTAL	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.8879

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between ‘Stagnation’ and Job Satisfaction. However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at ‘high’ level, whereas 2.56% (2) have experienced ‘low’ on Job Satisfaction.

It can also be inferred that 70.51% (55) have experienced ‘Stagnation’ at ‘high’ level and 29.49% (23) have perceived it to be at ‘low’ level.

Further, out of 76 respondents who have perceived Job Satisfaction at ‘high’ level; 69.74% (53) have also rated ‘Stagnation’ at ‘high’ level, whereas according to 30.26% (23) it is at ‘low’ level.

All respondents i.e. 100% (2) who have perceived Job Satisfaction at ‘low’ level have experienced ‘Stagnation’ at ‘high’ level.

TABLE NO. 132

TUNNEL VISION AND JOB SATISFACTION

JOB SATISFACTION ↓	TUNNEL VISION			
		HIGH	LOW	TOTAL
HIGH	COUNT	59	17	76
	ROW %	77.63%	22.37%	100%
	COLUMN %	100.00%	89.47%	97.44%
LOW	COUNT	0	2	2
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	10.53%	2.56%
TOTAL	COUNT	59	19	78
	ROW %	75.64%	24.36%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	2.86	1	0.0909

The table reflects that chi-square is not significant. It means that there is no strong association between 'Tunnel Vision' and Job Satisfaction. However, 75.64% (59) and 24.36% (19) have experienced 'Tunnel Vision' at 'high' level and 'low' level respectively, out of total of 78 respondents. Further, it can be inferred that out of total 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced 'low' on Job Satisfaction. All respondents i.e. 100% (59) who have rated at 'high' level on 'Tunnel Vision' have also experienced Job Satisfaction at 'high' level. Whereas, in case of 19 respondents who have rated at 'low' level on 'Tunnel Vision'; 89.47% (17) have rated at 'high' level on Job Satisfaction and 10.53% (2) have perceived it to be at 'low' level.

TABLE NO. 133

AGGRESSIVE APPROACH TO ENVIRONMENT AND JOB SATISFACTION

JOB SATISFACTION ↓	AGGRESSIVE APPROACH TO ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	46	30	76
	ROW %	60.53%	39.47%	100%
	COLUMN %	97.87%	96.77%	97.44%
LOW	COUNT	1	1	2
	ROW %	50.00%	50.00%	100%
	COLUMN %	2.13%	3.23%	2.56%
TOTAL	COUNT	47	31	78
	ROW %	60.26%	39.74%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.19	1	0.666

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Aggressive Approach to Environment' and Job Satisfaction.

However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced 'low' on Job Satisfaction.

It can also be inferred that 60.26% (47) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 39.74% (31) have perceived it to be at 'low' level.

It is also seen that out of 76 respondents who have perceived Job Satisfaction at 'high' level; 60.53% (46) have perceived 'Aggressive Approach to Environment' to be at 'high' level and 39.47% (30) have perceived it to be at 'low' level.

Whereas, 50% (1) each have experienced 'Aggressive Approach to Environment' to be at 'high' level and 'low' level respectively; out of 2 respondents who have experienced Job Satisfaction at 'low' level.

**TABLE NO. 134**

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND JOB SATISFACTION**

JOB SATISFACTION ↓	INSUFFICIENT INTERACTION WITH ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	46	30	76
	ROW %	60.53%	39.47%	100%
	COLUMN %	95.83%	100.00%	97.44%
LOW	COUNT	2	0	2
	ROW %	100.00%	0.00%	100%
	COLUMN %	4.17%	0.00%	2.56%
TOTAL	COUNT	48	30	78
	ROW %	61.54%	38.46%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.16	1	0.691

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Interaction with Environment' and Job Satisfaction.

However, it can be further interpreted that out of 78 respondents; 97.44% (76) have perceived Job Satisfaction at 'high' level, whereas 2.56% (2) have experienced 'low' on Job Satisfaction.

It can also be inferred that 61.54% (48) have experienced 'Insufficient Interaction with Environment' at 'high' level and 38.46% (30) have perceived it to be at 'low' level.

Further, out of 76 respondents who have perceived Job Satisfaction at 'high' level; 60.53% (46) have also rated 'Insufficient Interaction with Environment' at 'high' level, whereas according to 39.47% (30) it is at 'low' level.

All respondents i.e. 100% (2) who have perceived Job Satisfaction at 'low' level have experienced 'Insufficient Interaction with Environment' at 'high' level.

## PART A2: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS

This part of analysis contains 21 chi-square tables of Organizational Effectiveness with each of the parameters of Organizational Health.

**TABLE NO. 135**

ALIENATION AND ORGANIZATIONAL EFFECTIVENESS				
ORGANIZATIONAL EFFECTIVENESS ↓	ALIENATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	43	32	75
	ROW %	57.33%	42.67%	100%
	COLUMN %	95.56%	96.67%	96.15%
LOW	COUNT	2	1	3
	ROW %	66.67%	33.33%	100%
	COLUMN %	4.44%	3.03%	3.85%
TOTAL	COUNT	45	33	78
	ROW %	57.69%	42.31%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.076	1	0.783

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Alienation' and Organizational Effectiveness.

However, it can be further interpreted that out of 78 respondents; 96 15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced Organizational Effectiveness at 'low' level.

It can also be inferred that 57.69% (45) have experienced 'Alienation' at 'high' level and 42.31% (33) have perceived it to be at 'low' level.

Further, out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 57.33% (43) feel that there is 'high' 'Alienation' whereas according to 42.67% (32) 'Alienation' is at 'low' level.



Out of 3 respondents who have perceived Organizational Effectiveness at 'low' level; 66.67% (2) have experienced 'Alienation' at 'high' level; whereas 33.33% (1) have experienced 'Alienation' at 'low' level.

TABLE NO. 136

PAMPERING AND ORGANIZATIONAL EFFECTIVENESS				
ORGANIZATIONAL EFFECTIVENESS ↓	PAMPERING			
		HIGH	LOW	TOTAL
HIGH	COUNT	49	26	75
	ROW %	65.33%	34.67%	100%
	COLUMN %	94.23%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.77%	0.00%	3.85%
TOTAL	COUNT	52	26	78
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.5	1	0.481

The table reflects that chi-square is not significant. It means that there is no strong association between 'Pampering' and Organizational Effectiveness. However, 96.15% (75) and 3.85% (3) respondents have experienced Organizational Effectiveness at 'high' level and 'low' level respectively. Further, it can be inferred that out of total 78 respondents; 66.67% (52) have perceived at 'high' level on 'Pampering' and 33.33% (26) at 'low' level. Out of 75, 65.33% (49) have rated at 'high' level on 'Pampering' whereas 34.67% (26) have rated Pampering at 'low' level in organization. Whereas, all respondents i.e. 100% (3) who have rated 'low' on Organizational Effectiveness have perceived 'Pampering' to be at 'high' level.

**TABLE NO. 137**

**ORGANIZATIONAL PARANOIA AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	ORGANIZATIONAL PARANOIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	51	24	75
	ROW %	68.00%	32.00%	100%
	COLUMN %	94.44%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.56%	0.00%	3.85%
TOTAL	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.29	1	0.589

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and Organizational Effectiveness in Engineering industries.

However, it can be further interpreted that out of 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced Organizational Effectiveness at 'low' level.

It can also be inferred that 69.23% (54) have experienced at 'high' level on 'Organizational Paranoia' and 30.77% (24) have perceived it to be at 'low' level.

It is also seen that out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 68% (51) have perceived 'Organizational Paranoia' to be at 'high' level and 32% (24) have perceived it to be at 'low' level.

Whereas, all the respondents i.e. 100% (3) who have experienced Organizational Effectiveness at 'low' level have opined 'Organizational Paranoia' to be at 'high' level

TABLE NO. 138

WORKAHOLISM AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	WORKAHOLISM			
		HIGH	LOW	TOTAL
HIGH	COUNT	50	25	75
	ROW %	66.67%	33.33%	100%
	COLUMN %	94.34%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.66%	0.00%	3.85%
TOTAL	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.34	1	0.56

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Workaholism' and Organizational Effectiveness.

It is further observed that out of 78 respondents; 67.95% (53) have rated 'Workaholism' at 'high' level and 32.05% (25) have rated it at 'low' level.

It can also be inferred that 96.15% (75) have experienced Organizational Effectiveness at 'high' level and 3.85% (3) have experienced 'low' Organizational Effectiveness.

Out of 53 respondents who have perceived 'Workaholism' at 'high' level, 94.34% (50) have also experienced Organizational Effectiveness at 'high' level and remaining 5.66% (3) have perceived it to be at 'low' level

All 100% (25) respondents who have experienced 'low' on 'Workaholism' are of the opinion that Organizational Effectiveness is at 'high' level in the organization.

**TABLE NO. 139**

**INSUFFICIENT VALUE FOR CUSTOMERS AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	INSUFFICIENT VALUE FOR CUSTOMERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	53	22	75
	ROW %	70.67%	29.33%	100%
	COLUMN %	96.36%	95.65%	96.15%
LOW	COUNT	2	1	3
	ROW %	66.67%	33.33%	100%
	COLUMN %	3.64%	4.35%	3.85%
TOTAL	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.25	1	0.619

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Value for Customers' and Organizational Effectiveness.

However, it can be further interpreted that out of 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced at 'low' level on Organizational Effectiveness.

It can also be inferred that 70.51% (55) have experienced 'Insufficient Value for Customers' at 'high' level and 29.49% (23) have perceived it to be at 'low' level. Further, out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 70.67% (53) have also rated 'Insufficient Value for Customers' at 'high' level, whereas according to 29.33% (22) it is at 'low' level.

Out of 3 respondents who have perceived Organizational Effectiveness at 'low' level; according to 66.67% (2) 'Insufficient Value for Customers' is perceived to be at 'high' level and whereas according to 33.33% (1) it is 'low' level.

TABLE NO. 140

CUSTOMER EXPLOITATION AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	CUSTOMER EXPLOITATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	55	20	75
	ROW %	73.33%	26.67%	100%
	COLUMN %	96.49%	95.24%	96.15%
LOW	COUNT	2	1	3
	ROW %	66.67%	33.33%	100%
	COLUMN %	3.51%	4.76%	3.85%
TOTAL	COUNT	53	25	78
	ROW %	73.08%	26.92%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.17	1	0.683

The table reflects that chi-square is not significant. It means that there is no strong association between 'Customer Exploitation' and Organizational Effectiveness.

However, 73.08% (57) and 26.92% (21) have experienced 'Customer Exploitation' at 'high' level and 'low' level respectively, out of total of 78 respondents.

Further, it can be inferred that out of total 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced Organizational Effectiveness at 'low' level.

Out of 75 respondents who have rated at 'high' level on Organizational Effectiveness, 73.33% (55) have rated at 'high' level on 'Customer Exploitation' whereas 26.67% (20) have rated 'Customer Exploitation' at 'low' level in organization.

Whereas, out of 3 respondents who have rated at 'low' level on Organizational Effectiveness; 66.67% (2) have perceived 'Customer Exploitation' to be at 'high' level and 33.33% (1) are of the opinion that it is at 'low' level

TABLE NO. 141

SERVILITY AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	SERVILITY			
		HIGH	LOW	TOTAL
HIGH	COUNT	51	24	75
	ROW %	68.00%	32.00%	100%
	COLUMN %	94.44%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.56%	0.00%	3.85%
TOTAL	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.29	1	0.589

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Servility' and Organizational Effectiveness.

However, it can be further interpreted that out of 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced at 'low' level on Organizational Effectiveness.

It can also be inferred that 69.23% (54) have experienced at 'high' level on 'Servility' and 30.77% (24) have perceived it to be at 'low' level.

It is also seen that out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 68% (51) have perceived 'Servility' to be at 'high' level and 32% (24) have perceived it to be at 'low' level.

Whereas, all the respondents i.e. 100% (3) who have experienced Organizational Effectiveness at 'low' have opined 'Servility' to be at 'high' level in the organization.

TABLE NO. 142

BUREAUCRACY AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	BUREAUCRACY			
		HIGH	LOW	TOTAL
HIGH	COUNT	52	23	75
	ROW %	69.33%	30.67%	100%
	COLUMN %	94.55%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.45%	0.00%	3.85%
TOTAL	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.25	1	0.619

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and Organizational Effectiveness.

However, it can be further interpreted that out of 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced at 'low' level on Organizational Effectiveness.

It can also be inferred that 70.51% (55) have experienced 'Bureaucracy' at 'high' level and 29.49% (23) have perceived it to be at 'low' level.

Further, out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 69.33% (52) have also rated 'Bureaucracy' at 'high' level, whereas according to 30.67% (23) it is at 'low' level.

All respondents i.e. 100% (3) who have perceived Organizational Effectiveness at 'low' level have experienced 'Bureaucracy' at 'high' level.

**TABLE NO. 143**

**DECISION PARALYSIS AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	DECISION PARALYSIS			
		HIGH	LOW	TOTAL
HIGH	COUNT	42	33	75
	ROW %	56.00%	44.00%	100%
	COLUMN %	95.45%	97.06%	96.15%
LOW	COUNT	2	1	3
	ROW %	66.67%	33.33%	100%
	COLUMN %	4.56%	2.94%	3.85%
TOTAL	COUNT	44	34	78
	ROW %	56.41%	43.59%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.06	1	0.004

Referring to the above mentioned table, it can be said that chi-square is significant at 0.01 level of confidence. Hence there is strong association between the two variables i.e. 'Decision Paralysis' and Organizational Effectiveness.

It is further observed that out of 78 respondents; 56.41% (44) have rated 'Decision Paralysis' at 'high' level and 43.59% (34) have rated it at 'low' level. It can also be inferred that 96.15% (75) have experienced Organizational Effectiveness at 'high' level and 3.85% (3) have experienced at 'low' level on Organizational Effectiveness.

Out of 44 respondents who have experienced at 'high' level on 'Decision Paralysis', 95.45 % (42) are of the opinion that Organizational Effectiveness is at 'high' level in organization whereas 4.55% (2) have rated it to be at 'low' level.

Whereas, out of 34 who have perceived 'low' on 'Decision Paralysis'; 97.06% (33) have experienced Organizational Effectiveness at 'high' level and 2.94% (1) have perceived it to be at 'low' level.



**TABLE NO. 144**

**SUB-OPTIMIZING AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	SUB-OPTIMIZING			
		HIGH	LOW	TOTAL
HIGH	COUNT	50	25	75
	ROW %	66.67%	33.33%	100%
	COLUMN %	94.34%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.66%	0.00%	3.85%
TOTAL	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.34	1	0.56

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Sub-Optimizing' and Organizational Effectiveness.

It is further observed that out of 78 respondents; 67.95% (53) have rated 'Sub-Optimism' on 'high' level and 32.05% (25) have rated it at 'low' level.

It can also be inferred that 96.15% (75) have experienced Organizational Effectiveness at 'high' level and 3.85% (3) have experienced at 'low' level on Organizational Effectiveness.

Out of 53 respondents who have perceived 'high' on 'Sub-Optimizing'; 94.34% (50) have also experienced Organizational Effectiveness at 'high' level whereas 5.66% (3) have perceived it to be at 'low' level.

All the respondents i.e. 100% (25) who have experienced 'low' on 'Sub-optimizing' are of the opinion that Organizational Effectiveness is at 'high' level in the organization.

**TABLE NO. 145**

**SELF CENTERED LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	SELF CENTERED LEADERSHIP			
		HIGH	LOW	TOTAL
HIGH	COUNT	49	26	75
	ROW %	65.33%	34.67%	100%
	COLUMN %	94.23%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.77%	0.00%	3.85%
TOTAL	COUNT	53	25	78
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.39	1	0.532

The table reflects that chi-square is not significant. It means that there is no strong association between 'Self Centered Leadership' and Organizational Effectiveness.

However, 96.15% (75) and 3.85% (3) respondents have experienced Organizational Effectiveness at 'high' level and at 'low' level respectively.

Further, it can be inferred that out of total 78 respondents; 66.67% (52) have perceived at 'high' level on 'Self Centered Leadership' and 33.33% (26) at 'low' level.

Out of 75, 65.33% (49) have rated 'high' on 'Self Centered Leadership' whereas 34.67% (26) have rated 'Self Centered Leadership' at 'low' level in the organization.

Whereas, all respondents i.e. 100% (3) who have rated at 'low' level on Organizational Effectiveness have perceived 'Self Centered Leadership' to be at 'high' level.

TABLE NO. 146

SHORT SIGHTEDNESS AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	SHORT SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	55	20	75
	ROW %	73.33%	26.67%	100%
	COLUMN %	94.83%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.17%	0.00%	3.85%
TOTAL	COUNT	58	20	78
	ROW %	74.36%	25.64%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.13	1	0.717

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Short Sightedness' and Organizational Effectiveness.

However, it can be further interpreted that out of 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (2) have experienced at 'low' level on Organizational Effectiveness.

It can also be inferred that 74.36% (58) have experienced at 'high' level on 'Short Sightedness' and 25.64% (20) have perceived it to be at 'low' level.

Further, out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 73.33% (55) feel that there is 'high' 'Short Sightedness' whereas according to 26.67% (20) 'Short Sightedness' is at 'low' level.

All the respondents i.e 100% (3) who have perceived Organizational Effectiveness at 'low' level have experienced 'Short Sightedness' at 'high' level.

TABLE NO. 147

LONG SIGHTEDNESS AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	LONG SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	52	23	75
	ROW %	69.33%	30.67%	100%
	COLUMN %	96.30%	95.83%	96.15%
LOW	COUNT	2	1	3
	ROW %	66.67%	33.33%	100%
	COLUMN %	3.70%	4.17%	3.85%
TOTAL	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.3	1	0.589

The table reflects that chi-square is not significant. It means that there is no strong association between 'Long Sightedness' and Organizational Effectiveness.

However, 96.15% (75) and 3.85% (3) respondents have experienced Organizational Effectiveness at 'high' level and at 'low' level respectively.

Further, it can be inferred that out of total 78 respondents; 69.23% (54) have perceived 'Long Sightedness' at 'high' level and 30.77% (24) have experienced it to be at 'low' level.

Out of 75, 69.33% (52) have rated at 'high' level on 'Long Sightedness' whereas 30.67% (23) have rated 'Long Sightedness' at 'low' level in the organization.

Whereas, out of 3 respondents who have rated at 'low' level on Organizational Effectiveness; 66.67% (2) have perceived 'Long Sightedness' to be at 'high' level and 33.33% (1) have experienced it to be at 'low' level.

TABLE NO. 148

RISK AVOIDANCE AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	RISK AVOIDANCE			
		HIGH	LOW	TOTAL
HIGH	COUNT	53	22	75
	ROW %	70.67%	29.33%	100%
	COLUMN %	94.64%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.36%	0.00%	3.85%
TOTAL	COUNT	56	22	78
	ROW %	71.79%	28.21%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.2	1	0.651

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Risk Avoidance' and Organizational Effectiveness.

However, it can be further interpreted that out of 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced at 'low' level on Organizational Effectiveness.

It can also be inferred that 71.79% (56) have experienced at 'high' level on 'Risk Avoidance' whereas 28.21% (22) have perceived it to be at 'low' level.

It is also seen that out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 70.67% (53) have perceived 'Risk Avoidance' to be at 'high' level and 29.33% (22) have perceived it to be at 'low' level.

Whereas, all the respondents i.e. 100% (3) who have experienced Organizational Effectiveness on 'low' have opined 'Risk Avoidance' to be at 'high' level.

**TABLE NO. 149**

**NEGLIGENCE OF FINANCIAL MATTERS AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	NEGLIGENCE OF FINANCIAL MATTERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	59	16	75
	ROW %	78.67%	21.33%	100%
	COLUMN %	95.16%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	4.84%	0.00%	3.85%
TOTAL	COUNT	44	34	78
	ROW %	79.49%	20.51%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0	1	0.866

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Negligence of Financial Matters' and Organizational Effectiveness.

It is further observed that out of 78 respondents; 79.49% (62) have rated 'Negligence of Financial Matters' on 'high' level and 20.51% (16) have rated it at 'low' level.

It can also be inferred that 96.15% (75) have experienced Organizational Effectiveness at 'high' level and 3.85% (3) have experienced at 'low' level on Organizational Effectiveness.

Moreover, out of 62 respondents who have experienced 'high' on 'Negligence of Financial Matters', 95.16% (59) are of the opinion that Organizational Effectiveness is at 'high' level in the organization whereas 4.84% (3) have rated it to be at 'low' level.

All the respondents i.e. 100 % (16) who have perceived at 'low' level on 'Negligence of Financial Matters' have experienced Organizational Effectiveness at 'high' level.

TABLE NO. 150

MONEY MANIA AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	MONEY MANIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	56	19	75
	ROW %	74.67%	25.33%	100%
	COLUMN %	96.55%	95.00%	96.15%
LOW	COUNT	2	1	3
	ROW %	66.67%	33.33%	100%
	COLUMN %	3.45%	5.00%	3.85%
TOTAL	COUNT	58	20	78
	ROW %	74.36%	25.64%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.1	1	0.717

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Money Mania' and Organizational Effectiveness.

However, it can be further interpreted that out of 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced at 'low' level on Organizational Effectiveness.

It can also be inferred that 74.36% (58) have experienced 'Money Mania' at 'high' level and 25.64% (20) have perceived it to be at 'low' level.

Further, out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 74.67% (56) have also rated 'Money Mania' at 'high' level, whereas according to 25.33% (19) it is at 'low' level.

From 3 respondents who have perceived 'low' on Organizational Effectiveness; 66.67% (2) and 33.33% (1) have rated 'Money Mania' to be at 'high' level and 'low' level respectively.

**TABLE NO. 151**

**INSENSITIVITY TO PROBLEMS AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	INSENSITIVITY TO PROBLEMS			
		HIGH	LOW	TOTAL
HIGH	COUNT	50	25	75
	ROW %	66.67%	33.33%	100%
	COLUMN %	94.34%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.66%	0.00%	3.85%
TOTAL	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.3	1	0.56

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Insensitivity to Problems' and Organizational Effectiveness.

It is further observed that out of 78 respondents; 67.95% (53) have rated 'Insensitivity to Problems' on 'high' level and 32.05% (25) have rated it at 'low' level

It can also be inferred that 96.15% (75) have experienced Organizational Effectiveness at 'high' level and 3.85% (3) have experienced at 'low' level on Organizational Effectiveness.

Out of 53 respondents who have experienced 'high' on 'Insensitivity to Problems'; 94.34% (50) are of the opinion that Organizational Effectiveness is at 'high' level in organization whereas 5.66% (3) have rated it to be at 'low' level.

And all the respondents i.e. 100% (25) who have perceived at 'low' level on 'Insensitivity to Problems' have experienced Organizational Effectiveness to be at 'high' level.



**TABLE NO. 152**

**STAGNATION AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	STAGNATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	52	23	75
	ROW %	69.33%	30.67%	100%
	COLUMN %	94.55%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.45%	0.00%	3.85%
TOTAL	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.2	1	0.619

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Stagnation' and Organizational Effectiveness.

However, it can be further interpreted that out of 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced at 'low' level on Organizational Effectiveness.

It can also be inferred that 70.51% (55) have experienced 'Stagnation' at 'high' level and 29.49% (23) have perceived it to be at 'low' level.

Further, out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 69.33% (52) have also rated 'Stagnation' at 'high' level, whereas according to 30.67% (23) it is at 'low' level.

All respondents i.e. 100% (3) who have perceived Organizational Effectiveness at 'low' level have experienced 'Stagnation' at 'high' level.

TABLE NO. 153

TUNNEL VISION AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	TUNNEL VISION			
		HIGH	LOW	TOTAL
HIGH	COUNT	57	18	75
	ROW %	76.00%	24.00%	100%
	COLUMN %	96.61%	94.74%	96.15%
LOW	COUNT	2	1	3
	ROW %	66.67%	33.33%	100%
	COLUMN %	3.39%	5.26%	3.85%
TOTAL	COUNT	59	19	78
	ROW %	75.64%	24.36%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.1	1	0.751

The table reflects that chi-square is not significant. It means that there is no strong association between 'Tunnel Vision' and Organizational Effectiveness. However, 75.64% (59) and 24.36% (19) have experienced 'Tunnel Vision' at 'high' level and 'low' level respectively, out of total of 78 respondents. Further, it can be inferred that out of total 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas only 3.85% (3) have experienced at 'low' level on Organizational Effectiveness. Out of 59 respondents who have rated 'high' on 'Tunnel Vision'; 96.61% (57) have experienced Organizational Effectiveness at 'high' level and only 3.39% (2) have perceived it to be at 'low' level. Whereas, in case of 19 respondents who have rated 'low' on 'Tunnel Vision'; from that 94.74% (18) have rated 'high' on Organizational Effectiveness and only 5.26% (1) have perceived it to be at 'low' level.

**TABLE NO. 154**

**AGGRESSIVE APPROACH TO ENVIRONMENT AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	AGGRESSIVE APPROACH TO ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	44	31	75
	ROW %	58.67%	41.33%	100%
	COLUMN %	93.62%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	6.38%	0.00%	3.85%
TOTAL	COUNT	54	24	78
	ROW %	60.26%	39.74%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.7	1	0.405

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Aggressive Approach to Environment' and Organizational Effectiveness.

However, it can be further interpreted that out of 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced 'low' on Organizational Effectiveness.

It can also be inferred that 60.26% (47) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 39.74% (31) have perceived it to be at 'low' level.

It is also seen that out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 58.67% (44) have perceived 'Aggressive Approach to Environment' to be at 'high' level and 41.33% (31) have perceived it to be at 'low' level.

Whereas, all 3 respondents who have experienced 'low' level on Organizational Effectiveness have perceived 'Aggressive Approach to Environment' to be at 'high' level.

**TABLE NO. 155**

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	INSUFFICIENT INTERACTION WITH ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	45	30	75
	ROW %	60.00%	40.00%	100%
	COLUMN %	93.75%	100.00%	96.15%
LOW	COUNT	3	0	3
	ROW %	100.00%	0.00%	100%
	COLUMN %	6.25%	0.00%	3.85%
TOTAL	COUNT	48	30	78
	ROW %	61.54%	38.46%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.6	1	0.428

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Interaction with Environment' and Organizational Effectiveness.

However, it can be further interpreted that out of 78 respondents; 96.15% (75) have perceived Organizational Effectiveness at 'high' level, whereas 3.85% (3) have experienced 'low' on Organizational Effectiveness.

It can also be inferred that 61.54% (48) have experienced 'Insufficient Interaction with Environment' at 'high' level and 38.46% (30) have perceived it to be at 'low' level.

Further, out of 75 respondents who have perceived Organizational Effectiveness at 'high' level; 60% (45) have also rated 'Insufficient Interaction with Environment' at 'high' level, whereas according to 40% (30) it is at 'low' level.

All respondents i.e. 100% (3) who have perceived Organizational Effectiveness at 'low' level have experienced 'Insufficient Interaction with Environment' at 'high' level.

# **PART A3: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL COMMITMENT**

This part of analysis contains chi-square tables of Organizational Commitment with each of the 21 parameters of Organizational Health.

**TABLE NO. 156**

ALIENATION AND ORGANIZATIONAL COMMITMENT				
ORGANIZATIONAL COMMITMENT ↓	ALIENATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	45	33	78
	ROW %	57.69%	42.31%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	45	33	78
	ROW %	57.69%	42.31%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.01	1	0.9087

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Alienation' and Organizational Commitment.

However, it can be further interpreted that all 78 respondents; 100% (78) have perceived Organizational Commitment at 'high' level.

It can also be inferred that 57.69% (45) have experienced 'high' level on 'Alienation' and 42.31% (33) have perceived it to be at 'low' level.

Further, out of 78 respondents who have perceived Organizational Commitment at 'high' level; 57.69% (45) feel that there is 'high' level on 'Alienation' whereas according to 42.31% (33) there is 'low' level on 'Alienation'.

TABLE NO. 157

PAMPERING AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	PAMPERING			
		HIGH	LOW	TOTAL
HIGH	COUNT	52	26	78
	ROW %	66.67%	33.33%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	52	26	78
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.01	1	0.904

The table reflects that chi-square is not significant. It means that there is no strong association between 'Pampering' and Organizational Commitment. All the respondents; i.e. 100% (78) have experienced 'high' level on Organizational Commitment. Further, it can be inferred that out of total 78 respondents; 66.67% (52) have perceived 'high' level on 'Pampering' and 33.33% (26) 'low'. Out of 78, 66.67% (52) have rated 'high' level on 'Pampering' whereas 33.33% (26) have rated Pampering at 'low' level in organization.

TABLE NO. 158

ORGANIZATIONAL PARANOIA AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	ORGANIZATIONAL PARANOIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.902

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and Organizational Commitment in Engineering industries.

However, it can be further interpreted that all 78 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 69.23% (54) have experienced 'high' level on 'Organizational Paranoia' and 30.77% (24) have perceived it to be at 'low' level.

It is also seen that out of 78 respondents who have perceived Organizational Commitment at 'high' level; 69.23% (54) have perceived 'Organizational Paranoia' to be at 'high' level and 30.77% (24) have perceived it to be at 'low' level.

**TABLE NO. 159**

**WORKAHOLISM AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	WORKAHOLISM			
		HIGH	LOW	TOTAL
HIGH	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.01	1	0.903

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Workaholism' and Organizational Commitment.

It is further observed that out of 78 respondents; 67.95% (53) have rated 'Workaholism' on 'high' level and 32.05% (25) have rated it at 'low' level.

It can also be inferred that all 100% (78) respondents have experienced Organizational Commitment at 'high' level.

All 53 respondents who have perceived 'high' level on 'Workaholism'; have also experienced Organizational Commitment at 'high' level.

And all 100% (25) respondents who have experienced 'low' level on 'Workaholism', are of the opinion that Organizational Commitment is at 'high' level in organization



TABLE NO. 160

INSUFFICIENT VALUE FOR CUSTOMERS AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	INSUFFICIENT VALUE FOR CUSTOMERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.904

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Value for Customers' and Organizational Commitment.

However, it can be further interpreted that all 78 respondents have experienced 'high' level on Organizational Commitment.

It can also be inferred that 70.51% (55) have experienced 'Insufficient Value for Customers' at 'high' level and 29.49% (23) have perceived it to be at 'low' level.

Further, out of 78 respondents who have perceived Organizational Commitment at 'high' level; 70.51% (55) have also rated 'Insufficient Value for Customers' at 'high' level, whereas according to 29.49% (23) it is at 'low' level.

TABLE NO. 161

CUSTOMER EXPLOITATION AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	CUSTOMER EXPLOITATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	57	21	78
	ROW %	73.08%	26.92%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	57	21	78
	ROW %	73.08%	26.92%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.9	1	0.343

The table reflects that chi-square is not significant. It means that there is no strong association between 'Customer Exploitation' and Organizational Commitment.

However, 73.08% (57) and 26.92% (21) have experienced 'Customer Exploitation' at 'high' level and 'low' level respectively, out of total of 78 respondents.

Further, it can be inferred that all 78 respondents have perceived Organizational Commitment at 'high' level.

Out of 78 respondents who have rated at 'high' level on Organizational Commitment, 73.08% (57) have rated 'high' on 'Customer Exploitation' whereas 26.92% (21) have rated 'Customer Exploitation' at 'low' level in organization.

**TABLE NO. 162**

**SERVILITY AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	SERVILITY			
		HIGH	LOW	TOTAL
HIGH	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.902

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Servility' and Organizational Commitment.

However, it can be further interpreted that all 78 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 69.23% (54) have experienced 'high' level on 'Servility' and 30.77% (24) have perceived it to be at 'low' level.

It is also seen that out of 78 respondents who have perceived Organizational Commitment at 'high' level; 69.23% (54) have perceived 'Servility' to be at 'high' level and 30.77% (24) have perceived it to be at 'low' level.

**TABLE NO. 163**

**BUREAUCRACY AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	BUREAUCRACY			
		HIGH	LOW	TOTAL
HIGH	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.901

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and Organizational Commitment.

However, it can be further interpreted that all 78 respondents have experienced 'high' level on Organizational Commitment.

It can also be inferred that 70.51% (55) have experienced 'Bureaucracy' at 'high' level and 29.49% (23) have perceived it to be at 'low' level.

Further, out of 78 respondents who have perceived Organizational Commitment at 'high' level; 70.51% (55) have also rated 'Bureaucracy' at 'high' level, whereas according to 29.49% (23) it is at 'low' level.

TABLE NO. 164

DECISION PARALYSIS AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	DECISION PARALYSIS			
		HIGH	LOW	TOTAL
HIGH	COUNT	44	34	78
	ROW %	56.41%	43.59%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	44	34	78
	ROW %	56.41%	43.59%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.01	1	0.904

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Decision Paralysis' and Organizational Commitment.

It is further observed that out of 78 respondents; 56.41% (44) have rated 'Decision Paralysis' at 'high' level and 43.59% (34) have rated it at 'low' level. It can also be inferred that all 100% (78) have experienced Organizational Commitment at 'high' level.

All 44 respondents who have experienced 'high' level on 'Decision Paralysis' are also of the opinion that Organizational Commitment is at 'high' level in organization.

Whereas, out of 34 who have perceived 'low' level on 'Decision Paralysis'; are of the opinion that Organizational Commitment is at 'high' level.

TABLE NO. 165

SUB-OPTIMIZING AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	SUB-OPTIMIZING			
		HIGH	LOW	TOTAL
HIGH	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.902

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Sub-Optimizing' and Organizational Commitment

It is further observed that out of 78 respondents; 67.95% (53) have rated 'Sub-Optimism' at 'high' level and 32.05% (25) have rated it at 'low' level.

It can also be inferred that all 100% (78) have experienced Organizational Commitment at 'high' level.

Out of 53 respondents who have perceived 'high' level on 'Sub-Optimizing'; all of them i.e. 100% (53) have also experienced Organizational Commitment at 'high' level.

All the respondents i.e. 100% (25) who have experienced 'low' level on 'Sub-Optimizing' are of the opinion that Organizational Commitment is at 'high' level in the organization.

TABLE NO. 166

SELF CENTERED LEADERSHIP AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	SELF CENTERED LEADERSHIP			
		HIGH	LOW	TOTAL
HIGH	COUNT	52	26	78
	ROW %	66.67%	33.33%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	52	26	78
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0	1	0.904

The table reflects that chi-square is not significant. It means that there is no strong association between 'Self Centered Leadership' and Organizational Commitment.

It can be inferred that all 100% (78) have experienced Organizational Commitment at 'high' level.

Further, it can be inferred that out of total 78 respondents; 66.67% (52) have perceived 'high' level on 'Self Centered Leadership' and 33.33% (26) at 'low' level.

TABLE NO. 167

SHORT SIGHTEDNESS AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	SHORT SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	58	20	78
	ROW %	74.36%	25.64%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	58	20	78
	ROW %	74.36%	25.64%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.8968

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Short Sightedness' and Organizational Commitment.

However, it can be further interpreted that all 78 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 74.36% (58) have experienced 'high' level on 'Short Sightedness' and 25.64% (20) have perceived it to be at 'low' level; out of total 78 respondents.



TABLE NO. 168

LONG SIGHTEDNESS AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	LONG SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	54	24	78
	ROW %	69.23%	30.77%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.902

The table reflects that chi-square is not significant. It means that there is no strong association between . 'Long Sightedness' and Organizational Commitment.

However, all 78 respondents have experienced Organizational Commitment at 'high' level.

Further, it can be inferred that out of total 78 respondents; 69.23% (54) have perceived 'Long Sightedness' at 'high' level and 30.77% (24) have experienced it to be at 'low' level.

TABLE NO. 169

RISK AVOIDANCE AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	RISK AVOIDANCE			
		HIGH	LOW	TOTAL
HIGH	COUNT	56	22	78
	ROW %	71.79%	28.21%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	56	22	78
	ROW %	71.79%	28.21%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.899

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Risk Avoidance' and Organizational Commitment.

However, it can be further interpreted that all 78 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 71.79% (56) have experienced 'high' level on 'Risk Avoidance' whereas 28.21% (22) have perceived it to be at 'low' level.

TABLE NO. 170

NEGLIGENCE OF FINANCIAL MATTERS AND ORGANIZATIONAL COMMITMENT

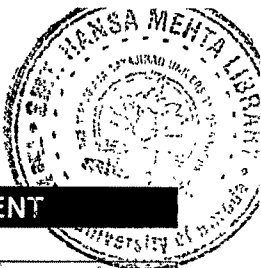
ORGANIZATIONAL COMMITMENT ↓	NEGLIGENCE OF FINANCIAL MATTERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	62	16	78
	ROW %	79.49%	20.51%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	62	16	78
	ROW %	79.49%	20.51%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.8885

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Negligence of Financial Matters' and Organizational Commitment. It is further observed that from all 78 respondents who have rated 'high' on Organizational Commitment; 79.49% (62) have rated 'Negligence of Financial Matters' at 'high' level and 20.51% (16) have rated it at 'low' level.

TABLE NO. 171

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MONEY MANIA AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	MONEY MANIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	58	20	78
	ROW %	74.36%	25.64%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	58	20	78
	ROW %	74.36%	25.64%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.8968

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Money Mania' and Organizational Commitment.

However, it can be further interpreted that all the respondents i.e. 100% (78) have perceived Organizational Commitment at 'high' level.

It can also be inferred that 74.36% (58) have experienced 'Money Mania' at 'high' level and 25.64% (20) have perceived it to be at 'low' level.

Further, out of 78 respondents who have perceived Organizational Commitment at 'high' level; 74.36% (58) have also rated 'Money Mania' at 'high' level, whereas according to 25.64% (18) it is at 'low' level.

**TABLE NO. 172**

**INSENSITIVITY TO PROBLEMS AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	INSENSITIVITY TO PROBLEMS			
		HIGH	LOW	TOTAL
HIGH	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	53	25	78
	ROW %	67.95%	32.05%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.01	1	0.9034

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Insensitivity to Problems' and Organizational Commitment.

It is further observed that out of 78 respondents; 67.95% (53) have rated 'Insensitivity to Problems' at 'high' level and 32.05% (25) have rated it at 'low' level.

It can also be inferred that all 100% (78) respondents have experienced Organizational Commitment at 'high' level.

Out of 53 respondents who have experienced 'high' level on 'Insensitivity to Problems'; all of them i.e. 100% (53) are of the opinion that Organizational Commitment is at 'high' level in organization.

And all the respondents i.e. 100% (25) who have perceived at 'low' level on 'Insensitivity to Problems' have experienced Organizational Commitment to be at 'high' level.

TABLE NO. 173

STAGNATION AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	STAGNATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	55	23	78
	ROW %	70.51%	29.49%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.901

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Stagnation' and Organizational Commitment.

However, it can be further interpreted that all 78 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 70.51% (55) have experienced 'Stagnation' at 'high' level and 29.49% (23) have perceived it to be at 'low' level.

Further, out of 78 respondents who have perceived Organizational Commitment at 'high' level; 70.51% (55) have also rated 'Stagnation' at 'high' level, whereas according to 29.49% (23) it is at 'low' level.

TABLE NO. 174

TUNNEL VISION AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT	TUNNEL VISION			
		HIGH	LOW	TOTAL
HIGH	COUNT	59	19	78
	ROW %	75.64%	24.36%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	59	19	78
	ROW %	75.64%	24.36%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.02	1	0.895

The table reflects that chi-square is not significant. It means that there is no strong association between 'Tunnel Vision' and Organizational Commitment. However, 75.64% (59) and 24.36% (19) have experienced 'Tunnel Vision' at 'high' level and 'low' level respectively, out of total of 78 respondents who have experienced 'high' level on Organizational Commitment.

TABLE NO. 175

AGGRESSIVE APPROACH TO ENVIRONMENT AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	AGGRESSIVE APPROACH TO ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	47	31	78
	ROW %	60.26%	39.74%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	47	31	78
	ROW %	60.26%	39.74%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.01	1	0.9079

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Aggressive Approach to Environment' and Organizational Commitment.

However, it can be further interpreted that all 78 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 60.26% (47) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 39.74% (31) have perceived it to be at 'low' level.

It is also seen that out of 78 respondents who have perceived Organizational Commitment at 'high' level; 60.26% (47) have perceived 'Aggressive Approach to Environment' to be at 'high' level and 39.74% (31) have perceived it to be at 'low' level.



**TABLE NO. 176**

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	INSUFFICIENT INTERACTION WITH ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	48	30	78
	ROW %	61.54%	38.46%	100%
	COLUMN %	100.00%	100.00%	100%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	48	30	78
	ROW %	61.54%	38.46%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.01	1	0.907

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Interaction with Environment' and Organizational Commitment.

However, it can be further interpreted that all 78 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 61.54% (48) have experienced 'Insufficient Interaction with Environment' at 'high' level and 38.46% (30) have perceived it to be at 'low' level.

Further, out of 78 respondents who have perceived Organizational Commitment at 'high' level; 61.54% (48) have also rated 'Insufficient Interaction with Environment' at 'high' level, whereas according to 38.46% (30) it is at 'low' level.

**PART B : CHEMICAL / PHARMACEUTICAL INDUSTRIES**

It deals with the data analysis and interpretation of chi-square tables of Organizational Health Parameters with Job Satisfaction, Organizational Effectiveness and Organizational Commitment in Chemical / Pharmaceutical industries.

**PART B1: ORGANIZATIONAL HEALTH PARAMETERS AND  
JOB SATISFACTION**

This part of analysis contains 21 chi-square tables of Job Satisfaction with each of the parameters of Organizational Health.

**TABLE NO. 177**

ALIENATION AND JOB SATISFACTION				
JOB SATISFACTION ↓	ALIENATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	56	51	107
	ROW %	52.34%	47.66%	100%
	COLUMN %	90.32%	98.08%	94.69%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	9.68%	1.92%	5.31%
TOTAL	COUNT	61	52	113
	ROW %	53.98%	46.02%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	1.127	1	0.2884

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Alienation' and Job Satisfaction.

However, it can be further interpreted that out of 113 respondents, 99.12% (107) have perceived Job Satisfaction at 'high' level, whereas 0.88% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 24.87% (61) have experienced 'high' level on 'Alienation' and 46.02% (52) have perceived it to be at 'low' level.

Further, out of 107 respondents who have perceived Job Satisfaction at 'high' level; 52.34% (56) feel that there is 'high' level on 'Alienation' whereas according to 47.66% (51) there is 'low' level on 'Alienation'.

From 6 respondents who are of the opinion that there is 'low' level on Job Satisfaction; 83.33% (5) have perceived 'Alienation' at 'high' level and only 16.67% (1) feel that 'Alienation' is at 'low' level

**TABLE NO. 178**

PAMPERING AND JOB SATISFACTION				
JOB SATISFACTION ↓	PAMPERING			
		HIGH	LOW	TOTAL
HIGH	COUNT	90	17	107
	ROW %	84.11%	15.89%	100%
	COLUMN %	93.75%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	6.25%	0.00%	5.31%
TOTAL	COUNT	96	17	113
	ROW %	84.96%	15.04%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.223	1	0.636

The table reflects that chi-square is not significant. It means that there is no strong association between 'Pampering' and Job Satisfaction.

However, 99.12% (107) and 0.88% (6) respondents have experienced Job Satisfaction at 'high' level and 'low' level respectively

Further, it can be inferred that out of total 113 respondents; 84.96% (96) have perceived 'high' level on 'Pampering' and 15.04% (17) 'low' level

Out of 107, 84.11% (90) have rated 'high' level on 'Pampering' whereas 15.89% (17) have rated 'Pampering' at 'low' level in organization.

Whereas, all respondents i.e. 100% (6) who have rated at 'low' level on Job Satisfaction have perceived 'Pampering' to be at 'high' level.

**TABLE NO. 179**

**ORGANIZATIONAL PARANOIA AND JOB SATISFACTION**

JOB SATISFACTION ↓	ALIENATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	82	25	107
	ROW %	76.64%	23.36%	100%
	COLUMN %	93.18%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	6.82%	0.00%	5.31%
TOTAL	COUNT	88	25	113
	ROW %	77.88%	22.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.699	1	0.402

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and Job Satisfaction.

However, it can be further interpreted that out of 113 respondents; 99.12% (107) have perceived Job Satisfaction at 'high' level, whereas 0.88% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 77.88% (88) have experienced 'high' level on 'Organizational Paranoia' and 22.12% (25) have perceived it to be at 'low' level.

It is also seen that out of 107 respondents who have perceived Job Satisfaction at 'high' level, 76.64% (82) have perceived 'Organizational Paranoia' to be at 'high' level and 23.36% (25) have perceived it to be at 'low' level. Whereas, all the respondents i.e. 100% (6) who have experienced Job Satisfaction on 'low' level have opined 'Organizational Paranoia' to be at 'high' level

TABLE NO. 180

WORKAHOLISM AND JOB SATISFACTION

JOB SATISFACTION ↓	WORKAHOLISM			
		HIGH	LOW	TOTAL
HIGH	COUNT	92	15	107
	ROW %	85.98%	14.02%	100%
	COLUMN %	93.88%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	6.12%	0.00%	5.31%
TOTAL	COUNT	98	15	113
	ROW %	86.73%	13.27%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.134	1	0.7139

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e 'Workaholism' and Job Satisfaction.

It is further observed that out of 113 respondents; 58.41% (66) have rated 'Workaholism' on 'high' level and 41.59% (47) have rated it at 'low' level.

It can also be inferred that 99.12% (107) have experienced Job Satisfaction at 'high' level and 0.88% (6) have experienced 'low' level on Job Satisfaction.

Out of 98 respondents who have experienced 'high' level on 'Workaholism', 93.88% (92) are of the opinion that Job Satisfaction is at 'high' level in organization whereas 6.12% (6) have rated it to be at 'low' level.

All the respondents i.e 100 % (15) who have perceived 'low' level on 'Workaholism' have experienced Job Satisfaction at 'high' level.

**TABLE NO. 181**

**INSUFFICIENT VALUE FOR CUSTOMERS AND JOB SATISFACTION**

JOB SATISFACTION ↓	INSUFFICIENT VALUE FOR CUSTOMERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	58	49	107
	ROW %	54.21%	45.79%	100%
	COLUMN %	93.55%	96.08%	94.69%
LOW	COUNT	4	2	6
	ROW %	66.67%	33.33%	100%
	COLUMN %	6.45%	3.92%	5.31%
TOTAL	COUNT	62	51	113
	ROW %	54.87%	45.13%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0307	1	0.86

The above mentioned table reflects that chi-square is not significant, it means that there is no strong association between 'Insufficient Value for Customers' and Job Satisfaction

However, it can be further interpreted that out of 113 respondents; 99.12% (107) have perceived Job Satisfaction at 'high' level, whereas 0.88% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 54.87% (62) have experienced 'Insufficient Value for Customers' at 'high' level and 45.13% (51) have perceived it to be at 'low' level.

Further, out of 107 respondents who have perceived Job Satisfaction at 'high' level; 54.21% (58) have also rated 'Insufficient Value for Customers' at 'high' level, whereas according to 45 79% (49) it is at 'low' level.

Whereas, in case of 6 respondents who have rated Job Satisfaction at 'low' level, 66.67% (4) of them have perceived 'high' level on 'Insufficient Value for Customers' and 33.33% (2) have experienced it to be at 'low' level.

**TABLE NO. 182**

**CUSTOMER EXPLOITATION AND JOB SATISFACTION**

JOB SATISFACTION ↓	CUSTOMER EXPLOITATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	60	47	107
	ROW %	56.07%	43.93%	100%
	COLUMN %	90.91%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	9.09%	0.00%	5.31%
TOTAL	COUNT	66	47	113
	ROW %	58.41%	41.59%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	2.885	1	0.089

The table reflects that chi-square is not significant. It means that there is no strong association between 'Customer Exploitation' and Job Satisfaction. However, 58 41% (66) and 41 59% (47) have experienced 'Customer Exploitation' at 'high' level and 'low' level respectively, out of total of 113 respondents.

Further, it can be inferred that out of total 113 respondents, 94.69% (107) have perceived Job Satisfaction at 'high' level, whereas only 5.39% (6) have experienced 'low' level on Job Satisfaction.

Out of 107 respondents who have rated 'high' level on Job Satisfaction, 56.07% (60) have rated at 'high' level on 'Customer Exploitation' whereas 43.93% (47) have rated 'Customer Exploitation' at 'low' level in organization.

Whereas, all respondents i.e. 100% (6) who have rated 'low' level on Job Satisfaction have perceived 'Customer Exploitation' to be at 'high' level.

TABLE NO. 183

SERVILITY AND JOB SATISFACTION

JOB SATISFACTION ↓	SERVILITY			
		HIGH	LOW	TOTAL
HIGH	COUNT	92	15	107
	ROW %	85.98%	14.02%	100%
	COLUMN %	93.88%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	6.12%	0.00%	5.31%
TOTAL	COUNT	98	15	113
	ROW %	86.73%	13.27%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.134	1	0.719

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Servility' and Job Satisfaction. However, it can be further interpreted that out of 113 respondents; 94.69% (107) have perceived Job Satisfaction at 'high' level, whereas 5.39% (6) have experienced 'low' level on Job Satisfaction. It can also be inferred that 86.73% (98) have experienced 'high' level on 'Servility' and 13.27% (15) have perceived it to be at 'low' level. It is also seen that out of 107 respondents who have perceived Job Satisfaction at 'high' level, 85.98% (92) have perceived 'Servility' to be at 'high' level and 14.02% (15) have perceived it to be at 'low' level. Whereas, all the respondents i.e. 100% (6) who have experienced Job Satisfaction at 'low' level have opined 'Servility' to be at 'high' level in the organization.



**TABLE NO. 184**

**BUREAUCRACY AND JOB SATISFACTION**

JOB SATISFACTION ↓	BUREAUCRACY			
		HIGH	LOW	TOTAL
HIGH	COUNT	99	8	107
	ROW %	92.52%	7.48%	100%
	COLUMN %	94.29%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.71%	0.00%	5.31%
TOTAL	COUNT	105	8	113
	ROW %	92.92%	7.08%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.015	1	0.902

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and Job Satisfaction

However, it can be further interpreted that out of 107 respondents; 94.69% (107) have perceived Job Satisfaction at 'high' level, whereas 5.39% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 92.92% (105) have experienced 'Bureaucracy' at 'high' level and 7.08% (8) have perceived it to be at 'low' level.

Further, out of 107 respondents who have perceived Job Satisfaction at 'high' level; 92.52% (99) have also rated 'Bureaucracy' at 'high' level, whereas according to 7.48% (8) it is at 'low' level.

All respondents i.e 100% (6) who have perceived Job Satisfaction at 'low' level have also experienced 'Bureaucracy' at 'low' level.

TABLE NO. 185

**DECISION PARALYSIS AND JOB SATISFACTION**

JOB SATISFACTION ↓	DECISION PARALYSIS			
		HIGH	LOW	TOTAL
HIGH	COUNT	84	23	107
	ROW %	78.50%	21.50%	100%
	COLUMN %	94.38%	95.83%	94.69%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	5.62%	4.17%	5.31%
TOTAL	COUNT	89	24	113
	ROW %	78.76%	21.24%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0536	1	0.8169

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Decision Paralysis' and Job Satisfaction.

It is further observed that out of 107 respondents; 78.76% (89) have rated 'Decision Paralysis' on 'high' level and 21.24% (24) have rated it at 'low' level. It can also be inferred that 94.69% (107) have experienced Job Satisfaction at 'high' level and 5.39% (6) have experienced 'low' level on Job Satisfaction.

Out of 89 respondents who have experienced 'high' level on 'Decision Paralysis', 94.38% (84) are of the opinion that Job Satisfaction is at 'high' level in organization whereas 5.62% (5) have rated it to be at 'low' level.

Out of 24 respondents who have perceived 'low' level on 'Decision Paralysis'; 95.83% (23) have experienced Job Satisfaction at 'high' level whereas only 4.17% (1) have perceived it to be at 'low' level.

**TABLE NO. 186**

**SUB-OPTIMIZING AND JOB SATISFACTION**

JOB SATISFACTION ↓	SUB-OPTIMIZING			
		HIGH	LOW	TOTAL
HIGH	COUNT	84	23	107
	ROW %	78.50%	21.50%	100%
	COLUMN %	93.33%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	6.67%	0.00%	5.31%
TOTAL	COUNT	90	23	113
	ROW %	79.65%	20.35%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.565	1	0.452

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Sup-Optimizing' and Job Satisfaction.

It is further observed that out of 113 respondents; 79.65% (90) have rated 'Sub-Optimism' on 'high' level and 20.35% (23) have rated it at 'low' level.

It can also be inferred that 94.69% (107) have experienced Job Satisfaction at 'high' level and 5.31% (6) have experienced 'low' level on Job Satisfaction.

Out of 90 respondents who have perceived 'high' level on 'Sub-Optimizing'; about 93.33% (84) have also experienced Job Satisfaction at 'high' level and 6.67% (6) have perceived it to be at 'low' level

Whereas all the respondents i.e. 100% (23) who have experienced 'low' level on 'Sub-Optimizing' are of the opinion that Job Satisfaction is at 'high' level in organization.

TABLE NO. 187

SELF CENTERED LEADERSHIP AND JOB SATISFACTION

JOB SATISFACTION ↓	SELF CENTERED LEADERSHIP			
		HIGH	LOW	TOTAL
HIGH	COUNT	89	18	107
	ROW %	83.18%	16.82%	100%
	COLUMN %	94.68%	94.74%	94.69%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	5.32%	5.26%	5.31%
TOTAL	COUNT	94	19	113
	ROW %	83.19%	16.81%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.303	1	0.581

The table reflects that chi-square is not significant. It means that there is no strong association between 'Self Centered Leadership' and Job Satisfaction. However, 94.69% (107) and 5.31% (6) respondents have experienced Job Satisfaction at 'high' level and 'low' level respectively. Further, it can be inferred that out of total 113 respondents; 83.19% (94) have perceived 'high' level on 'Self Centered Leadership' and 16.81% (19) 'low' level. Out of 107, 83.18% (89) have rated 'high' level on 'Self Centered Leadership' whereas 16.82% (18) have rated 'Self Centered Leadership' at 'low' level in organization. Whereas, out of 6 respondents who have rated 'low' level on Job Satisfaction; 83.33% (5) have perceived 'Self Centered Leadership' to be at 'low' level and 16.67% (1) respondent have experienced it at 'high' level.

TABLE NO. 188

SHORT SIGHTEDNESS AND JOB SATISFACTION

JOB SATISFACTION ↓	SHORT SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	94	13	107
	ROW %	87.85%	12.15%	100%
	COLUMN %	94.00%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	6.00%	0.00%	5.31%
TOTAL	COUNT	100	13	113
	ROW %	88.50%	11.50%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.063	1	0.802

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Short Sightedness' and Job Satisfaction.

However, it can be further interpreted that out of 107 respondents, 94.69% (107) have perceived Job Satisfaction at 'high' level, whereas 5.31% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 88 50% (100) have experienced 'high' level on 'Short Sightedness' and 11.50% (13) have perceived it to be at 'low' level.

Further, out of 107 respondents who have perceived Job Satisfaction 'high' level; 87.85% (94) feel that there is 'high' level on 'Short Sightedness' whereas according to 12.15% (13) there is 'low' level on 'Short Sightedness'.

All the respondents i.e. 100% (6) who have perceived Job Satisfaction at 'low' level have also experienced Short Sightedness at 'low' level.

TABLE NO. 189

LONG SIGHTEDNESS AND JOB SATISFACTION

JOB SATISFACTION ↓	LONG SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	97	10	107
	ROW %	90.65%	9.35%	100%
	COLUMN %	94.17%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.83%	0.00%	5.31%
TOTAL	COUNT	103	10	113
	ROW %	91.15%	8.85%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.002	1	0.963

The table reflects that chi-square is not significant. It means that there is no strong association between 'Long Sightedness' and Job Satisfaction.

However, 94.69% (107) and 5.31% (6) respondents have experienced Job Satisfaction at 'high' level and 'low' level respectively.

Also, out of 113 respondents; 91.15% (103) and 8.85% (10) have perceived 'Long Sightedness' at 'high' level and 'low' level respectively

Further, it can be inferred that out of total 107 respondents who have experienced Job Satisfaction at 'high' level; 90.65% (97) have perceived 'Long Sightedness' at 'high' level and 9.35% (10) have experienced it to be at 'low' level

Whereas, all respondents i.e. 100% (6) who have rated 'low' level on Job Satisfaction have perceived 'Long Sightedness' to be at 'high' level.

TABLE NO. 190

RISK AVOIDANCE AND JOB SATISFACTION

JOB SATISFACTION ↓	RISK AVOIDANCE			
		HIGH	LOW	TOTAL
HIGH	COUNT	98	9	107
	ROW %	91.59%	8.41%	100%
	COLUMN %	95.15%	90.00%	94.69%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	4.85%	10.00%	5.31%
TOTAL	COUNT	103	10	113
	ROW %	91.15%	8.85%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.002	1	0.963

The above mentioned table reflects that chi-square is not significant, it means that there is no strong association between 'Risk Avoidance' and Job Satisfaction.

However, it can be further interpreted that out of 113 respondents; 94.69% (107) have perceived Job Satisfaction at 'high' level, whereas 5.31% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 91.15% (103) have experienced 'high' level on 'Risk Avoidance' whereas 8.85% (10) have perceived it to be at 'low' level.

It is also seen that out of 107 respondents who have perceived Job Satisfaction at 'high' level; 91.59% (98) have perceived 'Risk Avoidance' to be at 'high' level and 8.41% (09) have perceived it to be at 'low' level

Whereas, out of 6 respondents who have experienced Job Satisfaction on 'low' level, 83.33% (5) have opined 'Risk Avoidance' to be at 'high' level and 16.67% (1) have perceived it to be at 'low' level.

TABLE NO. 191

NEGLIGENCE OF FINANCIAL MATTERS AND JOB SATISFACTION

JOB SATISFACTION ↓	NEGLIGENCE OF FINANCIAL MATTERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	78	29	107
	ROW %	72.90%	27.10%	100%
	COLUMN %	93.98%	96.67%	94.69%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	6.02%	3.33%	5.31%
TOTAL	COUNT	83	30	113
	ROW %	73.45%	26.55%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0078	1	0.9269

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e 'Negligence of Financial Matters' and Job Satisfaction

It is further observed that out of 113 respondents, 73.45% (83) have rated 'Negligence of Financial Matters' on 'high' level and 26.55% (30) have rated it at 'low' level.

It can also be inferred that 94.69% (107) have experienced Job Satisfaction at 'high' level and 5.31% (6) have experienced 'low' level on Job Satisfaction.

Moreover, out of 83 respondents who have experienced 'high' level on 'Negligence of Financial Matters', 93.98% (78) are of the opinion that Job Satisfaction is at 'high' level in organization whereas 6.02% (5) have rated it to be at 'low' level.

Out of 30 respondents who have perceived 'low' level on 'Negligence of Financial Matters'; 96.67% (29) have experienced Job Satisfaction at 'high' level and 16.67% (1) have perceived it at 'low' level



**TABLE NO. 192**

**MONEY MANIA AND JOB SATISFACTION**

JOB SATISFACTION ↓	MONEY MANIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	101	6	107
	ROW %	94.39%	5.61%	100%
	COLUMN %	94.39%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.61%	0.00%	5.31%
TOTAL	COUNT	107	6	113
	ROW %	94.69%	5.31%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.115	1	0.734

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Money Mania' and Job Satisfaction.

However, it can be further interpreted that out of 113 respondents; 94.69% (107) have perceived Job Satisfaction at 'high' level, whereas 5.31% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 94.69% (107) have experienced 'Money Mania' at 'high' level and 5.31% (06) have perceived it to be at 'low' level.

Further, out of 107 respondents who have perceived Job Satisfaction at 'high' level; 94.39% (101) have rated 'Money Mania' at 'high' level, whereas according to 5.61% (06) it is at 'low' level.

All respondents i.e. 100% (6) who have perceived Job Satisfaction at 'low' level have also perceived 'Money Mania' to be at 'low' level.

**TABLE NO. 193**

**INSENSITIVITY TO PROBLEMS AND JOB SATISFACTION**

JOB SATISFACTION ↓	INSENSITIVITY TO PROBLEMS			
		HIGH	LOW	TOTAL
HIGH	COUNT	70	37	107
	ROW %	65.42%	34.58%	100%
	COLUMN %	93.33%	97.37%	94.69%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	6.67%	2.63%	5.31%
TOTAL	COUNT	75	38	113
	ROW %	66.37%	33.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.211	1	0.645

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Insensitivity to Problems' and Job Satisfaction.

It is further observed that out of 113 respondents; 66.37% (75) have rated 'Insensitivity to Problems' on 'high' level and 33.63% (38) have rated it at 'low' level.

It can also be inferred that 94.69% (107) have experienced Job Satisfaction at 'high' level and 5.31% (6) have experienced 'low' level on Job Satisfaction.

From 75 respondents who have perceived 'high' level on 'Insensitivity to Problems', 93.33% (70) have also experienced Job Satisfaction at 'high' level, whereas 6.67% (5) have experienced it to be at 'low' level

And out of 38 respondents who have experienced 'low' level on 'Insensitivity to Problems'; 97.37% (37) are of the opinion that Job Satisfaction is at 'high' level in organization whereas 2.63% (1) have rated it to be at 'low' level.

TABLE NO. 194

STAGNATION AND JOB SATISFACTION

JOB SATISFACTION ↓	STAGNATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	62	45	107
	ROW %	57.94%	42.06%	100%
	COLUMN %	93.94%	95.74%	94.69%
LOW	COUNT	4	2	6
	ROW %	66.67%	33.33%	100%
	COLUMN %	6.06%	4.26%	5.31%
TOTAL	COUNT	66	47	113
	ROW %	58.41%	41.59%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.00001	1	0.996

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Stagnation' and Job Satisfaction. However, it can be further interpreted that out of 113 respondents; 94.69% (107) have perceived Job Satisfaction at 'high' level, whereas 5.31% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 58.41% (66) have experienced 'Stagnation' at 'high' level and 41.59% (47) have perceived it to be at 'low' level.

Further, out of 107 respondents who have perceived Job Satisfaction at 'high' level; 57.94% (62) have also rated 'Stagnation' at 'high' level, whereas according to 42.06% (45) it is at 'low' level.

Out of 6 respondents who have perceived Job Satisfaction at 'low' level, from that, 66.67% (4) have experienced 'Stagnation' at 'high' level and 33.33% (2) have perceived it to be at 'low' level

TABLE NO. 195

TUNNEL VISION AND JOB SATISFACTION

JOB SATISFACTION ↓	TUNNEL VISION			
		HIGH	LOW	TOTAL
HIGH	COUNT	88	19	107
	ROW %	82.24%	17.76%	100%
	COLUMN %	93.62%	100.00%	94.69%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	6.38%	0.00%	5.31%
TOTAL	COUNT	94	19	113
	ROW %	83.19%	16.81%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.3258	1	0.568

The table reflects that chi-square is not significant. It means that there is no strong association between 'Tunnel Vision' and Job Satisfaction.

However, 83.19% (94) and 16.81% (19) have experienced 'Tunnel Vision' at 'high' level and 'low' level respectively, out of total of 113 respondents

Further, it can be inferred that out of total 113 respondents; 94.69% (107) have perceived Job Satisfaction at 'high' level, whereas only 5.31% (6) have experienced 'low' level on Job Satisfaction.

In case of 94 respondents who have rated 'high' level on 'Tunnel Vision'; 93.62% (88) have rated 'high' level on Job Satisfaction and 6.38% (6) have perceived it to be at 'low' level.

Whereas, all respondents i.e. 100% (19) who have rated 'low' level on 'Tunnel Vision' have experienced Job Satisfaction at 'high' level.

**TABLE NO. 196**

**AGGRESSIVE APPROACH TO ENVIRONMENT AND JOB SATISFACTION**

JOB SATISFACTION ↓	AGGRESSIVE APPROACH TO ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	70	37	107
	ROW %	65.42%	34.58%	100%
	COLUMN %	93.33%	97.37%	94.69%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	6.67%	2.63%	5.31%
TOTAL	COUNT	75	38	113
	ROW %	66.37%	33.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.211	1	0.645

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Aggressive Approach to Environment' and Job Satisfaction.

However, it can be further interpreted that out of 113 respondents; 94.69% (107) have perceived Job Satisfaction at 'high' level, whereas 5.31% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 66.37% (75) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 33.63% (38) have perceived it to be at 'low' level

It is also seen that out of 107 respondents who have perceived Job Satisfaction at 'high' level; 65.42% (70) have perceived 'Aggressive Approach to Environment' to be at 'high' level and 34.58% (37) have perceived it to be at 'low' level.

Whereas, 83.33% (5) and 16.67% (1) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 'low' level respectively; out of 6 respondents who have experienced Job Satisfaction at 'low' level.

**TABLE NO. 197**

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND JOB SATISFACTION**

JOB SATISFACTION ↓	INSUFFICIENT INTERACTION WITH ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	59	48	107
	ROW %	55.14%	44.86%	100%
	COLUMN %	92.19%	97.96%	94.69%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	7.81%	2.04%	5.31%
TOTAL	COUNT	64	49	113
	ROW %	56.64%	43.36%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.87	1	0.35

The above mentioned table reflects that chi-square is not significant. It means that there is no strong association between 'Insufficient Interaction with Environment' and Job Satisfaction.

However, it can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 66.67% (38) have experienced 'Insufficient Interaction with Environment' at 'low' level and 33.33% (19) have perceived it to be at 'high' level.

Further, out of 51 respondents who have perceived Job Satisfaction at 'high' level; 72.55% (37) have rated 'Insufficient Interaction with Environment' at 'low' level, whereas according to 44.86% (48) it is at 'low' level.

Whereas, 83.33% (5) and 16.67% (1) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 'low' level respectively; out of 6 respondents who have experienced Job Satisfaction at 'low' level.

# **PART B2: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS**

This part of analysis contains 21 chi-square tables of Organizational Effectiveness with each of the parameters of Organizational Health; pertaining to the Chemical / Pharmaceutical industries.

**TABLE NO. 198**

ALIENATION AND ORGANIZATIONAL EFFECTIVENESS				
ORGANIZATIONAL EFFECTIVENESS ↓	ALIENATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	60	52	112
	ROW %	53.57%	46.43%	100%
	COLUMN %	96.77%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.23%	0.00%	0.88%
TOTAL	COUNT	61	52	113
	ROW %	53.98%	46.02%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0064	1	0.936

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between ‘Alienation’ and Organizational Effectiveness.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at ‘high’ level, whereas 0.88% (1) have experienced ‘low’ level on Organizational Effectiveness.

It can also be inferred that 54 87% (62) have experienced ‘high’ level on ‘Alienation’ and 46 02% (52) have perceived it to be at ‘low’ level.

Further, out of 112 respondents who have perceived Organizational Effectiveness at ‘high’ level; 53.57% (60) feel that there is ‘high’ level on

'Alienation' whereas according to 46 43% (52) there is 'low' level on 'Alienation',

0 88% (1) respondent is of the opinion that there is 'low' level on 'Alienation' and 'high' level on Organizational Effectiveness.

TABLE NO. 199

PAMPERING AND ORGANIZATIONAL EFFECTIVENESS				
ORGANIZATIONAL EFFECTIVENESS ↓	PAMPERING			
		HIGH	LOW	TOTAL
HIGH	COUNT	96	16	112
	ROW %	85.71%	14.29%	100%
	COLUMN %	100.00%	94.12%	99.12%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	5.88%	0.88%
TOTAL	COUNT	96	17	113
	ROW %	84.96%	15.04%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.9646	1	0.326

The table reflects that chi-square is not significant. It means that there is no strong association between 'Pampering' and Organizational Effectiveness. However, 99.12% (112) and 0.88% (1) respondents have experienced Organizational Effectiveness at 'high' level and 'low' level respectively. Further, it can be inferred that out of total 113 respondents; 84.96% (96) have perceived 'high' level on 'Pampering' and 15.04% (17) 'low'. Whereas, all respondents i.e. 100% (96) who have rated 'high' level on 'Pampering' have perceived Organizational Effectiveness also to be at 'high' level. 94.12% (16) have rated 'high' level on Organizational Effectiveness and 5.88 & (1) 'low'; out of 17 who have rated 'low' level on 'Pampering'.



**TABLE NO. 200**

**ORGANIZATIONAL PARANOIA AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	ORGANIZATIONAL PARANOIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	87	25	112
	ROW %	77.68%	22.32%	100%
	COLUMN %	98.86%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.14%	0.00%	0.88%
TOTAL	COUNT	88	25	113
	ROW %	77.88%	22.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.455	1	0.4999

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and Organizational Effectiveness.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 77.88% (88) have experienced 'high' level on 'Organizational Paranoia' and 22.12% (25) have perceived it to be at 'low' level.

It is also seen that out of 112 respondents who have perceived Organizational Effectiveness at 'high' level; 77.68% (87) have perceived 'Organizational Paranoia' to be at 'high' level and 22.32% (25) have perceived it to be at 'low' level.

All 100% (1) respondent has perceived Organizational Effectiveness to be at 'low' level and Organizational Paranoia to be at 'high' level.

TABLE NO. 201

WORKAHOLISM AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	WORKAHOLISM			
		HIGH	LOW	TOTAL
HIGH	COUNT	98	14	112
	ROW %	87.50%	12.50%	100%
	COLUMN %	100.00%	93.33%	99.12%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	6.67%	0.88%
TOTAL	COUNT	98	15	113
	ROW %	86.73%	13.27%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	1.182	1	0.2769

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Workaholism' and Organizational Effectiveness

It is further observed that out of 113 respondents; 86.73% (98) have rated 'Workaholism' on 'high' level and 13.27% (15) have rated it at 'low' level.

It can also be inferred that 99.12% (112) have experienced Organizational Effectiveness at 'high' level and 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

Out of 98 respondents who have experienced 'high' level on 'Workaholism', all of them are of the opinion that Organizational Effectiveness is also at 'high' level in organization

Out of 15 respondents who have perceived 'low' level on 'Workaholism'; 93.33% (14) have experienced Organizational Effectiveness at 'high' level and 6.67% (1) is of the opinion that it is at 'low' level.

TABLE NO. 202

INSUFFICIENT VALUE FOR CUSTOMERS AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	INSUFFICIENT VALUE FOR CUSTOMERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	61	51	112
	ROW %	54.46%	45.54%	100%
	COLUMN %	98.39%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.61%	0.00%	0.88%
TOTAL	COUNT	62	51	113
	ROW %	54.87%	45.13%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0097	1	0.9217

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Value for Customers' and Organizational Effectiveness.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 54.87% (62) have experienced 'Insufficient Value for Customers' at 'high' level and 45.13% (51) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Effectiveness at 'high' level; 54.46% (61) have also rated 'Insufficient Value for Customers' at 'high' level, whereas according to 45.54% (51) it is at 'low' level.

And remaining one respondent has perceived 'high' level on 'Insufficient Value for Customers' and 'low' level on Organizational Effectiveness.

TABLE NO. 203

CUSTOMER EXPLOITATION AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	CUSTOMER EXPLOITATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	65	47	112
	ROW %	58.04%	41.96%	100%
	COLUMN %	98.48%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.52%	0.00%	0.88%
TOTAL	COUNT	66	47	113
	ROW %	58.41%	41.59%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.029	1	0.864

The table reflects that chi-square is not significant. It means that there is no strong association between 'Customer Exploitation' and Organizational Effectiveness.

However, 58.41% (66) and 41.59% (47) have experienced 'Customer Exploitation' at 'high' level and 'low' level respectively, out of total of 113 respondents.

Further, it can be inferred that out of total 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas only 0.88% (1) have experienced 'low' level on Organizational Effectiveness

Out of 112 respondents who have rated 'high' level on Organizational Effectiveness, 58.04% (65) have rated 'high' level on 'Customer Exploitation' whereas 41.96% (47) have rated 'Customer Exploitation' at 'low' level in organization.

Whereas, all respondents i.e. 100% (1) who has rated 'low' level on Organizational Effectiveness has perceived 'Customer Exploitation' to be at 'high' level.

**TABLE NO. 204**

**SERVILITY AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	SERVILITY			
		HIGH	LOW	TOTAL
HIGH	COUNT	97	15	112
	ROW %	86.61%	13.39%	100%
	COLUMN %	98.98%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.02%	0.00%	0.88%
TOTAL	COUNT	98	15	113
	ROW %	86.73%	13.27%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.1182	1	0.277

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Servility' and Organizational Effectiveness.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas 0.88% (1) has experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 86.73% (98) have experienced 'high' level on 'Servility' and 13.27% (15) have perceived it to be at 'low' level.

It is also seen that out of 112 respondents who have perceived Organizational Effectiveness at 'high' level; 86.61% (97) have perceived 'Servility' to be at 'high' level and 13.39% (15) have perceived it to be at 'low' level

Whereas, all the respondents i.e 100% (1) who have experienced Organizational Effectiveness at 'low' level have opined 'Servility' to be at 'high' level in the organization.

**TABLE NO. 205**

**BUREAUCRACY AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	BUREAUCRACY			
		HIGH	LOW	TOTAL
HIGH	COUNT	105	7	112
	ROW %	93.75%	6.25%	100%
	COLUMN %	100.00%	87.50%	99.12%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	12.50%	0.88%
TOTAL	COUNT	105	8	113
	ROW %	92.92%	7.08%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	2.825	1	0.0928

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and Organizational Effectiveness

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 92.92% (105) have experienced 'Bureaucracy' at 'high' level and 7.08% (8) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Effectiveness at 'high' level; 93.75% (105) have also rated 'Bureaucracy' at 'high' level, whereas according to 6.25% (7) it is at 'low' level.

All respondents i.e. 100% (1) who have perceived Organizational Effectiveness at 'low' level have also experienced 'Bureaucracy' at 'low' level.

TABLE NO. 206

DECISION PARALYSIS AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	DECISION PARALYSIS			
		HIGH	LOW	TOTAL
HIGH	COUNT	88	24	112
	ROW %	78.57%	21.43%	100%
	COLUMN %	98.88%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.12%	0.00%	0.88%
TOTAL	COUNT	89	24	113
	ROW %	78.76%	21.24%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.4989	1	0.4799

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Decision Paralysis' and Organizational Effectiveness.

It is further observed that out of 112 respondents; 78.76% (89) have rated 'Decision Paralysis' on 'high' level and 21.24% (24) have rated it at 'low' level. It can also be inferred that 99.12% (112) have experienced Organizational Effectiveness at 'high' level and 0.88% (1) have experienced 'low' level on Organizational Effectiveness

Out of 89 respondents who have experienced 'high' level on 'Decision Paralysis', 98.88% (88) are of the opinion that Organizational Effectiveness is at 'high' level in organization whereas 1.12% (1) have rated it to be at 'low' level.

Out of 24 respondents who have perceived 'low' level on 'Decision Paralysis'; all of them have perceived Organizational Effectiveness at 'high' level.

**TABLE NO. 207**

**SUB-OPTIMIZING AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	SUB-OPTIMIZING			
		HIGH	LOW	TOTAL
HIGH	COUNT	89	23	112
	ROW %	79.46%	20.54%	100%
	COLUMN %	98.89%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.11%	0.00%	0.88%
TOTAL	COUNT	90	23	113
	ROW %	79.65%	20.35%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.547	1	0.459

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Sub-Optimizing' and Organizational Effectiveness.

It is further observed that out of 113 respondents; 79.65% (90) have rated 'Sub-Optimism' on 'high' level and 20.35% (23) have rated it at 'low' level.

It can also be inferred that 99.12% (112) have experienced Organizational Effectiveness at 'high' level and 0.88% (1) have experienced 'low' level on Organizational Effectiveness

Out of 90 respondents who have perceived 'high' level on 'Sub-Optimizing'; about 98.89% (89) have also experienced Organizational Effectiveness at 'high' level and 1.11% (1) has perceived it to be at 'low' level

Whereas all the respondents i.e. 100% (23) who have experienced 'low' level on 'Sub-Optimizing' are of the opinion that Organizational Effectiveness is at 'high' level in organization.



TABLE NO. 208

SELF-CENTERED LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	SELF-CENTERED LEADERSHIP			
		HIGH	LOW	TOTAL
HIGH	COUNT	93	19	112
	ROW %	83.04%	16.96%	100%
	COLUMN %	98.94%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.06%	0.00%	0.88%
TOTAL	COUNT	94	19	113
	ROW %	83.19%	16.81%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.794	1	0.372

The table reflects that chi-square is not significant. It means that there is no strong association between 'Self Centered Leadership' and Organizational Effectiveness

However, 99.12% (112) and 0.88% (1) respondents have experienced Organizational Effectiveness at 'high' level and 'low' level respectively.

Further, it can be inferred that out of total 113 respondents; 83.19% (94) have perceived 'high' level on 'Self Centered Leadership' and 16.81% (19) 'low' level.

Out of 112, 83.04% (93) have rated 'high' level on 'Self Centered Leadership' whereas 16.96% (19) have rated 'Self Centered Leadership' at 'low' level in organization

100% (1) has rated 'low' level on Organizational Effectiveness and 'high' level on 'Self Centered Leadership'

TABLE NO. 209

SHORT SIGHTEDNESS AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	SHORT SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	99	13	112
	ROW %	88.39%	11.61%	100%
	COLUMN %	99.00%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.00%	0.00%	0.88%
TOTAL	COUNT	100	13	113
	ROW %	88.50%	11.50%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	1.4686	1	0.225

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Short Sightedness' and Organizational Effectiveness.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 88.50% (100) have experienced 'high' level on 'Short Sightedness' and 11.50% (13) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Effectiveness at 'high' level; 88.39% (99) feel that there is 'high' level on 'Short Sightedness' whereas according to 11.61% (13) there is 'low' level on 'Short Sightedness'.

All the respondents i.e. 100% (1) who has perceived Organizational Effectiveness at 'low' level have experienced 'Short Sightedness' at 'high' level.

TABLE NO. 210

LONG SIGHTEDNESS AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	LONG SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	102	10	112
	ROW %	91.07%	8.93%	100%
	COLUMN %	99.03%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	0.97%	0.00%	0.88%
TOTAL	COUNT	103	10	113
	ROW %	91.15%	8.85%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	2.118	1	0.145

The table reflects that chi-square is not significant. It means that there is no strong association between 'Long Sightedness' and Organizational Effectiveness.

However, 99.12% (112) and 0.88% (1) respondents have experienced Organizational Effectiveness at 'high' level and 'low' level respectively.

Also, out of 113 respondents; 91.15% (103) and 8.85% (10) have perceived 'Long Sightedness' at 'high' level and 'low' level respectively.

Further, it can be inferred that out of total 112 respondents who have experienced Organizational Effectiveness at 'high' level; 91.07% (102) have also perceived 'Long Sightedness' at 'high' level and 8.93% (10) have experienced it to be at 'low' level.

Whereas, all respondents i.e. 100% (1) who have rated at 'low' level on Organizational Effectiveness have perceived 'Long Sightedness' to be at 'high' level.

**TABLE NO. 211**

**RISK AVOIDANCE AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	RISK AVOIDANCE			
		HIGH	LOW	TOTAL
HIGH	COUNT	102	10	112
	ROW %	91.07%	8.93%	100%
	COLUMN %	99.03%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	0.97%	0.00%	0.88%
TOTAL	COUNT	103	10	113
	ROW %	91.15%	8.85%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	2.118	1	0.145

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Risk Avoidance' and Organizational Effectiveness

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 91.15% (103) have experienced 'high' level on 'Risk Avoidance' whereas 8.85% (10) have perceived it to be at 'low' level.

It is also seen that out of 112 respondents who have perceived Organizational Effectiveness at 'high' level; 91.07% (102) have perceived 'Risk Avoidance' to be at 'high' level and 8.93% (10) have perceived it to be at 'low' level.

Whereas, all respondents i.e. 100% (1) who have rated at 'low' level on Organizational Effectiveness have perceived 'Risk Avoidance' to be at 'high' level.

**TABLE NO. 212**

**NEGLIGENCE OF FINANCIAL MATTERS AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	NEGLIGENCE OF FINANCIAL MATTERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	82	30	112
	ROW %	73.21%	26.79%	100%
	COLUMN %	98.80%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.20%	0.00%	0.88%
TOTAL	COUNT	83	30	113
	ROW %	73.45%	26.55%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.284	1	0.594

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Negligence of Financial Matters' and Organizational Effectiveness.

It is further observed that out of 113 respondents; 73.45% (83) have rated 'Negligence of Financial Matters' on 'high' level and 26.55% (30) have rated it at 'low' level.

It can also be inferred that 99.12% (112) have experienced Organizational Effectiveness at 'high' level and 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

Moreover, out of 83 respondents who have experienced 'high' level on 'Negligence of Financial Matters', 93.80% (82) are of the opinion that Organizational Effectiveness is at 'high' level in organization whereas 1.20% (1) has rated it to be at 'low' level

Out of 30 respondents who have perceived 'low' level on 'Negligence of Financial Matters', all of them; i.e. 100% (30) have experienced Organizational Effectiveness at 'high' level.

TABLE NO. 213

MONEY MANIA AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	MONEY MANIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	106	6	112
	ROW %	94.64%	5.36%	100%
	COLUMN %	99.07%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	0.93%	0.00%	0.88%
TOTAL	COUNT	107	6	113
	ROW %	94.69%	5.31%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	4.0078	1	0.04529

The above mentioned table reflects that chi-square is significant at 0.05 level of confidence; it means that there is strong association between 'Money Mania' and Organizational Effectiveness.

It can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Effectiveness

It can also be inferred that 94.69% (107) have experienced 'Money Mania' at 'high' level and 5.31% (06) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Effectiveness at 'high' level; 94.64% (106) have also rated 'Money Mania' at 'high' level, whereas according to 5.36% (06) it is at 'low' level.

All respondents i.e. 100% (1) who have perceived Organizational Effectiveness at 'low' level have perceived 'Money Mania' to be at 'high' level.

**TABLE NO. 214**

**INSENSITIVITY TO PROBLEMS AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	INSENSITIVITY TO PROBLEMS			
		HIGH	LOW	TOTAL
HIGH	COUNT	74	38	112
	ROW %	66.07%	33.93%	100%
	COLUMN %	98.67%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.33%	0.00%	0.88%
TOTAL	COUNT	75	38	113
	ROW %	66.37%	33.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.121	1	0.7277

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Insensitivity to Problems' and Organizational Effectiveness.

It is further observed that out of 113 respondents; 66.37% (75) have rated 'Insensitivity to Problems' on 'high' level and 33.63% (38) have rated it at 'low' level.

It can also be inferred that 99.12% (112) have experienced Organizational Effectiveness at 'high' level and 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

From 75 respondents who have perceived 'high' level on 'Insensitivity to Problems', -98.67% (74) have also experienced Organizational Effectiveness at 'high' level, whereas 1.33% (1) has experienced it to be at 'low' level.

And out of 38 respondents who have experienced 'low' level on 'Insensitivity to Problems'; all of them i.e. 100% (38) are of the opinion that Organizational Effectiveness is at 'high' level in organization.

TABLE NO. 215

STAGNATION AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	STAGNATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	65	47	112
	ROW %	58.04%	41.96%	100%
	COLUMN %	98.48%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.52%	0.00%	0.88%
TOTAL	COUNT	66	47	113
	ROW %	58.41%	41.59%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.029	1	0.863

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Stagnation' and Organizational Effectiveness.

However, it can be further interpreted that out of 113 respondents, 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 58.41% (66) have experienced 'Stagnation' at 'high' level and 41.59% (47) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Effectiveness at 'high' level; 58.04% (65) have also rated 'Stagnation' at 'high' level, whereas according to 41.96% (47) it is at 'low' level. All respondents i.e. 100% (1) who have perceived Organizational Effectiveness at 'low' level have perceived 'Stagnation' to be at 'high' level.



**TABLE NO. 216**

**TUNNEL VISION AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	TUNNEL VISION			
		HIGH	LOW	TOTAL
HIGH	COUNT	93	19	112
	ROW %	83.04%	16.96%	100%
	COLUMN %	98.94%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.06%	0.00%	0.88%
TOTAL	COUNT	94	19	113
	ROW %	83.19%	16.81%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.764	1	0.372

The table reflects that chi-square is not significant. It means that there is no strong association between 'Tunnel Vision' and Organizational Effectiveness. However, 83.19% (94) and 16.81% (19) have experienced 'Tunnel Vision' at 'high' level and 'low' level respectively, out of total of 113 respondents. Further, it can be inferred that out of total 113 respondents, 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas only 0.88% (1) have experienced 'low' level on Organizational Effectiveness. In case of 94 respondents who have rated 'high' level on 'Tunnel Vision'; from that 98.94% (93) have rated 'high' level on Organizational Effectiveness and only 1.06% (1) have perceived it to be at 'low' level. Whereas, all respondents i.e. 100% (19) who have rated at 'low' level on 'Tunnel Vision' have experienced Organizational Effectiveness at 'high' level.

**TABLE NO. 217**

**AGGRESSIVE APPROACH TO ENVIRONMENT AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	AGGRESSIVE APPROACH TO ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	74	38	112
	ROW %	66.07%	33.93%	100%
	COLUMN %	98.67%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.33%	0.00%	0.88%
TOTAL	COUNT	75	38	113
	ROW %	66.37%	33.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.121	1	0.728

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Aggressive Approach to Environment' and Organizational Effectiveness.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 66.37% (75) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 33.63% (38) have perceived it to be at 'low' level.

It is also seen that out of 112 respondents who have perceived Organizational Effectiveness at 'high' level; 66.07% (74) have perceived 'Aggressive Approach to Environment' to be at 'high' level and 33.93% (38) have perceived it to be at 'low' level.

All respondents i.e.100% (1) who have experienced Organizational Effectiveness at 'low' level have perceived 'Aggressive Approach to Environment' to be at 'high' level.

**TABLE NO. 218**

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	INSUFFICIENT INTERACTION WITH ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	63	49	112
	ROW %	56.25%	43.75%	100%
	COLUMN %	98.44%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.56%	0.00%	0.88%
TOTAL	COUNT	64	49	113
	ROW %	56.64%	43.36%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.018	1	0.892

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Interaction with Environment' and Organizational Effectiveness.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Effectiveness at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 66.67% (38) have experienced 'Insufficient Interaction with Environment' at 'low' level and 33.33% (19) have perceived it to be at 'high' level.

Further, out of 112 respondents who have perceived Organizational Effectiveness at 'high' level; 56.25% (63) have rated 'Insufficient Interaction with Environment' at 'high' level, whereas according to 43.75% (49) it is at 'low' level.

All respondents i.e. 100% (1) who have experienced Organizational Effectiveness at 'low' level have perceived 'Insufficient Interaction with Environment' to be at 'high' level.

## PART B3: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL COMMITMENT

This part of analysis contains 21 chi-square tables of Organizational Commitment with each of the parameters of Organizational Health

**TABLE NO. 219**

ALIENATION AND ORGANIZATIONAL COMMITMENT				
ORGANIZATIONAL COMMITMENT ↓	ALIENATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	61	51	112
	ROW %	54.46%	45.54%	100%
	COLUMN %	98.39%	98.08%	99.12%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	1.61%	1.92%	1.77%
TOTAL	COUNT	61	52	113
	ROW %	53.98%	46.02%	100%
	COLUMN %	100%	100%	101%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.006	1	0.936

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Alienation' and Organizational Commitment.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment.

It can also be inferred that 54.87% (62) have experienced 'high' level on 'Alienation' and 46.02% (52) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Commitment at 'high' level; 54.46% (61) feel that there is 'high' level on

'Alienation' whereas according to 45.54% (51) there is 'low' level on 'Alienation'.

Only 0.88% (1) respondent is of the opinion that there is 'low' level on 'Alienation' and 'low' level on Organizational Commitment.

**TABLE NO. 220**

<b>PAMPERING AND ORGANIZATIONAL COMMITMENT</b>				
<b>ORGANIZATIONAL COMMITMENT ↓</b>	<b>PAMPERING</b>			
		<b>HIGH</b>	<b>LOW</b>	<b>TOTAL</b>
<b>HIGH</b>	COUNT	<b>95</b>	<b>17</b>	<b>112</b>
	ROW %	<b>84.82%</b>	<b>15.18%</b>	<b>100%</b>
	COLUMN %	<b>98.96%</b>	<b>100.00%</b>	<b>99.12%</b>
<b>LOW</b>	COUNT	<b>1</b>	<b>0</b>	<b>1</b>
	ROW %	<b>100.00%</b>	<b>0.00%</b>	<b>100%</b>
	COLUMN %	<b>1.04%</b>	<b>0.00%</b>	<b>0.88%</b>
<b>TOTAL</b>	COUNT	<b>96</b>	<b>17</b>	<b>113</b>
	ROW %	<b>84.96%</b>	<b>15.04%</b>	<b>100%</b>
	COLUMN %	<b>100%</b>	<b>100%</b>	<b>100%</b>

<b>Chi-Square Test</b>			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.964	1	0.326

The table reflects that chi-square is not significant. It means that there is no strong association between 'Pampering' and Organizational Commitment. However, 99.12% (112) and 0.88% (1) respondents have experienced Organizational Commitment at 'high' level and 'low' level respectively. Further, it can be inferred that out of total 113 respondents; 84.96% (96) have perceived 'high' level on 'Pampering' and 15.04% (17) 'low' level. Out of 96 respondents who have rated 'high' level on 'Pampering'; 98.96% (95) have perceived Organizational Commitment also to be at 'high' level and 1.04% (1) respondent has experienced Organizational Commitment to be at 'low' level. All 100% (17) respondents who have rated 'low' level on 'Pampering' have perceived 'high' level on Organizational Commitment.

TABLE NO. 221

ORGANIZATIONAL PARANOIA AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	ORGANIZATIONAL PARANOIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	87	25	112
	ROW %	77.68%	22.32%	100%
	COLUMN %	98.86%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.14%	0.00%	0.88%
TOTAL	COUNT	88	25	113
	ROW %	77.88%	22.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.455	1	0.4999

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and Organizational Commitment

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment.

It can also be inferred that 77.88% (88) have experienced 'high' level on 'Organizational Paranoia' and 22.12% (25) have perceived it to be at 'low' level

It is also seen that out of 112 respondents who have perceived Organizational Commitment at 'high' level; 77.68% (87) have perceived 'Organizational Paranoia' to be at 'high' level and 22.32% (25) have perceived it to be at 'low' level.

All 100% (1) respondent have perceived Organizational Commitment to be at 'low' level and 'Organizational Paranoia' to be at 'high' level.

**TABLE NO. 222**

**WORKAHOLISM AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	WORKAHOLISM			
		HIGH	LOW	TOTAL
HIGH	COUNT	97	15	112
	ROW %	86.61%	13.39%	100%
	COLUMN %	98.98%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.02%	0.00%	0.88%
TOTAL	COUNT	98	15	113
	ROW %	86.73%	13.27%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	1.182	1	0.277

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Workaholism' and Organizational Commitment.

It is further observed that out of 113 respondents; 86.73% (98) have rated 'Workaholism' on 'high' level and 13.27% (15) have rated it at 'low' level.

It can also be inferred that 99.12% (112) have experienced Organizational Commitment at 'high' level and 0.88% (1) have experienced 'low' level on Organizational Commitment.

Out of 98 respondents who have experienced 'high' level on 'Workaholism', 98.98% (97) are of the opinion that Organizational Commitment is at 'high' level, whereas 1.02% (1) has rated it at 'low' level.

All 100% (15) respondents who have perceived 'low' level on 'Workaholism'; have experienced Organizational Commitment at 'high' level.

**TABLE NO. 223**

**INSUFFICIENT VALUE FOR CUSTOMERS AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	INSUFFICIENT VALUE FOR CUSTOMERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	61	51	112
	ROW %	54.46%	45.54%	100%
	COLUMN %	98.39%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.61%	0.00%	0.88%
TOTAL	COUNT	62	51	113
	ROW %	54.87%	45.13%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0096	1	0.9217

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Value for Customers' and Organizational Commitment.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment.

It can also be inferred that 54.87% (62) have experienced 'Insufficient Value for Customers' at 'high' level and 45.13% (51) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Commitment at 'high' level; 54.46% (61) have also rated 'Insufficient Value for Customers' at 'high' level, whereas according to 45.54% (51) it is at 'low' level.

And remaining one respondent has perceived 'high' level on 'Insufficient Value for Customers' and 'low' level on Organizational Commitment.



**TABLE NO. 224**

**CUSTOMER EXPLOITATION AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	CUSTOMER EXPLOITATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	65	47	112
	ROW %	58.04%	41.96%	100%
	COLUMN %	98.48%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.52%	0.00%	0.88%
TOTAL	COUNT	66	47	113
	ROW %	58.41%	41.59%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.029	1	0.864

The table reflects that chi-square is not significant. It means that there is no strong association between 'Customer Exploitation' and Organizational Commitment.

However, 58.41% (66) and 41.59% (47) have experienced 'Customer Exploitation' at 'high' level and 'low' level respectively, out of total of 113 respondents.

Further, it can be inferred that out of total 113 respondents; 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment.

Out of 112 respondents who have rated 'high' level on Organizational Commitment, 58.04% (65) have rated 'high' level on 'Customer Exploitation' whereas 41.96% (47) have rated 'Customer Exploitation' at 'low' level in organization.

Whereas, all respondents i.e 100% (1) who have rated 'low' level on Organizational Commitment have perceived 'Customer Exploitation' to be at 'high' level.

TABLE NO. 225

SERVILITY AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	SERVILITY			
		HIGH	LOW	TOTAL
HIGH	COUNT	97	15	112
	ROW %	86.61%	13.39%	100%
	COLUMN %	98.98%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.02%	0.00%	0.88%
TOTAL	COUNT	98	15	113
	ROW %	86.73%	13.27%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Assymptotic Significance (2 sided)
Pearson Chi-Square	1.182	1	0.277

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Servility' and Organizational Commitment

However, it can be further interpreted that out of 113 respondents, 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) has experienced 'low' level on Organizational Commitment.

It can also be inferred that 86.73% (98) have experienced 'high' level on 'Servility' and 13.27% (15) have perceived it to be at 'low' level.

It is also seen that out of 112 respondents who have perceived Organizational Commitment at 'high' level; 86.61% (97) have perceived 'Servility' to be at 'high' level and 13.39% (15) have perceived it to be at 'low' level.

Whereas, all the respondents i.e. 100% (1) who have experienced Organizational Commitment at 'low' level have opined 'Servility' to be at 'high' level in the organization

**TABLE NO. 226**

**BUREAUCRACY AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	BUREAUCRACY			
		HIGH	LOW	TOTAL
HIGH	COUNT	104	8	112
	ROW %	92.86%	7.14%	100%
	COLUMN %	99.05%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	0.95%	0.00%	0.88%
TOTAL	COUNT	105	8	113
	ROW %	92.92%	7.08%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	2.8253	1	0.09279

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and Organizational Commitment.

However, it can be further interpreted that out of 113 respondents, 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment

It can also be inferred that 92.92% (105) have experienced 'Bureaucracy' at 'high' level and 7.08% (8) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Commitment at 'high' level; 92.86% (104) have also rated 'Bureaucracy' at 'high' level, whereas according to 7.14% (8) it is at 'low' level.

All respondents i.e. 100% (1) who have perceived Organizational Commitment at 'low' level have experienced 'Bureaucracy' at 'high' level.

TABLE NO. 227

DECISION PARALYSIS AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	DECISION PARALYSIS			
		HIGH	LOW	TOTAL
HIGH	COUNT	88	24	112
	ROW %	78.57%	21.43%	100%
	COLUMN %	98.88%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.12%	0.00%	0.88%
TOTAL	COUNT	89	24	113
	ROW %	78.76%	21.24%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.4989	1	0.4799

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Decision Paralysis' and Organizational Commitment.

It is further observed that out of 112 respondents; 78.76% (89) have rated 'Decision Paralysis' on 'high' level and 21.24% (24) have rated it at 'low' level. It can also be inferred that 99.12% (112) have experienced Organizational Commitment at 'high' level and 0.88% (1) have experienced 'low' level on Organizational Commitment

Out of 89 respondents who have experienced 'high' level on 'Decision Paralysis', 98.88% (88) are of the opinion that Organizational Commitment is at 'high' level in organization whereas 1.12% (1) have rated it to be at 'low' level.

Out of 24 respondents who have perceived 'low' level on 'Decision Paralysis'; all of them have perceived Organizational Commitment at 'high' level

**TABLE NO. 228**

**SUB-OPTIMIZNG AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	SUB-OPTIMIZNG			
		HIGH	LOW	TOTAL
HIGH	COUNT	89	23	112
	ROW %	79.46%	20.54%	100%
	COLUMN %	98.89%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.11%	0.00%	0.88%
TOTAL	COUNT	90	23	113
	ROW %	79.65%	20.35%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.547	1	0.459

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Sub-Optimizing and Organizational Commitment'.

It is further observed that out of 113 respondents; 79.65% (90) have rated 'Sub-Optimism' on 'high' level and 20.35% (23) have rated it at 'low' level.

It can also be inferred that 99.12% (112) have experienced Organizational Commitment at 'high' level and 0.88% (1) have experienced 'low' level on Organizational Commitment.

Out of 90 respondents who have perceived 'high' level on 'Sub-Optimizing'; about 98.89% (89) have also experienced Organizational Commitment at 'high' level and 1.11% (1) has perceived it to be at 'low' level.

Whereas all the respondents i.e. 100% (23) who have experienced 'low' level on 'Sub-Optimizing' are of the opinion that Organizational Commitment is at 'high' level in organization.

TABLE NO. 229

SELF-CENTERED LEADERSHIP AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	SELF CENTERED LEADERSHIP			
		HIGH	LOW	TOTAL
HIGH	COUNT	93	19	112
	ROW %	83.04%	16.96%	100%
	COLUMN %	98.94%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.06%	0.00%	0.88%
TOTAL	COUNT	94	19	113
	ROW %	83.19%	16.81%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.794	1	0.372

The table reflects that chi-square is not significant. It means that there is no strong association between 'Self Centered Leadership' and Organizational Commitment.

However, 99.12% (112) and 0.88% (1) respondents have experienced Organizational Commitment at 'high' level and 'low' level respectively.

Further, it can be inferred that out of total 113 respondents; 83.19% (94) have perceived 'high' level on 'Self Centered Leadership' and 16.81% (19) 'low' level.

Out of 112, 83.04% (93) have rated 'high' level on 'Self Centered Leadership' whereas 16.96% (19) have rated 'Self Centered Leadership' at 'low' level in organization.

Whereas, 100% (1) has rated 'low' level on Organizational Commitment and 'high' level on 'Self Centered Leadership'.

**TABLE NO. 230**

**SHORT SIGHTEDNESS AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	SHORT SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	99	13	112
	ROW %	88.39%	11.61%	100%
	COLUMN %	99.00%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.00%	0.00%	0.88%
TOTAL	COUNT	100	13	113
	ROW %	88.50%	11.50%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	1.468	1	0.225

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Short Sightedness' and Organizational Commitment

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment

It can also be inferred that 88.50% (100) have experienced 'high' level on 'Short Sightedness' and 11.50% (13) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Commitment at 'high' level, 88.39% (99) feel that there is 'high' level on 'Short Sightedness' whereas according to 11.61% (13) there is 'low' level on 'Short Sightedness'.

All the respondents i.e. 100% (1) who have perceived Organizational Commitment at 'low' level, has experienced 'Short Sightedness' at 'high' level.

**TABLE NO. 231**

**LONG SIGHTEDNESS AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	LONG SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	102	10	112
	ROW %	91.07%	8.93%	100%
	COLUMN %	99.03%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	0.97%	0.00%	0.88%
TOTAL	COUNT	103	10	113
	ROW %	91.15%	8.85%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	2.118	1	0.145

The table reflects that chi-square is not significant. It means that there is no strong association between 'Long Sightedness' and Organizational Commitment.

However, 99.12% (112) and 0.88% (1) respondents have experienced Organizational Commitment at 'high' level and 'low' level respectively.

Also, out of 113 respondents; 91.15% (103) and 8.85% (10) have perceived 'Long Sightedness' at 'high' level and 'low' level respectively

Further, it can be inferred that out of total 112 respondents who have experienced Organizational Commitment at 'high' level, 91.07% (102) have also perceived 'Long Sightedness' at 'high' level and 8.93% (10) have experienced it to be at 'low' level.

Whereas, all respondents i.e. 100% (1) who have rated at 'low' level on Organizational Commitment have perceived 'Long Sightedness' to be at 'high' level.



TABLE NO. 232

**RISK AVOIDANCE AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	RISK AVOIDANCE			
		HIGH	LOW	TOTAL
HIGH	COUNT	102	10	112
	ROW %	91.07%	8.93%	100%
	COLUMN %	99.03%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	0.97%	0.00%	0.88%
TOTAL	COUNT	103	10	113
	ROW %	91.15%	8.85%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	2.118	1	0.145

The above mentioned table reflects that chi-square is not significant, it means that there is no strong association between 'Risk Avoidance' and Organizational Commitment.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment.

It can also be inferred that 91.15% (103) have experienced 'high' level on 'Risk Avoidance' whereas 8.85% (10) have perceived it to be at 'low' level.

It is also seen that out of 112 respondents who have perceived Organizational Commitment at 'high' level; 91.07% (102) have perceived 'Risk Avoidance' to be at 'high' level and 8.93% (10) have perceived it to be at 'low' level.

Whereas, all respondents i.e. 100% (1) who have rated 'low' level on Organizational Commitment have perceived 'Risk Avoidance' to be at 'high' level.

**TABLE NO. 233**

**NEGLIGENCE OF FINANCIAL MATTERS AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	NEGLIGENCE OF FINANCIAL MATTERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	83	29	112
	ROW %	74.11%	25.89%	100%
	COLUMN %	100.00%	96.67%	99.12%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	3.33%	0.88%
TOTAL	COUNT	83	30	113
	ROW %	73.45%	26.55%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.284	1	0.59

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e 'Negligence of Financial Matters' and Organizational Commitment

It is further observed that out of 113 respondents, 73.45% (83) have rated 'Negligence of Financial Matters' on 'high' level and 26.55% (30) have rated it at 'low' level.

It can also be inferred that 99.12% (112) have experienced Organizational Commitment at 'high' level and 0.88% (1) have experienced 'low' level on Organizational Commitment.

Moreover, out of 83 respondents who have experienced 'high' level on 'Negligence of Financial Matters', all of them i.e. 100% (83) are of the opinion that Organizational Commitment is at 'high' level in organization.

Out of 30 respondents who have perceived 'low' level on 'Negligence of Financial Matters'; 96.67% (29) have experienced Organizational Commitment at 'high' level and 3.33% (1) has perceived it to be at 'low' level.

TABLE NO. 234

MONEY MANIA AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	MONEY MANIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	106	6	112
	ROW %	94.64%	5.36%	100%
	COLUMN %	99.07%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	0.93%	0.00%	0.88%
TOTAL	COUNT	107	6	113
	ROW %	94.69%	5.31%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	4.0078	1	0.04529

The above mentioned table reflects that chi-square is significant at 0.05 level of confidence; it means that there is strong association between 'Money Mania' and Organizational Commitment.

It can be further interpreted that out of 113 respondents, 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment.

It can also be inferred that 94.69% (107) have experienced 'Money Mania' at 'high' level and 5.31% (06) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Commitment at 'high' level; 94.64% (106) have also rated 'Money Mania' at 'high' level, whereas according to 5.36% (06) it is at 'low' level

All respondents i.e. 100% (1) who have perceived Organizational Commitment at 'low' level have perceived 'Money Mania' to be at 'high' level.

**TABLE NO. 235**

**INSENSITIVITY TO PROBLEMS AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	INSENSITIVITY TO PROBLEMS			
		HIGH	LOW	TOTAL
HIGH	COUNT	74	38	112
	ROW %	66.07%	33.93%	100%
	COLUMN %	98.67%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.33%	0.00%	0.88%
TOTAL	COUNT	75	38	113
	ROW %	66.37%	33.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.121	1	0.727

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Insensitivity to Problems' and Organizational Commitment.

It is further observed that out of 113 respondents; 66.37% (75) have rated 'Insensitivity to Problems' on 'high' level and 33.63% (38) have rated it at 'low' level.

It can also be inferred that 99.12% (112) have experienced Organizational Commitment at 'high' level and 0.88% (1) have experienced 'low' level on Organizational Commitment.

From 75 respondents who have perceived 'high' level on 'Insensitivity to Problems', 98.67% (74) have also experienced Organizational Commitment at 'high' level, whereas 1.33% (1) has experienced it to be at 'low' level.

And out of 38 respondents who have experienced 'low' level on 'Insensitivity to Problems'; all of them i.e. 100% (38) are of the opinion that Organizational Commitment is at 'high' level in organization.

**TABLE NO. 236**

**STAGNATION AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	STAGNATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	65	47	112
	ROW %	58.04%	41.96%	100%
	COLUMN %	98.48%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.52%	0.00%	0.88%
TOTAL	COUNT	66	47	113
	ROW %	58.41%	41.59%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.029	1	0.864

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Stagnation' and Organizational Commitment.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment.

It can also be inferred that 58.41% (66) have experienced 'Stagnation' at 'high' level and 41.59% (47) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Commitment at 'high' level; 58.04% (65) have also rated 'Stagnation' at 'high' level, whereas according to 41.96% (47) it is at 'low' level.

All respondents i.e 100% (1) who have perceived Organizational Commitment at 'low' level have perceived 'Stagnation' to be at 'high' level.

**TABLE NO. 237**

**TUNNEL VISION AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	TUNNEL VISION			
		HIGH	LOW	TOTAL
HIGH	COUNT	93	19	112
	ROW %	83.04%	16.96%	100%
	COLUMN %	98.94%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.06%	0.00%	0.88%
TOTAL	COUNT	94	19	113
	ROW %	83.19%	16.81%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.794	1	0.372

The table reflects that chi-square is not significant. It means that there is no strong association between 'Tunnel Vision' and Organizational Commitment. However, 83.19% (94) and 16.81% (19) have experienced 'Tunnel Vision' at 'high' level and 'low' level respectively, out of total of 113 respondents. Further, it can be inferred that out of total 113 respondents; 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment. In case of 94 respondents who have rated 'high' level on 'Tunnel Vision'; from that 98.94% (93) have rated 'high' level on Organizational Commitment and 1.06% (1) have perceived it to be at 'low' level. Whereas, all respondents i.e. 100% (19) who have rated at 'low' level on 'Tunnel Vision' have experienced Organizational Commitment at 'high' level.

TABLE NO. 238

AGGRESSIVE APPROACH TO ENVIRONMENT AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	AGGRESSIVE APPROACH TO ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	74	38	112
	ROW %	66.07%	33.93%	100%
	COLUMN %	98.67%	100.00%	99.12%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	1.33%	0.00%	0.88%
TOTAL	COUNT	75	38	113
	ROW %	66.37%	33.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.121	1	0.727

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Aggressive Approach to Environment' and Organizational Commitment.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment.

It can also be inferred that 66.37% (75) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 33.63% (38) have perceived it to be at 'low' level.

It is also seen that out of 112 respondents who have perceived Organizational Commitment at 'high' level; 66.07% (74) have perceived 'Aggressive Approach to Environment' to be at 'high' level and 33.93% (38) have perceived it to be at 'low' level.

All respondents i.e.100% (1) who have experienced Organizational Commitment at 'low' level have perceived 'Aggressive Approach to Environment' to be at 'high' level.

**TABLE NO. 239**

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	INSUFFICIENT INTERACTION WITH ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	64	48	112
	ROW %	57.14%	42.86%	100%
	COLUMN %	100.00%	97.96%	99.12%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	2.04%	0.88%
TOTAL	COUNT	64	49	113
	ROW %	56.64%	43.36%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.023	1	0.878

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Interaction with Environment' and Organizational Commitment.

However, it can be further interpreted that out of 113 respondents; 99.12% (112) have perceived Organizational Commitment at 'high' level, whereas 0.88% (1) have experienced 'low' level on Organizational Commitment.

It can also be inferred that 56.64% (64) have experienced 'Insufficient Interaction with Environment' at 'high' level and 43.36% (49) have perceived it to be at 'low' level.

Further, out of 112 respondents who have perceived Organizational Commitment at 'high' level; 57.14% (64) have rated 'Insufficient Interaction with Environment' at 'high' level, whereas according to 42.86% (48) it is at 'low' level.

All respondents i.e.100% (1) who have experienced Organizational Commitment at 'low' level have perceived 'Insufficient Interaction with Environment' to be at 'low' level.



**PART C: OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**

It deals with the data analysis and interpretation of chi-square tables of Organizational Health Parameters with Job Satisfaction, Organizational Effectiveness and Organizational Commitment in Other (Textile, Glass, Seat, etc.) industries.

**PART C1: ORGANIZATIONAL HEALTH PARAMETERS AND  
JOB SATISFACTION**

This part of analysis contains 21 chi-square tables of Job Satisfaction with each of the parameters of Organizational Health.

**TABLE NO. 240**

ALIENATION AND JOB SATISFACTION				
JOB SATISFACTION ↓	ALIENATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	27	24	51
	ROW %	52.94%	47.06%	100%
	COLUMN %	84.38%	96.00%	89.47%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	15.63%	4.00%	10.53%
TOTAL	COUNT	32	25	57
	ROW %	56.14%	43.86%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.968	1	0.325

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Alienation' and Job Satisfaction

However, it can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction

It can also be inferred that 56.14% (32) have experienced 'high' level on 'Alienation' and 43.86% (25) have perceived it to be at 'low' level.

Further, out of 51 respondents who have perceived Job Satisfaction at 'high' level; 52.94% (27) feel that there is 'high' level on 'Alienation' whereas according to 47.06% (24) there is 'low' level on 'Alienation'.

From 6 respondents who are of the opinion that there is 'low' level on Job Satisfaction; 83.33% (5) have perceived 'Alienation' at 'high' level and 16.67% (1) feels that 'Alienation' is at 'low' level.

TABLE NO. 241

PAMPERING AND JOB SATISFACTION				
JOB SATISFACTION	PAMPERING			
		HIGH	LOW	TOTAL
HIGH	COUNT	33	18	51
	ROW %	64.71%	35.29%	100%
	COLUMN %	86.84%	94.74%	89.47%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	13.16%	5.26%	10.53%
TOTAL	COUNT	38	19	57
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.209	1	0.647

The table reflects that chi-square is not significant. It means that there is no strong association between 'Pampering' and Job Satisfaction.

However, 89.47% (51) and 10.53% (6) respondents have experienced Job Satisfaction at 'high' level and 'low' level respectively.

Further, it can be inferred that out of total 57 respondents; 66.67% (38) have perceived 'high' level on 'Pampering' and 33.33% (19) 'low' level.

Out of 51, 64.71% (33) have rated 'high' level on 'Pampering' whereas 35.29% (18) have rated 'Pampering' at 'low' level in organization.

And from 6 respondents who are of the opinion that there is 'low' level on Job Satisfaction, 83.33% (5) have perceived 'Pampering' at 'high' level and only 16.67% (1) feels that 'Pampering' is at 'low' level.

**TABLE NO. 242**

ORGANIZATIONAL PARANOIA AND JOB SATISFACTION				
JOB SATISFACTION ↓	ORGANIZATIONAL PARANOIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	32	19	51
	ROW %	62.75%	37.25%	100%
	COLUMN %	84.21%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	15.79%	0.00%	10.53%
TOTAL	COUNT	38	19	57
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	1.886	1	0.169

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and Job Satisfaction

However, it can be further interpreted that out of 57 respondents; 89 47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 66.67% (38) have experienced 'high' level on 'Organizational Paranoia' and 33.33% (19) have perceived it to be at 'low' level.

It is also seen that out of 51 respondents who have perceived Job Satisfaction at 'high' level; 62.75% (32) have perceived 'Organizational Paranoia' to be at 'high' level and 37.25% (19) have perceived it to be at 'low' level.

Whereas, all the respondents i.e. 100% (6) who have experienced Job Satisfaction on 'low' level have opined 'Organizational Paranoia' to be at 'high' level.

**TABLE NO. 243**

**WORKAHOLISM AND JOB SATISFACTION**

JOB SATISFACTION ↓	WORKAHOLISM			
		HIGH	LOW	TOTAL
HIGH	COUNT	31	20	51
	ROW %	60.78%	39.22%	100%
	COLUMN %	86.11%	95.24%	89.47%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	13.89%	4.76%	10.53%
TOTAL	COUNT	36	21	57
	ROW %	63.16%	36.84%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.404	1	0.525

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Workaholism' and Job Satisfaction.

It is further observed that out of 57 respondents; 63.16% (36) have rated 'Workaholism' on 'high' level and 36.84% (21) have rated it at 'low' level.

It can also be inferred that 89.47% (51) have experienced Job Satisfaction at 'high' level and 10.53% (6) have experienced 'low' level on Job Satisfaction.

Out of 36 respondents who have experienced 'high' level on 'Workaholism', 86.11% (31) are of the opinion that Job Satisfaction is at 'high' level in organization whereas 13.89% (5) have rated it to be at 'low' level.

And from 6 respondents who are of the opinion that there is 'low' level on Job Satisfaction; 83.33% (5) have perceived 'Workaholism' at 'high' level and only 16.67% (1) feels that 'Workaholism' is at 'low' level.

**TABLE NO. 244**

**INSUFFICIENT VALUE FOR CUSTOMERS AND JOB SATISFACTION**

JOB SATISFACTION ↓	INSUFFICIENT VALUE FOR CUSTOMERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	27	24	51
	ROW %	52.94%	47.06%	100%
	COLUMN %	84.38%	96.00%	89.47%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	15.63%	4.00%	10.53%
TOTAL	COUNT	32	25	57
	ROW %	56.14%	43.86%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.969	1	0.325

The above mentioned table reflects that chi-square is not significant, it means that there is no strong association between 'Insufficient Value for Customers' and Job Satisfaction.

However, it can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 56.14% (32) have experienced 'Insufficient Value for Customers' at 'high' level and 43.86% (25) have perceived it to be at 'low' level.

Further, out of 51 respondents who have perceived Job Satisfaction at 'high' level; 52.94% (27) have also rated 'Insufficient Value for Customers' at 'high' level, whereas according to 47.06% (24) it is at 'low' level

Whereas, in case of 6 respondents who have rated Job Satisfaction at 'low' level, 83.33% (5) of them have perceived 'high' level on 'Insufficient Value for Customers' and only 16.67% (1) have experienced it to be at 'low' level.

**TABLE NO. 245**

CUSTOMER EXPLOITATION AND JOB SATISFACTION				
JOB SATISFACTION ↓	CUSTOMER EXPLOITATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	28	23	51
	ROW %	54.90%	45.10%	100%
	COLUMN %	84.85%	95.83%	89.47%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	15.15%	4.17%	10.53%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.805	1	0.369

The table reflects that chi-square is not significant. It means that there is no strong association between 'Customer Exploitation' and Job Satisfaction. However, 57.89% (33) and 42.11% (24) have experienced 'Customer Exploitation' at 'high' level and 'low' level respectively, out of total of 57 respondents.

Further, it can be inferred that out of total 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas only 10.53% (6) have experienced 'low' level on Job Satisfaction.

Out of 51 respondents who have rated 'high' level on Job Satisfaction, 54.90% (28) have rated 'high' level on 'Customer Exploitation' whereas 45.10% (23) have rated 'Customer Exploitation' at 'low' level in organization. Whereas, in case of 6 respondents who have rated Job Satisfaction at 'low' level, 83.33% (5) of them have perceived 'high' level on 'Insufficient Value for Customers' and only 16.67% (1) have experienced it to be at 'low' level.

**TABLE NO. 246**

**SERVILITY AND JOB SATISFACTION**

JOB SATISFACTION ↓	SERVILITY			
		HIGH	LOW	TOTAL
HIGH	COUNT	23	28	51
	ROW %	45.10%	54.90%	100%
	COLUMN %	79.31%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	20.69%	0.00%	10.53%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	4.4642	1	0.0346

The above mentioned table reflects that chi-square is significant at 0.05 level of confidence; it means that there is strong association between 'Servility' and Job Satisfaction in Other (Textile, Glass, Seat, etc.) industries. It can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, 10.53% (6) have experienced 'low' level on Job Satisfaction. It can also be inferred that 50.88% (29) have experienced 'high' level on 'Servility' and 49.12% (28) have perceived it to be at 'low' level.

It is also seen that out of 51 respondents who have perceived Job Satisfaction at 'high' level; 45.10% (23) have perceived 'Servility' to be at 'high' level and 54.90% (28) have perceived it to be at 'low' level.

Whereas, all the respondents i.e. 100% (6) who have experienced Job Satisfaction at 'low' level have opined 'Servility' to be at 'high' level in the organization.

**TABLE NO. 247**

BUREAUCRACY AND JOB SATISFACTION				
JOB SATISFACTION ↓	BUREAUCRACY			
		HIGH	LOW	TOTAL
HIGH	COUNT	27	24	51
	ROW %	52.94%	47.06%	100%
	COLUMN %	81.82%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	18.18%	0.00%	10.53%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	3.1375	1	0.0765

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and Job Satisfaction.

However, it can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction

It can also be inferred that 57.89% (33) have experienced 'Bureaucracy' at 'high' level and 42.11% (24) have perceived it to be at 'low' level.



Further, out of 51 respondents who have perceived Job Satisfaction at 'high' level; 52.94% (27) have also rated 'Bureaucracy' at 'high' level, whereas according to 47.06% (24) it is at 'low' level

All respondents i.e. 100% (6) who have perceived Job Satisfaction at 'low' level have experienced 'Bureaucracy' at 'high' level.

**TABLE NO. 248**

DECISION PARALYSIS AND JOB SATISFACTION				
JOB SATISFACTION ↓	DECISION PARALYSIS			
		HIGH	LOW	TOTAL
HIGH	COUNT	21	30	51
	ROW %	41.18%	58.82%	100%
	COLUMN %	77.78%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	22.22%	0.00%	10.53%
TOTAL	COUNT	27	30	57
	ROW %	47.37%	52.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	5.2783	1	0.02159

Referring to the above mentioned table, it can be said that chi-square is significant at 0.05 level of confidence. Hence there is strong association between the two variables i.e. 'Decision Paralysis' and Job Satisfaction.

It is further observed that out of 51 respondents; 58.82% (30) have rated 'Decision Paralysis' on 'low' level and 41.18% (21) have rated it at 'high' level. It can also be inferred that 89.47% (51) have experienced Job Satisfaction at 'high' level and 10.53% (6) have experienced 'low' level on Job Satisfaction.

All the respondents i.e. 100% (30) who have experienced 'low' level on 'Decision Paralysis' have also perceived Job Satisfaction at 'low' level in organization.

Out of 27 respondents who have perceived 'high' level on 'Decision Paralysis'; 77.78% (21) have experienced Job Satisfaction at 'high' level whereas only 22.22% (6) have perceived it to be at 'low' level.

TABLE NO. 249

SUB-OPTIMIZING AND JOB SATISFACTION

JOB SATISFACTION ↓	SUB-OPTIMIZING			
		HIGH	LOW	TOTAL
HIGH	COUNT	28	23	51
	ROW %	54.90%	45.10%	100%
	COLUMN %	82.35%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	17.65%	0.00%	10.53%
TOTAL	COUNT	34	23	57
	ROW %	59.65%	40.35%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	2.856	1	0.091

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Sub-Optimizing' and Job Satisfaction.

It is further observed that out of 51 respondents; 59.65% (34) have rated 'Sub-Optimism' on 'high' level and 40.35% (23) have rated it at 'low' level.

It can also be inferred that 89 47% (51) have experienced Job Satisfaction at 'high' level and 10 53% (6) have experienced 'low' level on Job Satisfaction.

Out of 34 respondents who have perceived 'high' level on 'Sub-Optimizing'; about 82.35% (28) have also experienced Job Satisfaction at 'high' level and 17.65% (6) have perceived it to be at 'low' level.

Whereas all the respondents i.e. 100% (23) who have experienced 'low' level on 'Sub-Optimizing' are of the opinion that Job Satisfaction is at 'high' level in organization.

TABLE NO. 250

SELF CENTERED LEADERSHIP AND JOB SATISFACTION

JOB SATISFACTION ↓	SELF CENTERED LEADERSHIP			
		HIGH	LOW	TOTAL
HIGH	COUNT	27	24	51
	ROW %	52.94%	47.06%	100%
	COLUMN %	81.82%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	18.18%	0.00%	10.53%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	3.137	1	0.0765

The table reflects that chi-square is not significant. It means that there is no strong association between 'Self Centered Leadership' and Job Satisfaction. However, 89.47% (51) and 10.53% (6) respondents have experienced Job Satisfaction at 'high' level and 'low' level respectively.

Further, it can be inferred that out of total 57 respondents; 57.89% (33) have perceived 'high' level on 'Self Centered Leadership' and 42.11% (24) 'low' level.

Out of 51 who have rated 'high' level on Job Satisfaction; 52.94% (27) have rated 'high' level on 'Self Centered Leadership' whereas 47.06% (24) have rated 'Self Centered Leadership' at 'low' level in organization.

Whereas all the respondents i.e. 100% (6) who have experienced 'low' level on Job Satisfaction are of the opinion that 'Self Centered Leadership' is at 'high' level in organization.

TABLE NO. 251

SHORT-SIGHTEDNESS AND JOB SATISFACTION

JOB SATISFACTION ↓	SHORT SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	23	28	51
	ROW %	45.10%	54.90%	100%
	COLUMN %	79.31%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	20.69%	0.00%	10.53%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	4.4642	1	0.0346

The above mentioned table reflects that chi-square is significant at 0.05 level of confidence; it means that there is strong association between Short Sightedness and Job Satisfaction.

It can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Short Sightedness' and 49.12% (28) have perceived it to be at 'low' level.

Further, out of 51 respondents who have perceived Job Satisfaction at 'high' level; 54.90% (28) feel that there is 'low' level on 'Short Sightedness' whereas according to 45.10% (23) there is 'high' level on 'Short Sightedness'.

All the respondents i.e. 100% (6) who have perceived Job Satisfaction at 'low' level have experienced 'Short Sightedness' at 'high' level.

**TABLE NO. 252**

**LONG-SIGHTEDNESS AND JOB SATISFACTION**

JOB SATISFACTION ↓	LONG SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	23	28	51
	ROW %	45.10%	54.90%	100%
	COLUMN %	79.31%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	20.69%	0.00%	10.53%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	4.4642	1	0.0346

The above mentioned table reflects that chi-square is significant at 0.05 level of confidence; it means that there is strong association between 'Long Sightedness' and Job Satisfaction

It can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Long Sightedness' and 49.12% (28) have perceived it to be at 'low' level.

Further, out of 29 respondents who have perceived 'Long Sightedness' at 'high' level; 79.31% (23) feel that there is 'high' level on Job Satisfaction whereas according to 20.69% (06) there is 'low' level on Job Satisfaction.

All the respondents i.e. 100% (28) who have perceived 'Long Sightedness' at 'low' level have experienced Job Satisfaction at 'high' level.

TABLE NO. 253

RISK AVOIDANCE AND JOB SATISFACTION

JOB SATISFACTION ↓	RISK AVOIDANCE			
		HIGH	LOW	TOTAL
HIGH	COUNT	23	28	51
	ROW %	45.10%	54.90%	100%
	COLUMN %	79.31%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	20.69%	0.00%	10.53%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	4.4642	1	0.0346

The above mentioned table reflects that chi-square is significant at 0.05 level of confidence; it means that there is strong association between 'Risk Avoidance' and Job Satisfaction

It can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Risk Avoidance' and 49.12% (28) have perceived it to be at 'low' level.

Further, out of 51 respondents who have perceived Job Satisfaction at 'high' level; 54.90% (28) feel that there is 'low' level on 'Risk Avoidance' whereas according to 45 10% (23) there is 'high' level on 'Risk Avoidance'

All the respondents i.e. 100% (6) who have perceived Job Satisfaction at 'low' level have experienced 'Risk Avoidance' at 'high' level

TABLE NO. 254

NEGLIGENCE OF FINANCIAL MATTERS AND JOB SATISFACTION

JOB SATISFACTION ↓	NEGLIGENCE OF FINANCIAL MATTERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	34	17	51
	ROW %	66.67%	33.33%	100%
	COLUMN %	87.18%	94.44%	89.47%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	12.82%	5.56%	10.53%
TOTAL	COUNT	39	18	57
	ROW %	68.42%	31.58%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.134	1	0.714

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Negligence of Financial Matters' and Job Satisfaction.

It is further observed that out of 57 respondents; 68.42% (39) have rated 'Negligence of Financial Matters' on 'high' level and 31.58% (18) have rated it at 'low' level

It can also be inferred that 89.47% (51) have experienced Job Satisfaction at 'high' level and 10.53% (6) have experienced 'low' level on Job Satisfaction.

Moreover, out of 39 respondents who have experienced 'high' level on 'Negligence of Financial Matters', 87.18% (34) are of the opinion that Job Satisfaction is at 'high' level in organization whereas 12.82% (5) have rated it to be at 'low' level.

Out of 18 respondents who have perceived 'low' level on 'Negligence of Financial Matters'; 94.44% (17) have experienced Job Satisfaction at 'high' level and 16.67% (1) have perceived it at 'low' level.

**TABLE NO. 255**

**MONEY MANIA AND JOB SATISFACTION**

JOB SATISFACTION ↓	MONEY MANIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	19	32	51
	ROW %	37.25%	62.75%	100%
	COLUMN %	76.00%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	24.00%	0.00%	10.53%
TOTAL	COUNT	25	32	57
	ROW %	43.86%	56.14%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	6.2244	1	0.0126

The above mentioned table reflects that chi-square is significant at 0.01 level of confidence; it means that there is strong association between 'Money Mania' and Job Satisfaction.

However, it can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction

It can also be inferred that 56.14% (32) have experienced 'Money Mania' at 'low' level and 43.86% (25) have perceived it to be at 'high' level.

Further, out of 51 respondents who have perceived Job Satisfaction at 'high' level; 62.75% (32) have rated 'Money Mania' at 'low' level, whereas according to 37.25% (19) it is at 'high' level.

All respondents i.e. 100% (6) who have perceived Job Satisfaction at 'low' level have also perceived 'Money Mania' to be at 'low' level.



**TABLE NO. 256**

**INSENSITIVITY TO PROBLEMS AND JOB SATISFACTION**

JOB SATISFACTION ↓	INSENSITIVITY TO PROBLEMS			
		HIGH	LOW	TOTAL
HIGH	COUNT	29	22	51
	ROW %	56.86%	43.14%	100%
	COLUMN %	87.88%	91.67%	89.47%
LOW	COUNT	4	2	6
	ROW %	66.67%	33.33%	100%
	COLUMN %	12.12%	8.33%	10.53%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0005	1	0.981

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Insensitivity to Problems' and Job Satisfaction.

It is further observed that out of 57 respondents; 57.89% (33) have rated 'Insensitivity to Problems' on 'high' level and 42.11% (24) have rated it at 'low' level.

It can also be inferred that 89.47% (51) have experienced Job Satisfaction at 'high' level and 10.53% (6) have experienced 'low' level on Job Satisfaction.

From 33 respondents who have perceived 'high' level on 'Insensitivity to Problems', 87.88% (29) have also experienced Job Satisfaction at 'high' level, whereas 12.12% (4) have experienced it to be at 'low' level

And out of 24 respondents who have experienced 'low' level on 'Insensitivity to Problems'; 91.67% (22) are of the opinion that Job Satisfaction is at 'high' level in organization whereas 8.33% (2) have rated it to be at 'low' level.

**TABLE NO. 257**

**STAGNATION AND JOB SATISFACTION**

JOB SATISFACTION ↓	STAGNATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	26	25	51
	ROW %	50.98%	49.02%	100%
	COLUMN %	83.87%	96.15%	89.47%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	16.13%	3.85%	10.53%
TOTAL	COUNT	31	26	57
	ROW %	54.39%	45.61%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	1.1487	1	0.284

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Stagnation' and Job Satisfaction. However, it can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 54.39% (31) have experienced 'Stagnation' at 'high' level and 45.61% (26) have perceived it to be at 'low' level.

Further, out of 51 respondents who have perceived Job Satisfaction at 'high' level; 50.98% (26) have also rated 'Stagnation' at 'high' level, whereas according to 49.02% (25) it is at 'low' level.

Out of 6 respondents who have perceived Job Satisfaction at 'low' level, from that, 83.33% (5) have experienced 'Stagnation' at 'high' level and 16.67% (1) have perceived it to be at 'low' level.

**TABLE NO. 258**

**TUNNEL VISION AND JOB SATISFACTION**

JOB SATISFACTION ↓	TUNNEL VISION			
		HIGH	LOW	TOTAL
HIGH	COUNT	21	30	51
	ROW %	41.18%	58.82%	100%
	COLUMN %	77.78%	100.00%	89.47%
LOW	COUNT	6	0	6
	ROW %	100.00%	0.00%	100%
	COLUMN %	22.22%	0.00%	10.53%
TOTAL	COUNT	27	30	57
	ROW %	47.37%	52.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	5.2783	1	0.02159

The table reflects that chi-square is significant at 0.05 level of confidence. It means that there is strong association between 'Tunnel Vision' and Job Satisfaction.

52.63% (30) and 47.37% (27) have experienced 'Tunnel Vision' at 'high' level and 'low' level respectively, out of total of 57 respondents.

Further, it can be inferred that out of total 57 respondents, 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas only 10.53% (6) have experienced 'low' level on Job Satisfaction.

All the respondents; i.e. 100% (30) who have rated 'low' level on 'Tunnel Vision' have perceived 'high' level on Job Satisfaction.

Whereas, from 27 respondents who have rated 'high' level on 'Tunnel Vision'; 77.78% have perceived Job Satisfaction on 'high' level and 22.22% (6) have experienced it to be at 'low' level.

**TABLE NO. 259**

**AGGRESSIVE APPROACH TO ENVIRONMENT AND JOB SATISFACTION**

JOB SATISFACTION ↓	AGGRESSIVE APPROACH TO ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	32	19	51
	ROW %	62.75%	37.25%	100%
	COLUMN %	91.43%	86.36%	89.47%
LOW	COUNT	3	3	6
	ROW %	50.00%	50.00%	100%
	COLUMN %	8.57%	13.64%	10.53%
TOTAL	COUNT	35	22	57
	ROW %	61.40%	38.60%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0267	1	0.87

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Aggressive Approach to Environment' and Job Satisfaction.

However, it can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 61.40% (35) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 38.60% (22) have perceived it to be at 'low' level

It is also seen that out of 51 respondents who have perceived Job Satisfaction at 'high' level; 62.75% (32) have perceived 'Aggressive Approach to Environment' to be at 'high' level and 37.25% (19) have perceived it to be at 'low' level.

Whereas, 50% (3) each have experienced 'Aggressive Approach to Environment' to be at 'high' level and 'low' level respectively; out of 6 respondents who have experienced Job Satisfaction at 'low' level.

**TABLE NO. 260**

**INSUFFICIENT INTERACTION WITH ENVIRONMENT AND JOB SATISFACTION**

JOB SATISFACTION ↓	INSUFFICIENT INTERACTION WITH ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	14	37	51
	ROW %	27.45%	72.55%	100%
	COLUMN %	73.68%	97.37%	89.47%
LOW	COUNT	5	1	6
	ROW %	83.33%	16.67%	100%
	COLUMN %	26.32%	2.63%	10.53%
TOTAL	COUNT	19	38	57
	ROW %	33.33%	66.67%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	5.2389	1	0.022086

The above mentioned table reflects that chi-square is significant at 0.05 level of confidence; it means that there is strong association between 'Insufficient Interaction with Environment' and Job Satisfaction.

However, it can be further interpreted that out of 57 respondents; 89.47% (51) have perceived Job Satisfaction at 'high' level, whereas 10.53% (6) have experienced 'low' level on Job Satisfaction.

It can also be inferred that 66.67% (38) have experienced 'Insufficient Interaction with Environment' at 'low' level and 33.33% (19) have perceived it to be at 'high' level.

Further, out of 51 respondents who have perceived Job Satisfaction at 'high' level; 72.55% (37) have rated 'Insufficient Interaction with Environment' at 'low' level, whereas according to 27.45% (14) it is at 'high' level.

Whereas, 83.33% (5) and 16.67% (1) have experienced 'Insufficient Interaction with Environment' to be at 'high' level and 'low' level respectively; out of 6 respondents who have experienced Job Satisfaction at 'low' level.

## PART C2: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS

This part of analysis contains 21 chi-square tables of Organizational Effectiveness with each of the parameters of Organizational Health; pertaining to Other (Textile, Glass, Seat, etc.) industries.

TABLE NO. 261

ALIENATION AND ORGANIZATIONAL EFFECTIVENESS				
ORGANIZATIONAL EFFECTIVENESS ↓	ALIENATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	32	24	56
	ROW %	57.14%	42.86%	100%
	COLUMN %	100.00%	96.00%	98.25%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	4.00%	1.75%
TOTAL	COUNT	32	25	57
	ROW %	56.14%	43.86%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.015	1	0.9

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Alienation' and Organizational Effectiveness.

However, it can be further interpreted that out of 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) has experienced 'low' level on Organizational Effectiveness

It can also be inferred that 56.14% (32) have experienced 'high' level on 'Alienation' and 43.86% (25) have perceived it to be at 'low' level.

Further, out of 56 respondents who have perceived Organizational Effectiveness at 'high' level; 57 14% (32) feel that there is 'high' level on

'Alienation' whereas according to 42.86% (24) there is 'low' level on 'Alienation'.

All the respondents i.e. 100% (1) are of the opinion that there is 'low' level on Organizational Effectiveness as well as 'low' level on 'Alienation'.

**TABLE NO. 262**

PAMPERING AND ORGANIZATIONAL EFFECTIVENESS				
ORGANIZATIONAL EFFECTIVENESS ↓	PAMPERING			
		HIGH	LOW	TOTAL
HIGH	COUNT	37	19	56
	ROW %	66.07%	33.93%	100%
	COLUMN %	97.37%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	2.63%	0.00%	1.75%
TOTAL	COUNT	38	19	57
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.127	1	0.721

The table reflects that chi-square is not significant. It means that there is no strong association between 'Pampering' and Organizational Effectiveness. However, 98.25% (56) and 1.75% (1) respondents have experienced Organizational Effectiveness at 'high' level and 'low' level respectively. Further, it can be inferred that out of total 57 respondents; 66.67% (38) have perceived 'high' level on 'Pampering' and 33.33% (19) 'low' level. Out of 56, 66.07% (37) have rated 'high' level on 'Pampering' whereas 33.93% (19) have rated 'Pampering' at 'low' level in organization. All the respondents i.e. 100% (1) are of the opinion that there is 'low' level on Organizational Effectiveness and 'high' level on 'Pampering'.

**TABLE NO. 263**

**ORGANIZATIONAL PARANOIA AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	ORGANIZATIONAL PARANOIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	38	18	56
	ROW %	67.86%	32.14%	100%
	COLUMN %	100.00%	94.74%	98.25%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	5.26%	1.75%
TOTAL	COUNT	38	19	57
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.127	1	0.721

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and Organizational Effectiveness.

However, it can be further interpreted that out of 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 66.67% (38) have experienced 'high' level on 'Organizational Paranoia' and 33.33% (19) have perceived it to be at 'low' level.

It is also seen that out of 56 respondents who have perceived Organizational Effectiveness at 'high' level; 67.86% (38) have perceived 'Organizational Paranoia' to be at 'high' level and 32.14% (18) have perceived it to be at 'low' level.

Whereas, all the respondents i.e. 100% (1) who have experienced Organizational Effectiveness on 'low' level have also opined 'Organizational Paranoia' to be at 'low' level.



TABLE NO. 264

WORKAHOLISM AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	WORKAHOLISM			
		HIGH	LOW	TOTAL
HIGH	COUNT	36	20	56
	ROW %	64.29%	35.71%	100%
	COLUMN %	100.00%	95.24%	98.25%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	4.76%	1.75%
TOTAL	COUNT	36	21	57
	ROW %	63.16%	36.84%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.075	1	0.783

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Workaholism' and Organizational Effectiveness.

It is further observed that out of 57 respondents; 63.16% (36) have rated 'Workaholism' on 'high' level and 36.84% (21) have rated it at 'low' level.

It can also be inferred that 98.25% (56) have experienced Organizational Effectiveness at 'high' level and 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

Out of 36 respondents who have experienced 'high' level on 'Workaholism'; all of them i.e. 100% (36) have also opined Organizational Effectiveness to be at 'high' level in organization.

And from 21 respondents who are of the opinion that there is 'low' level on 'Workaholism'; 95.24% (20) have perceived Organizational Effectiveness to be at 'high' level, whereas 4.76% (1) have experienced it at 'low' level

**TABLE NO. 265**

**INSUFFICIENT VALUE FOR CUSTOMERS AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	INSUFFICIENT VALUE FOR CUSTOMERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	31	25	56
	ROW %	55.36%	44.64%	100%
	COLUMN %	96.88%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.13%	0.00%	1.75%
TOTAL	COUNT	32	25	57
	ROW %	56.14%	43.86%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0155	1	0.9

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Value for Customers' and Organizational Effectiveness.

However, it can be further interpreted that out of 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 56.14% (32) have experienced 'Insufficient Value for Customers' at 'high' level and 43.86% (25) have perceived it to be at 'low' level.

Further, out of 56 respondents who have perceived Organizational Effectiveness at 'high' level; 55.36% (31) have also rated 'Insufficient Value for Customers' at 'high' level, whereas according to 44.64% (25) it is at 'low' level.

Whereas, all the respondents i.e. 100% (1) who have experienced Organizational Effectiveness on 'low' level have opined 'Insufficient Value for Customers' to be at 'high' level.

TABLE NO. 266

CUSTOMER EXPLOITATION AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	CUSTOMER EXPLOITATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	33	23	56
	ROW %	58.93%	41.07%	100%
	COLUMN %	100.00%	95.83%	98.25%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	4.17%	1.75%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.026	1	0.871

The table reflects that chi-square is not significant. It means that there is no strong association between 'Customer Exploitation' and Organizational Effectiveness.

However, 57.89% (33) and 42.11% (24) have experienced 'Customer Exploitation' at 'high' level and 'low' level respectively, out of total of 57 respondents.

Further, it can be inferred that out of total 57 respondents; 98 25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness

Out of 56 respondents who have rated 'high' level on Organizational Effectiveness, 58.93% (33) have rated 'high' level on 'Customer Exploitation' whereas 41.07% (23) have rated 'Customer Exploitation' at 'low' level in organization.

Whereas, 100% (1) respondent has rated Organizational Effectiveness at 'low' level as well as 'Insufficient Value for Customers' at 'low' level.

TABLE NO. 267

SERVILITY AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	SERVILITY			
		HIGH	LOW	TOTAL
HIGH	COUNT	28	28	56
	ROW %	50.00%	50.00%	100%
	COLUMN %	96.55%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.45%	0.00%	1.75%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0003	1	0.9858

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Servility' and Organizational Effectiveness.

It can be further interpreted that out of 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Servility' and 49.12% (28) have perceived it to be at 'low' level.

It is also seen that out of 56 respondents who have perceived Organizational Effectiveness at 'high' level, 50% (28) each have perceived 'Servility' to be at 'high' level and 'low' level respectively

Whereas, all the respondents i.e. 100% (1) who have experienced Organizational Effectiveness at 'low' level have opined 'Servility' to be at 'high' level in the organization.

TABLE NO. 268

BUREAUCRACY AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	BUREAUCRACY			
		HIGH	LOW	TOTAL
HIGH	COUNT	33	23	56
	ROW %	58.93%	41.07%	100%
	COLUMN %	100.00%	95.83%	98.25%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	4.17%	1.75%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.026	1	0.871

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and Organizational Effectiveness

However, it can be further interpreted that out of 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 57.89% (33) have experienced 'Bureaucracy' at 'high' level and 42.11% (24) have perceived it to be at 'low' level.

Further, out of 56 respondents who have perceived Organizational Effectiveness at 'high' level; 58.93% (33) have also rated 'Bureaucracy' at 'high' level, whereas according to 41.07% (23) it is at 'low' level.

All respondents i.e 100% (1) who have perceived Organizational Effectiveness at 'low' level have also experienced 'Bureaucracy' at 'low' level.

TABLE NO. 269

DECISION PARALYSIS AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	DECISION PARALYSIS			
		HIGH	LOW	TOTAL
HIGH	COUNT	26	30	56
	ROW %	46.43%	53.57%	100%
	COLUMN %	96.30%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.70%	0.00%	1.75%
TOTAL	COUNT	27	30	57
	ROW %	47.37%	52.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0028	1	0.9575

Referring to the above mentioned table, it can be said that chi-square is not significant; hence there is no strong association between the two variables i.e. 'Decision Paralysis' and Organizational Effectiveness.

It is further observed that out of 57 respondents; 58.82% (30) have rated 'Decision Paralysis' on 'low' level and 41.18% (21) have rated it at 'high' level. It can also be inferred that 98.25% (56) have experienced Organizational Effectiveness at 'high' level and 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

All the respondents i.e. 100% (30) who have experienced 'low' level on 'Decision Paralysis' have instead perceived Organizational Effectiveness at 'high' level in organization.

Out of 27 respondents who have perceived 'high' level on 'Decision Paralysis'; 96.30% (26) have experienced Organizational Effectiveness at 'high' level whereas 3.70% (1) have perceived it to be at 'low' level.

**TABLE NO. 270**

<b>SUB-OPTIMIZING AND ORGANIZATIONAL EFFECTIVENESS</b>				
<b>ORGANIZATIONAL EFFECTIVENESS ↓</b>	<b>SUB-OPTIMIZING</b>			
		<b>HIGH</b>	<b>LOW</b>	<b>TOTAL</b>
<b>HIGH</b>	COUNT	<b>33</b>	<b>23</b>	<b>56</b>
	ROW %	58.93%	41.07%	100%
	COLUMN %	97.06%	100.00%	98.25%
<b>LOW</b>	COUNT	<b>1</b>	<b>0</b>	<b>1</b>
	ROW %	100.00%	0.00%	100%
	COLUMN %	2.94%	0.00%	1.75%
<b>TOTAL</b>	COUNT	<b>34</b>	<b>23</b>	<b>57</b>
	ROW %	59.65%	40.35%	100%
	COLUMN %	100%	100%	100%

<b>Chi-Square Test</b>			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.039	1	0.842

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Sub-Optimizing' and Organizational Effectiveness.

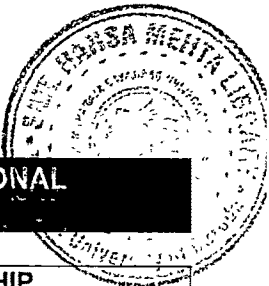
It is further observed that out of 57 respondents; 59.65% (34) have rated 'Sub-Optimism' on 'high' level and 40.35% (23) have rated it at 'low' level.

It can also be inferred that 98.25% (56) have experienced Organizational Effectiveness at 'high' level and 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

Out of 34 respondents who have perceived 'high' level on 'Sub-Optimizing', about 97.06% (33) have also experienced Organizational Effectiveness at 'high' level and 2.94% (1) have perceived it to be at 'low' level.

Whereas all the respondents i.e. 100% (23) who have experienced 'low' level on 'Sub-Optimizing' are of the opinion that Organizational Effectiveness is at 'high' level in organization.

P17h  
10594  
TABLE NO. 271



SELF CENTERED LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	SELF CENTERED LEADERSHIP			
		HIGH	LOW	TOTAL
HIGH	COUNT	32	24	56
	ROW %	57.14%	42.86%	100%
	COLUMN %	96.97%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.03%	0.00%	1.75%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.026	1	0.871

The table reflects that chi-square is not significant. It means that there is no strong association between 'Self Centered Leadership' and Organizational Effectiveness.

However, 98.25% (56) and 1.75% (1) respondents have experienced Organizational Effectiveness at 'high' level and 'low' level respectively.

Further, it can be inferred that out of total 57 respondents; 57.89% (33) have perceived 'high' level on 'Self Centered Leadership' and 42.11% (24) 'low' level.

Out of 56 who have rated 'high' level on Organizational Effectiveness; 57.14% (32) have rated 'high' level on 'Self Centered Leadership' whereas 42.86% (24) have rated 'Self Centered Leadership' at 'low' level in organization.

Whereas all the respondents i.e. 100% (1) who have experienced 'low' level on Organizational Effectiveness are of the opinion that 'Self Centered Leadership' is at 'high' level in organization.



**TABLE NO. 272**

**SHORT SIGHTEDNESS AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	SHORT SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	28	28	56
	ROW %	50.00%	50.00%	100%
	COLUMN %	96.55%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.45%	0.00%	1.75%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0003	1	0.9858

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Short Sightedness' and Organizational Effectiveness

It can be further interpreted that out of 57 respondents, 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Short Sightedness' and 49.12% (28) have perceived it to be at 'low' level.

Further, out of 56 respondents who have perceived Organizational Effectiveness at 'high' level; 50% (28) each feel that there is 'high' level and 'low' level on 'Short Sightedness' respectively.

All the respondents i.e. 100% (1) who have perceived Organizational Effectiveness at 'low' level have experienced 'Short Sightedness' at 'high' level.

**TABLE NO. 273**

**LONG SIGHTEDNESS AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	LONG SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	28	28	56
	ROW %	50.00%	50.00%	100%
	COLUMN %	96.55%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.45%	0.00%	1.75%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0003	1	0.9858

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Long Sightedness' and Organizational Effectiveness.

It can be further interpreted that out of 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Long Sightedness' and 49 12% (28) have perceived it to be at 'low' level.

Further, out of 29 respondents who have perceived 'Long Sightedness' at 'high' level, 96.55% (28) feel that there is 'high' level on Organizational Effectiveness whereas according to 3.45% (01) there is 'low' level on Organizational Effectiveness.

All the respondents i.e. 100% (28) who have perceived 'Long Sightedness' at 'low' level have experienced Organizational Effectiveness at 'high' level.

TABLE NO. 274

RISK AVOIDANCE AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	RISK AVOIDANCE			
		HIGH	LOW	TOTAL
HIGH	COUNT	28	28	56
	ROW %	50.00%	50.00%	100%
	COLUMN %	96.55%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.45%	0.00%	1.75%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0003	1	0.9858

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Risk Avoidance' and Organizational Effectiveness.

It can be further interpreted that out of 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Risk Avoidance' and 49.12% (28) have perceived it to be at 'low' level.

Further, out of 56 respondents who have perceived Organizational Effectiveness at 'high' level; 50% (28) each feel that there is 'high' level and 'low' level on 'Risk Avoidance' respectively

All the respondents i.e. 100% (1) who have perceived Organizational Effectiveness at 'low' level have experienced 'Risk Avoidance' at 'high' level.

**TABLE NO. 275**

**NEGLIGENCE OF FINANCIAL MATTERS AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	NEGLIGENCE OF FINANCIAL MATTERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	38	18	56
	ROW %	67.86%	32.14%	100%
	COLUMN %	97.44%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	2.56%	0.00%	1.75%
TOTAL	COUNT	39	18	57
	ROW %	68.42%	31.58%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.159	1	0.689

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Negligence of Financial Matters' and Organizational Effectiveness.

It is further observed that out of 57 respondents; 68.42% (39) have rated 'Negligence of Financial Matters' on 'high' level and 31.58% (18) have rated it at 'low' level.

It can also be inferred that 98.25% (56) have experienced Organizational Effectiveness at 'high' level and 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

Moreover, out of 39 respondents who have experienced 'high' level on 'Negligence of Financial Matters', 97.44% (38) are of the opinion that Organizational Effectiveness is at 'high' level in organization whereas 2.56% (1) have rated it to be at 'low' level.

Out of 18 respondents who have perceived 'low' level on 'Negligence of Financial Matters'; all of them; i.e. 100% (18) have experienced Organizational Effectiveness at 'high' level.

TABLE NO. 276

MONEY MANIA AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	MONEY MANIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	25	31	56
	ROW %	44.64%	55.36%	100%
	COLUMN %	100.00%	96.88%	98.25%
LOW	COUNT	0	1	1
	ROW %	0.00%	100.00%	100%
	COLUMN %	0.00%	3.13%	1.75%
TOTAL	COUNT	25	32	57
	ROW %	43.86%	56.14%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.015	1	0.9

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Money Mania' and Organizational Effectiveness.

However, it can be further interpreted that out of 57 respondents; 98 25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1 75% (1) have experienced 'low' level on Organizational Effectiveness

It can also be inferred that 56.14% (32) have experienced 'Money Mania' at 'low' level and 43.86% (25) have perceived it to be at 'high' level.

Further, out of 56 respondents who have perceived Organizational Effectiveness at 'high' level; 55.36% (31) have rated 'Money Mania' at 'low' level, whereas according to 44.64% (25) it is at 'high' level.

All respondents i.e 100% (1) who have perceived Organizational Effectiveness at 'low' level have also perceived 'Money Mania' to be at 'low' level.

TABLE NO. 277

INSENSITIVITY TO PROBLEMS AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	INSENSITIVITY TO PROBLEMS			
		HIGH	LOW	TOTAL
HIGH	COUNT	32	24	56
	ROW %	57.14%	42.86%	100%
	COLUMN %	96.97%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.03%	0.00%	1.75%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.026	1	0.871

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Insensitivity to Problems' and Organizational Effectiveness.

It is further observed that out of 57 respondents; 57.89% (33) have rated 'Insensitivity to Problems' on 'high' level and 42.11% (24) have rated it at 'low' level.

It can also be inferred that 98.25% (56) have experienced Organizational Effectiveness at 'high' level and 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

From 33 respondents who have perceived 'high' level on 'Insensitivity to Problems', 96.97% (32) have also experienced Organizational Effectiveness at 'high' level, whereas 3.03% (1) have experienced it to be at 'low' level.

And out of 24 respondents who have experienced 'low' level on 'Insensitivity to Problems'; all of them i.e. 100% (24) are of the opinion that Organizational Effectiveness is at 'high' level in organization.

TABLE NO. 278

STAGNATION AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	STAGNATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	30	26	56
	ROW %	53.57%	46.43%	100%
	COLUMN %	96.77%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.23%	0.00%	1.75%
TOTAL	COUNT	31	26	57
	ROW %	54.39%	45.61%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0079	1	0.929

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Stagnation' and Organizational Effectiveness.

However, it can be further interpreted that out of 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 54.39% (31) have experienced 'Stagnation' at 'high' level and 45.61% (26) have perceived it to be at 'low' level.

Further, out of 56 respondents who have perceived Organizational Effectiveness at 'high' level; 53.57% (30) have also rated 'Stagnation' at 'high' level, whereas according to 46.43% (26) it is at 'low' level.

And all respondents i.e. 100% (1) who have perceived Organizational Effectiveness at 'low' level have experienced 'Stagnation' at 'high' level.

TABLE NO. 279

TUNNEL VISION AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	TUNNEL VISION			
		HIGH	LOW	TOTAL
HIGH	COUNT	26	30	56
	ROW %	46.43%	53.57%	100%
	COLUMN %	96.30%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	3.70%	0.00%	1.75%
TOTAL	COUNT	27	30	57
	ROW %	47.37%	52.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0028	1	0.957

The table reflects that chi-square is not significant; it means that there is no strong association between 'Tunnel Vision' and Organizational Effectiveness 52 63% (30) and 47 37% (27) have experienced 'Tunnel Vision' at 'high' level and 'low' level respectively, out of total of 57 respondents

Further, it can be inferred that out of total 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas only 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

All the respondents; i.e. 100% (30) who have rated 'low' level on 'Tunnel Vision' have perceived 'high' level on Organizational Effectiveness.

Whereas, from 27 respondents who have rated 'high' level on 'Tunnel Vision'; 96.30% have perceived Organizational Effectiveness on 'high' level and 3.70% (1) have experienced it to be at 'low' level



**TABLE NO. 280**

**AGGRESSIVE APPROACH TO ENVIRONMENT AND ORGANIZATIONAL EFFECTIVENESS**

ORGANIZATIONAL EFFECTIVENESS ↓	AGGRESSIVE APPROACH TO ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	34	22	56
	ROW %	60.71%	39.29%	100%
	COLUMN %	97.14%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	2.86%	0.00%	1.75%
TOTAL	COUNT	35	22	57
	ROW %	61.40%	38.60%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.055	1	0.813

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Aggressive Approach to Environment' and Organizational Effectiveness.

However, it can be further interpreted that out of 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 61.40% (35) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 38.60% (22) have perceived it to be at 'low' level.

It is also seen that out of 56 respondents who have perceived Organizational Effectiveness at 'high' level; 60.71% (34) have perceived 'Aggressive Approach to Environment' to be at 'high' level and 39.29% (22) have perceived it to be at 'low' level.

All the respondents i.e. 100% (1) have experienced 'Aggressive Approach to Environment' to be at 'high' level and Organizational Effectiveness to be at 'low' level.

TABLE NO. 281

INSUFFICIENT INTERACTION WITH ENVIRONMENT AND ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL EFFECTIVENESS ↓	INSUFFICIENT INTERACTION WITH ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	18	38	56
	ROW %	32.14%	67.86%	100%
	COLUMN %	94.74%	100.00%	98.25%
LOW	COUNT	1	0	1
	ROW %	100.00%	0.00%	100%
	COLUMN %	5.26%	0.00%	1.75%
TOTAL	COUNT	19	38	57
	ROW %	33.33%	66.67%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.127	1	0.721

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Interaction with Environment' and Organizational Effectiveness.

However, it can be further interpreted that out of 57 respondents; 98.25% (56) have perceived Organizational Effectiveness at 'high' level, whereas 1.75% (1) have experienced 'low' level on Organizational Effectiveness.

It can also be inferred that 66.67% (38) have experienced 'Insufficient Interaction with Environment' at 'low' level and 33.33% (19) have perceived it to be at 'high' level.

Further, out of 56 respondents who have perceived Organizational Effectiveness at 'high' level; 67.86% (38) have rated 'Insufficient Interaction with Environment' at 'low' level, whereas according to 32.14% (18) it is at 'high' level.

All the respondents i.e. 100% (1) have experienced 'Insufficient Interaction with Environment' to be at 'high' level and Organizational Effectiveness to be at 'low' level.

### PART C3: ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL COMMITMENT

This part of analysis contains 21 chi-square tables of Organizational Commitment with each of the parameters of Organizational Health; pertaining to the Other (Textile, Glass, Seat, etc ) industries.

TABLE NO. 282

ALIENATION AND ORGANIZATIONAL COMMITMENT				
ORGANIZATIONAL COMMITMENT ↓	ALIENATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	32	25	57
	ROW %	56.14%	43.86%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	32	25	57
	ROW %	56.14%	43.86%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0178	1	0.894

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Alienation' and Organizational Commitment.

However, it can be further interpreted that out all 57 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 56.14% (32) have experienced 'high' level on 'Alienation' and 43.86% (25) have perceived it to be at 'low' level

Further, out of 56 respondents who have perceived Organizational Commitment at 'high' level; 56.14% (32) feel that there is 'high' level on

Alienation' whereas according to 43.86% (24) there is 'low' level on 'Alienation'.

TABLE NO. 283

PAMPERING AND ORGANIZATIONAL COMMITMENT				
ORGANIZATIONAL COMMITMENT ↓	PAMPERING			
		HIGH	LOW	TOTAL
HIGH	COUNT	38	19	57
	ROW %	66.67%	33.33%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	38	19	57
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0197	1	0.888

The table reflects that chi-square is not significant. It means that there is no strong association between 'Pampering' and Organizational Commitment. However, all 100% (57) respondents have experienced Organizational Commitment at 'high' level.

Further, it can be inferred that out of total 57 respondents; 66.67% (38) have perceived 'high' level on 'Pampering' and 33.33% (19) 'low' level.

Out of 57, 66.67% (38) have rated 'high' level on 'Pampering' whereas 33.33% (19) have rated 'Pampering' at 'low' level in organization.

**TABLE NO. 284**

**ORGANIZATIONAL PARANOIA AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	ORGANIZATIONAL PARANOIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	38	19	57
	ROW %	66.67%	33.33%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	38	19	57
	ROW %	66.67%	33.33%	100%
	COLUMN %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0197	1	0.888

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Organizational Paranoia' and Organizational Commitment.

However, it can be further interpreted that out all 57 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 66 67% (38) have experienced 'high' level on 'Organizational Paranoia' and 33.33% (19) have perceived it to be at 'low' level

It is also seen that out of 57 respondents who have perceived Organizational Commitment at 'high' level; 67.67% (38) have perceived 'Organizational Paranoia' to be at 'high' level and 33.14% (19) have perceived it to be at 'low' level.

TABLE NO. 285

WORKAHOLISM AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	WORKAHOLISM			
		HIGH	LOW	TOTAL
HIGH	COUNT	36	21	57
	ROW %	63.16%	36.84%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	36	21	57
	ROW %	63.16%	36.84%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.01885	1	0.8908

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Workaholism' and Organizational Commitment.

It is further observed that out of 57 respondents; 63.16% (36) have rated 'Workaholism' on 'high' level and 36.84% (21) have rated it at 'low' level.

It can also be inferred that all 100% (57) respondents have experienced Organizational Commitment at 'high' level.

All 36 respondents who have experienced 'high' level on 'Workaholism'; have also opined Organizational Commitment to be at 'high' level in organization.

And all 21 respondents who are of the opinion that there is 'low' level on 'Workaholism'; have perceived Organizational Commitment to be at 'high' level.

**TABLE NO. 286**

**INSUFFICIENT VALUE FOR CUSTOMERS AND ORGANIZATIONAL COMMITMENT**

ORGANIZATIONAL COMMITMENT ↓	INSUFFICIENT VALUE FOR CUSTOMERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	32	25	57
	ROW %	56.14%	43.86%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	32	25	57
	ROW %	56.14%	43.86%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0178	1	0.894

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Value for Customers' and Organizational Commitment.

However, it can be further interpreted that all 57 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 56.14% (32) have experienced 'Insufficient Value for Customers' at 'high' level and 43.86% (25) have perceived it to be at 'low' level.

Further, out of 57 respondents who have perceived Organizational Commitment at 'high' level; 56.14% (32) have also rated 'Insufficient Value for Customers' at 'high' level, whereas according to 43.86% (25) it is at 'low' level

TABLE NO. 287

CUSTOMER EXPLOITATION AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	CUSTOMER EXPLOITATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.01799	1	0.893

The table reflects that chi-square is not significant. It means that there is no strong association between 'Customer Exploitation' and Organizational Commitment.

However, 57.89% (33) and 42.11% (24) have experienced 'Customer Exploitation' at 'high' level and 'low' level respectively, out of total of 57 respondents.

Further, it can be inferred that out all 100% (57) respondents have perceived Organizational Commitment at 'high' level.

Out of 57 respondents who have rated 'high' level on Organizational Commitment, 57.89% (33) have rated 'high' level on 'Customer Exploitation' whereas 42.11% (24) have rated 'Customer Exploitation' at 'low' level in organization.



TABLE NO. 288

SERVILITY AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	SERVILITY			
		HIGH	LOW	TOTAL
HIGH	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0175	1	0.8946

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Servility' and Organizational Commitment.

It can be further interpreted that all 100% (57) respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Servility' and 49.12% (28) have perceived it to be at 'low' level

It is also seen that out of 57 respondents who have perceived Organizational Commitment at 'high' level; 50.88% (29) and 49.12% (28) have perceived 'Servility' to be at 'high' level and 'low' level respectively.

TABLE NO. 289

BUREAUCRACY AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	BUREAUCRACY			
		HIGH	LOW	TOTAL
HIGH	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.01799	1	0.893

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Bureaucracy' and Organizational Commitment.

However, it can be further interpreted that out of all 100% (57) respondents who have perceived Organizational Commitment at 'high' level; 57.89% (33) have experienced Organizational Commitment to be at 'high' level, whereas 42.11% (24) have experienced 'low' level on Organizational Commitment.

TABLE NO. 290

DECISION PARALYSIS AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	DECISION PARALYSIS			
		HIGH	LOW	TOTAL
HIGH	COUNT	27	30	57
	ROW %	47.37%	52.63%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	27	30	57
	ROW %	47.37%	52.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0176	1	0.894

Referring to the above mentioned table, it can be said that chi-square is not significant; hence there is no strong association between the two variables i.e. 'Decision Paralysis' and Organizational Commitment.

It is further observed that out of 57 respondents; 58 82% (30) have rated 'Decision Paralysis' on 'low' level and 41.18% (21) have rated it at 'high' level. It can also be inferred that all 100% (57) respondents have experienced Organizational Commitment at 'high' level.

All the respondents i.e. 100% (30) who have experienced 'low' level on 'Decision Paralysis' have instead perceived Organizational Commitment at 'high' level in organization.

As well as all the respondents i.e. 100% (27) who have perceived 'high' level on 'Decision Paralysis' have also experienced Organizational Commitment at 'high' level.

TABLE NO. 291

SUB-OPTIMIZING AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	SUB-OPTIMIZING			
		HIGH	LOW	TOTAL
HIGH	COUNT	34	23	57
	ROW %	59.65%	40.35%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	34	23	57
	ROW %	59.65%	40.35%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0182	1	0.893

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Sub-Optimizing' and Organizational Commitment.

It is further observed that out of 57 respondents; 59 65% (34) have rated 'Sub-Optimism' on 'high' level and 40 35% (23) have rated it at 'low' level.

It can also be inferred that all 100% (57) respondents have experienced Organizational Commitment at 'high' level.

Out of 34 respondents who have perceived 'high' level on 'Sub-Optimizing'; all of them have also experienced Organizational Commitment at 'high' level.

Whereas all the respondents i.e. 100% (23) who have experienced 'low' level on 'Sub-Optimizing' are of the opinion that Organizational Commitment is at 'high' level in organization.

TABLE NO. 292

SELF-CENTERED LEADERSHIP AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	SELF CENTERED LEADERSHIP			
		HIGH	LOW	TOTAL
HIGH	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.01799	1	0.893

The table reflects that chi-square is not significant. It means that there is no strong association between 'Self Centered Leadership' and Organizational Commitment.

However, all 100% (57) respondents have experienced Organizational Commitment at 'high' level.

Further, it can be inferred that out of total 57 respondents; 57.89% (33) have perceived 'high' level on 'Self Centered Leadership' and 42.11% (24) 'low' level

Out of 57 who have rated 'high' level on Organizational Commitment; 57.89% (33) have rated 'high' level on 'Self Centered Leadership' whereas 42.11% (24) have rated 'Self Centered Leadership' at 'low' level in organization.

TABLE NO. 293

SHORT SIGHTEDNESS AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	SHORT SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0175	1	0.895

The above mentioned table reflects that chi-square is not significant, it means that there is no strong association between 'Short Sightedness' and Organizational Commitment.

It can be further interpreted that all 100% (57) respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Short Sightedness' and 49.12% (28) have perceived it to be at 'low' level.

Further, out of 57 respondents who have perceived Organizational Commitment at 'high' level; 50.88% (29) and 49.12% (28) feel that there is 'high' level and 'low' level on 'Short Sightedness' respectively.

TABLE NO. 294

LONG SIGHTEDNESS AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	LONG SIGHTEDNESS			
		HIGH	LOW	TOTAL
HIGH	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0175	1	0.895

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Long Sightedness' and Organizational Commitment

It can be further interpreted that all 100% (57) respondents have perceived Organizational Commitment at 'high' level in the organization.

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Long Sightedness' and 49.12% (28) have perceived it to be at 'low' level.

Further, out of 29 respondents who have perceived 'Long Sightedness' at 'high' level; all of them; i.e. 100% (29) feel that there is 'high' level on Organizational Commitment.

All the respondents i.e. 100% (28) who have perceived 'Long Sightedness' at 'low' level have experienced Organizational Commitment at 'high' level.

TABLE NO. 295

RISK AVOIDANCE AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	RISK AVOIDANCE			
		HIGH	LOW	TOTAL
HIGH	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	29	28	57
	ROW %	50.88%	49.12%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0175	1	0.895

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Risk Avoidance' and Organizational Commitment.

It can be further interpreted that all 100% (57) respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 50.88% (29) have experienced 'high' level on 'Risk Avoidance' and 49.12% (28) have perceived it to be at 'low' level.

Further, out of 57 respondents who have perceived Organizational Commitment at 'high' level; 50.88% (29) feel that there is 'high' level on 'Risk Avoidance', whereas according to 49.12% (28) 'Risk Avoidance' is at 'low' level.



TABLE NO. 296

### NEGLIGENCE OF FINANCIAL MATTERS AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	NEGLIGENCE OF FINANCIAL MATTERS			
		HIGH	LOW	TOTAL
HIGH	COUNT	39	18	57
	ROW %	68.42%	31.58%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	39	18	57
	ROW %	68.42%	31.58%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0203	1	0.8867

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Negligence of Financial Matters' and Organizational Commitment.

It is further observed that out of 57 respondents; 68.42% (39) have rated 'Negligence of Financial Matters' on 'high' level and 31.58% (18) have rated it at 'low' level.

It is also seen that out of 57 respondents who have perceived Organizational Commitment at 'high' level; 68.42% (39) have perceived 'Negligence of Financial Matters' to be at 'high' level and 31.58% (18) have perceived it to be at 'low' level.

TABLE NO. 297

MONEY MANIA AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	MONEY MANIA			
		HIGH	LOW	TOTAL
HIGH	COUNT	25	32	57
	ROW %	43.86%	56.14%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	25	32	57
	ROW %	43.86%	56.14%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0178	1	0.894

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Money Mania' and Organizational Commitment.

However, it can be further interpreted that all 100% (57) respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 56.14% (32) have experienced 'Money Mania' at 'low' level and 43.86% (25) have perceived it to be at 'high' level.

Further, out of 57 respondents who have perceived Organizational Commitment at 'high' level; 56.14% (32) have rated 'Money Mania' at 'low' level, whereas according to 43.86% (25) it is at 'high' level.

TABLE NO. 298

INSENSITIVITY TO PROBLEMS AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	INSENSITIVITY TO PROBLEMS			
		HIGH	LOW	TOTAL
HIGH	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	33	24	57
	ROW %	57.89%	42.11%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.018	1	0.893

Referring to the above mentioned table, it can be said that chi-square is not significant. Hence there is no strong association between the two variables i.e. 'Insensitivity to Problems' and Organizational Commitment.

It is further observed that out of 57 respondents, 57.89% (33) have rated 'Insensitivity to Problems' on 'high' level and 42.11% (24) have rated it at 'low' level.

It can also be inferred that all 100% (57) respondents have experienced Organizational Commitment at 'high' level.

All 33 respondents who have perceived 'high' level on 'Insensitivity to Problems', have Organizational Commitment at 'high' level and all 24 respondents who have experienced 'low' level on 'Insensitivity to Problems' have also perceived Organizational Commitment to be at 'high' level.

TABLE NO. 299

STAGNATION AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	STAGNATION			
		HIGH	LOW	TOTAL
HIGH	COUNT	31	26	57
	ROW %	54.39%	45.61%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	31	26	57
	ROW %	54.39%	45.61%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.0177	1	0.894

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Stagnation' and Organizational Commitment.

However, it can be further interpreted that all 57 respondents have perceived Organizational Commitment at 'high' level.

It can also be inferred that 54.39% (31) have experienced 'Stagnation' at 'high' level and 45.61% (26) have perceived it to be at 'low' level.

Further, out of 57 respondents who have perceived Organizational Commitment at 'high' level; 54.39% (31) have also rated 'Stagnation' at 'high' level, whereas according to 45.61% (26) it is at 'low' level.

TABLE NO. 300

TUNNEL VISION AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	TUNNEL VISION			
		HIGH	LOW	TOTAL
HIGH	COUNT	27	30	57
	ROW %	47.37%	52.63%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	27	30	57
	ROW %	47.37%	52.63%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d f	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0176	1	0.894

The table reflects that chi-square is not significant; it means that there is no strong association between 'Tunnel Vision' and Organizational Commitment. 52.63% (30) and 47.37% (27) have experienced 'Tunnel Vision' at 'high' level and 'low' level respectively, out of total of 57 respondents who have perceived 'high' level on Organizational Commitment.

TABLE NO. 301

AGGRESSIVE APPROACH TO ENVIORONMENT AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	AGGRESSIVE APPROACH TO ENVIORONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	35	22	57
	ROW %	61.40%	38.60%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	35	22	57
	ROW %	61.40%	38.60%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Assymptotic Significance (2 sided)
Pearson Chi-Square	0.185	1	0.892

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Aggressive Approach to Environment' and Organizational Commitment.

However, it can be further interpreted that all 57 respondents have perceived 'high' level on Organizational Commitment.

It can also be inferred that 61.40% (35) have experienced 'Aggressive Approach to Environment' to be at 'high' level and 38.60% (22) have perceived it to be at 'low' level.

It is also seen that out of 57 respondents who have perceived Organizational Commitment at 'high' level; 61.40% (35) have perceived 'Aggressive Approach to Environment' to be at 'high' level and 38.60% (22) have perceived it to be at 'low' level.

TABLE NO. 302

INSUFFICIENT INTERACTION WITH ENVIRONMENT AND ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT ↓	INSUFFICIENT INTERACTION WITH ENVIRONMENT			
		HIGH	LOW	TOTAL
HIGH	COUNT	19	38	57
	ROW %	33.33%	66.67%	100%
	COLUMN %	100.00%	100.00%	100.00%
LOW	COUNT	0	0	0
	ROW %	NA	NA	NA
	COLUMN %	0.00%	0.00%	0.00%
TOTAL	COUNT	19	38	57
	ROW %	33.33%	66.67%	100%
	COLUMN %	100%	100%	100%

Chi-Square Test			
	Value	d.f.	Asymptotic Significance (2 sided)
Pearson Chi-Square	0.0197	1	0.888

The above mentioned table reflects that chi-square is not significant; it means that there is no strong association between 'Insufficient Interaction with Environment' and Organizational Commitment.

However, it can be further interpreted that all 57 respondents have experienced 'high' level on Organizational Commitment.

It can also be inferred that 66.67% (38) have experienced 'Insufficient Interaction with Environment' at 'low' level and 33.33% (19) have perceived it to be at 'high' level.

Further, out of 57 respondents who have perceived Organizational Commitment at 'high' level; 67.67% (38) have rated 'Insufficient Interaction with Environment' at 'low' level, whereas according to 33.33% (19) it is at 'high' level.

## SECTION V

### T-TEST WITH RESPECT TO THE SIX ORGANIZATIONAL HEALTH CRITERIA

In this section; the Paired 't' - test of the six Organizational Health criteria i.e. 'Satisfying the needs of its members' (employees), 'Satisfying the needs of its customers', 'Satisfying its financial needs', 'Balancing the fundamental objectives', 'Growth and Development' and 'Living in harmony with the environment'; with reference to Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc ) industries are presented.

**TABLE NO. 303**

#### 'BALANCING THE FUNDAMENTAL OBJECTIVES OF THE ORGANIZATION' IN ENGINEERING AND CHEMICAL / PHARMACEUTICAL INDUSTRIES

Null Hypothesis :                      There is no significant difference between the ratings with respect to the first health criteria i.e. 'Balancing the fundamental objectives of the organization' in Engineering and Chemical / Pharmaceutical industries.

Alternate Hypothesis:                There is significant difference between the ratings with respect to the first health criteria i.e. 'Balancing the fundamental objectives of the organization' in Engineering and Chemical / Pharmaceutical industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.



Balancing the fundamental objectives	Engineering	Chemical / Pharmaceutical	Difference
<u>Customer Needs:</u>			
Customer Exploitation	73.08	58.41	14.67
Servility	69.23	86.73	-17.5
<u>Employee Needs:</u>			
Alienation	5.69	53.98	3.71
Pampering	66.67	84.96	-18.3
<u>Economic Related:</u>			
Money Mania	74.36	94.69	-20.3
Negligence of Financial Matters	79.49	73.45	6.036

Total number of parameters =  $n = 6$  = number of criterion.

Average Engineering = 70.08

Chemical / Pharmaceutical = 75.37

$\bar{D} = 5.283$  (Average Difference obtained)

$S = 15.178$  (Sample Standard deviation)

't' Calculated = 0.852 and 't' Tabulated = 2.447

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 5$  degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Balancing the fundamental objective of the organization'; in Engineering and Chemical / Pharmaceutical industries.

**TABLE NO. 304**

**'BALANCING THE FUNDAMENTAL OBJECTIVES OF THE ORGANIZATION' IN ENGINEERING AND OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**

Null Hypothesis : There is no significant difference between the ratings with respect to the first health criteria i.e. 'Balancing the fundamental objectives of the organization' in Engineering and Other (Textile, Glass, Seat, etc.) industries.

Alternate Hypothesis: There is significant difference between the ratings with respect to the first health criteria i.e. 'Balancing the fundamental objectives of the organization' in Engineering and Other (Textile, Glass, Seat, etc ) industries

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

Balancing the fundamental objectives	Engineering	Others (Textile, Glass, Seat, etc.)	Difference
<u>Customer Needs:</u>			
Customer Exploitation	73.08	57.89	15.19
Servility	69.23	50.88	18.35
<u>Employee Needs:</u>			
Alienation	5.69	56.14	1.552
Pampering	66.67	66.67	0
<u>Economic Related:</u>			
Money Mania	74.36	43.86	30.5
Negligence of Financial Matters	79.49	68.42	11.07

Total number of parameters = n = 6 = number of criterion.

Average                      Engineering    = 70.08  
    Others (Textile, Glass, Seat, etc.) = 57.31

D bar = --12.77              (Average Difference obtained)

S = 11.34                      (Sample Standard deviation)

't' Calculated = 2.759 and 't' Tabulated = 2.447

Level of Significance = 5% = Alpha value

Since, 't' calculated value is greater than the 't' tabulated value, at 5% level of significance (Alpha) and at n - 1 = 5 degree of freedom, we REJECT the Null Hypothesis and find that there is a significant difference between the ratings with respect to Organizational Health criteria - 'Balancing the fundamental objective of the organization'; in Engineering and Other (Textile, Glass, Seat, etc.) industries.

**TABLE NO. 305**

**'BALANCING THE FUNDAMENTAL OBJECTIVES OF THE ORGANIZATION' IN CHEMICAL / PHARMACEUTICAL AND OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**

Null Hypothesis : There is no significant difference between the ratings with respect to the first health criteria i.e. 'Balancing the fundamental objectives of the organization' in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

Alternate Hypothesis: There is significant difference between the ratings with respect to the first health criteria i.e. 'Balancing the fundamental objectives of the organization' in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

Balancing the fundamental objectives	Chemical / Pharmaceutical	Others (Textile, Glass, Seat, etc.)	Difference
<u>Customer Needs:</u>			
Customer Exploitation	58.41	57.89	0.517
Servility	86.73	50.88	35.85
<u>Employee Needs:</u>			
Alienation	53.98	56.14	-2.16
Pampering	84.96	66.67	18.29
<u>Economic Related:</u>			
Money Mania	94.69	43.86	50.83
Negligence of Financial Matters	73.45	68.42	5.031

Total number of parameters =  $n = 6$  = number of criterion.

Average Chemical / Pharmaceutical = 75.37

Others (Textile, Glass, Seat, etc.) = 57.31

D bar = -18.058 (Average Difference obtained)

S = 21.33 (Sample Standard deviation)

't' Calculated = 2.07 and 't' Tabulated = 2.447

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 5$  degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organization Health criteria - 'Balancing the fundamental objective of the organization'; in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

**TABLE NO. 306**

**'SATISFYING THE NEEDS OF ITS MEMBERS (EMPLOYEES)' IN  
ENGINEERING AND CHEMICAL / PHARMACEUTICAL INDUSTRIES**

Null Hypothesis :                      There is no significant difference between the ratings with respect to the second health criteria i.e. 'Satisfying the needs of its members (employees)' in Engineering and Chemical / Pharmaceutical industries.

Alternate Hypothesis:                There is significant difference between the ratings with respect to the second health criteria i.e. 'Satisfying the needs of its members (employees)' in Engineering and Chemical / Pharmaceutical industries

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

Satisfying the needs of its members (employees)	Engineering	Chemical / Pharmaceutical	Difference
Organizational Paranoia	69.23	77.28	-8.65
Workaholism	67.95	86.73	-18.8

Total number of parameters =  $n = 2$  = number of criterion.

Average                      Engineering = 68.59  
   Chemical / Pharmaceutical = 82.3  
D bar = 13.711                (Average Difference obtained)

S = 7.164 (Sample Standard deviation)

't' Calculated = 2.706 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 1$  degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Satisfying the needs of its members (employees)'; in Engineering and Chemical / Pharmaceutical industries.

**TABLE NO. 307**

**'SATISFYING THE NEEDS OF ITS MEMBERS (EMPLOYEES)' IN  
ENGINEERING AND OTHER (TEXTILE, GLASS, SEAT, ETC.)  
INDUSTRIES**

Null Hypothesis : There is no significant difference between the ratings with respect to the second health criteria i.e. 'Satisfying the needs of its members (employees)' in Engineering and Other (Textile, Glass, Seat, etc.) industries.

Alternate Hypothesis: There is significant difference between the ratings with respect to the second health criteria i.e. 'Satisfying the needs of its members (employees)' in Engineering and Other (Textile, Glass, Seat, etc.) industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

<b>Satisfying the needs of its members (employees)</b>	<b>Engineering</b>	<b>Others (Textile, Glass, Seat, etc.)</b>	<b>Difference</b>
Organizational Paranoia	69.23	66.67	2.561
Workaholism	67.95	63.16	4.789

Total number of parameters =  $n = 2$  = number of criterion.

Average Engineering = 68.59  
 Others (Textile, Glass, Seat, etc.) = 64.915

D bar = --3.675 (Average Difference obtained)

S = 1.575 (Sample Standard deviation)

't'Calculated = 3.299 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at n - 1 = 1 degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Satisfying the needs of its members (employees)'; in Engineering and Other (Textile, Glass, Seat, etc.) industries.

**TABLE NO. 308**

**'SATISFYING THE NEEDS OF ITS MEMBERS (EMPLOYEES)' IN  
 CHEMICAL / PHARMACEUTICAL INDUSTRIES AND OTHER (TEXTILE,  
 GLASS, SEAT, ETC.) INDUSTRIES**

Null Hypothesis : There is no significant difference between the ratings with respect to the second health criteria i.e. 'Satisfying the needs of its members (employees)' in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

Alternate Hypothesis: There is significant difference between the ratings with respect to the second health criteria i.e. 'Satisfying the needs of its members (employees)' in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries

Values are in percentage (%) since sample sizes for the categories defined are differing in figures

Satisfying the needs of its members (employees)	Chemical / Pharmaceutical	Others (Textile, Glass, Seat, etc.)	Difference
Organizational Paranoia	77.88	66.67	11.206
Workaholism	86.73	63.16	23.566

Total number of parameters =  $n = 2$  = number of criterion.

Average                      Chemical / Pharmaceutical = 82.301  
                                     Others (Textile, Glass, Seat, etc.) = 64.915

$\bar{D} = -17.386$       (Average Difference obtained)

$S = 8.74$                       (Sample Standard deviation)

't' Calculated = 2.813 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 1$  degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Satisfying the needs of its members (employees)', in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

**TABLE NO. 309**

**'SATISFYING THE ECONOMIC NEEDS OF ITS ORGANIZATIONS' IN  
ENGINEERING AND CHEMICAL / PHARMACEUTICAL INDUSTRIES**

Null Hypothesis :                      There is no significant difference between the ratings with respect to the third health criteria i.e. 'Satisfying the economic needs of its organizations' in Engineering and Chemical / Pharmaceutical industries.

Alternate Hypothesis:                      There is significant difference between the ratings with respect to the third health criteria i.e. 'Satisfying the economic needs of its organizations' in Engineering and Chemical / Pharmaceutical industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

<b>Satisfying the economic needs of its organizations</b>	<b>Engineering</b>	<b>Chemical / Pharmaceutical</b>	<b>Difference</b>
Insensitivity to Problems	67.95	66.37	1.577
Bureaucracy	70.51	92.92	-22.41
Decision Paralysis	56.41	78.76	-22.35
Sub-Optimizing	67.95	79.65	-11.7
Self Centered Leadership	66.67	83.19	-16.52
Short Sightedness	74.36	88.50	-14.14
Long Sightedness	69.23	91.15	-21.92
Risk Avoidance	71.80	84.96	-13.16

Total number of parameters =  $n = 8$  = number of criterion

Average                      Engineering = 68.109

Chemical / Pharmaceutical = 83.186

$\bar{D} = 15.076$               (Average Difference obtained)

$S = 8.008$                   (Sample Standard deviation)

't' Calculated = 5.325 and 't' Tabulated = 2.306

Level of Significance = 5% = Alpha value

Since, 't' calculated value is greater than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 7$  degree of freedom, we REJECT the Null Hypothesis and find that there is a significant difference between the ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its organizations'; in Engineering and Chemical / Pharmaceutical industries.

**TABLE NO. 310**

**'SATISFYING THE ECONOMIC NEEDS OF ITS ORGANIZATIONS' IN  
ENGINEERING AND OTHER (TEXTILE, GLASS, SEAT, ETC.)  
INDUSTRIES**

Null Hypothesis :              There is no significant difference between the ratings with respect to the third health criteria i.e. 'Satisfying the economic needs of its organizations' in Engineering and Other (Textile, Glass, Seat, etc.) industries.



Alternate Hypothesis: There is significant difference between the ratings with respect to the third health criteria i.e. 'Satisfying the economic needs of its organizations' in Engineering and Other (Textile, Glass, Seat, etc.) industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

<b>Satisfying the economic needs of its organizations</b>	<b>Engineering</b>	<b>Others (Textile, Glass, Seat, etc.)</b>	<b>Difference</b>
Insensitivity to Problems	67.95	57.89	10.06
Bureaucracy	70.51	57.89	12.62
Decision Paralysis	56.41	47.37	9.04
Sub-Optimizing	67.95	59.65	8.299
Self Centered Leadership	66.67	57.89	8.777
Short Sightedness	74.36	61.40	12.96
Long Sightedness	69.23	50.88	18.35
Risk Avoidance	71.80	50.88	20.92

Total number of parameters =  $n = 8$  = number of criterion.

Average Engineering = 68.109

Others (Textile, Glass, Seat, etc.) = 55.481

$\bar{D} = -12.628$  (Average Difference obtained)

$S = 4.699$  (Sample Standard deviation)

't' Calculated = 7.6 and 't' Tabulated = 2.306

Level of Significance = 5% = Alpha value

Since, 't' calculated values is greater than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 7$  degree of freedom, we REJECT the Null Hypothesis and find that there is a significant difference between the ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its organizations'; in Engineering and Other (Textile, Glass, Seat, etc.) industries.

**TABLE NO. 311**

**'SATISFYING THE ECONOMIC NEEDS OF ITS ORGANIZATIONS' IN  
CHEMICAL / PHARMACEUTICAL INDUSTRIES AND OTHER (TEXTILE,  
GLASS, SEAT, ETC.) INDUSTRIES**

**Null Hypothesis :** There is no significant difference between the ratings with respect to the third health criteria i.e. 'Satisfying the economic needs of its organizations' in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

**Alternate Hypothesis:** There is significant difference between the ratings with respect to the third health criteria i.e. 'Satisfying the economic needs of its organizations' in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

<b>Satisfying the economic needs of its organizations</b>	<b>Chemical / Pharmaceutical</b>	<b>Others (Textile, Glass, Seat, etc.)</b>	<b>Difference</b>
Insensitivity to Problems	66.37	57.89	8.482
Bureaucracy	92.92	57.89	35.03
Decision Paralysis	78.76	47.37	31.39
Sub-Optimizing	79.65	59.65	20
Self Centered Leadership	83.19	57.89	25.3
Short Sightedness	88.50	61.40	27.1
Long Sightedness	91.15	50.88	40.27
Risk Avoidance	84.96	50.88	34.08

Total number of parameters =  $n = 8$  = number of criterion.

Average Chemical / Pharmaceutical = 83.186

Others (Textile, Glass, Seat, etc.) = 54.481

$\bar{D} = -27.704$  (Average Difference obtained)

$S = 10.006$  (Sample Standard deviation)

't' Calculated = 7.831 and 't' Tabulated = 2.306

Level of Significance = 5% = Alpha value

Since, 't' calculated value is greater than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 7$  degree of freedom, we REJECT the Null Hypothesis and find that there is a significant difference between the ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its organizations'; in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

**TABLE NO. 312**

**'SATISFYING THE NEEDS OF ITS CUSTOMERS' FOR ENGINEERING AS COMPARED WITH CHEMICAL / PHARMACEUTICAL AND OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**

- Null Hypothesis :

There is no significant difference between the ratings with respect to the fourth health criteria i.e. 'Satisfying the needs of its customers' for Engineering as compared with Chemicals / Pharmaceuticals and Other (Textile, Glass, Seat, etc.) industries.
- Alternate Hypothesis:

There is significant difference between the ratings with respect to the fourth health criteria i.e. 'Satisfying the needs of its customers' for Engineering as compared with Chemicals / Pharmaceuticals and Other (Textile, Glass, Seat, etc.) industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

Satisfying the needs of its customers - Insufficient Value for its Customers	Engineering	Combined	Difference
Engineering Vs Chemical / Pharmaceutical	70.51	54.87	15.64
Engineering Vs Others (Textile, Glass, Seat, etc.)	70.51	56.14	14.37

Total number of parameters =  $n = 2$  = number of criterion.

Average                      Engineering = 70.51

Combined = 55.505

D bar = -15.005      (Average Difference obtained)

S = 0.898              (Sample Standard deviation)

't' Calculated = 23.63 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is greater than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 1$  degree of freedom, we REJECT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Satisfying the needs of its customers' for Engineering as compared with Chemicals / Pharmaceuticals & Other (Textile, Glass, Seat, etc.) industries.

**TABLE NO. 313**

**'SATISFYING THE NEEDS OF ITS CUSTOMERS' FOR CHEMICAL / PHARMACEUTICAL AS COMPARED WITH ENGINEERING AND OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**

Null Hypothesis :              There is no significant difference between the ratings with respect to the fourth health criteria i.e. 'Satisfying the needs of its customers' for Chemicals / Pharmaceutical as compared with Engineering and Other (Textile, Glass, Seat, etc.) industries.

Alternate Hypothesis:        There is significant difference between the ratings with respect to the fourth health criteria i.e. 'Satisfying the needs of its customers' for Chemicals / Pharmaceutical as compared with Engineering and Other (Textile, Glass, Seat, etc.) industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

Satisfying the needs of its customers - Insufficient Value for its Customers	Chemical / Pharmaceutical	Combined	Difference
Chemical / Pharmaceutical Vs Engineering	54.87	70.51	-15.64
Chemical / Pharmaceutical Vs Others (Textile, Glass, Seat, etc.)	54.87	56.14	-1.27

Total number of parameters = n = 2 = number of criterion.

Average                      Chemical / Pharmaceutical = 54.87

Combined = 63.325

D bar = 8.455                (Average Difference obtained)

S = 10.161                 (Sample Standard deviation)

't' Calculated = 1.177 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at n - 1 = 2 degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Satisfying the needs of its customers' for Chemicals / Pharmaceutical as compared with Engineering and Other (Textile, Glass, Seat, etc ) industries.

**TABLE NO. 314**

**‘SATISFYING THE NEEDS OF ITS CUSTOMERS’ FOR OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES AS COMPARED WITH ENGINEERING AND CHEMICAL / PHARMACEUTICAL INDUSTRIES**

Null Hypothesis :                      There is no significant difference between the ratings with respect to the fourth health criteria i.e. ‘Satisfying the needs of its customers’ for Other (Textile, Glass, Seat, etc.) industries as compared with Engineering and Chemical / Pharmaceutical industries.

Alternate Hypothesis. There is significant difference between the ratings with respect to the fourth health criteria i.e. 'Satisfying the needs of its customers' for Other (Textile, Glass, Seat, etc.) industries as compared with Engineering and Chemicals / Pharmaceutical industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

<b>Satisfying the needs of its customers - Insufficient Value for its Customers</b>	<b>Others (Textile, Glass, Seat, etc.)</b>	<b>Combined</b>	<b>Difference</b>
Others (Textile, Glass, Seat, etc.) Vs Engineering	56.14	70.51	-14.37
Others (Textile, Glass, Seat, etc.) Vs Chemical / Pharmaceutical	56.14	54.87	1.27

Total number of parameters =  $n = 2$  = number of criterion.

Average Others (Textile, Glass, Seat, etc.) = 56.14

Combined = 62.69

$\bar{D} = 6.55$  (Average Difference obtained)

$S = 11.059$  (Sample Standard deviation)

't' Calculated = 0.837 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 1$  degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Satisfying the needs of its customers' for Other (Textile, Glass, Seat, etc.) organizations as compared with Engineering and Chemicals / Pharmaceutical industries

**TABLE NO. 315**

**'GROWTH AND DEVELOPMENT' IN ENGINEERING AND CHEMICAL / PHARMACEUTICAL INDUSTRIES**

Null Hypothesis : There is no significant difference between the ratings with respect to the fifth health criteria i.e. 'Growth and Development' in Engineering and Chemical / Pharmaceutical industries.

Alternate Hypothesis: There is significant difference between the ratings with respect to the fifth health criteria i.e. 'Growth and Development' in Engineering and Chemical / Pharmaceutical industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

<b>Growth and Development</b>	<b>Engineering</b>	<b>Chemical / Pharmaceutical</b>	<b>Difference</b>
Stagnation	70.51	58.41	12.11
Tunnel Vision	75.64	83.19	-7.55

Total number of parameters =  $n = 2$  = number of criterion.

Average Engineering = 73.077

Chemical / Pharmaceutical = 70.8

$\bar{D} = -2.28$  (Average Difference obtained)

$S = 13.89$  (Sample Standard deviation)

$t_{\text{Calculated}} = 0.232$  and  $t_{\text{Tabulated}} = 4.303$

Level of Significance = 5% = Alpha value

Since,  $t_{\text{calculated}}$  value is less than the  $t_{\text{tabulated}}$  value, at 5% level of significance (Alpha) and at  $n - 1 = 1$  degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Growth and Development'; in Engineering and Chemical / Pharmaceutical industries.

**TABLE NO. 316**

**'GROWTH AND DEVELOPMENT' IN ENGINEERING AND OTHER  
(TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**

**Null Hypothesis :** There is no significant difference between the ratings with respect to the fifth health criteria i.e. 'Growth and Development' in Engineering and Other (Textile, Glass, Seat, etc.) industries.

**Alternate Hypothesis:** There is significant difference between the ratings with respect to the fifth health criteria i.e. 'Growth and Development' in Engineering and Other (Textile, Glass, Seat, etc.) industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

<b>Growth and Development</b>	<b>Engineering</b>	<b>Others (Textile, Glass, Seat, etc.)</b>	<b>Difference</b>
Stagnation	70.51	54.39	16.12
Tunnel Vision	75.64	47.37	28.27

Total number of parameters =  $n = 2$  = number of criterion.

Average                      Engineering = 73.077

Others (Textile, Glass, Seat, etc.) = 50.88

$\bar{D} = -22.197$       (Average Difference obtained)

$S = 8.589$               (Sample Standard deviation)

't' Calculated = 3.654 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 1$  degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Growth and Development', in Engineering and Other (Textile, Glass, Seat, etc.) industries.



**TABLE NO. 317**

**'GROWTH AND DEVELOPMENT' IN CHEMICAL / PHARMACEUTICAL INDUSTRIES AND OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**

Null Hypothesis :                      There is no significant difference between the ratings with respect to the fifth health criteria i.e. 'Growth and Development' in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc ) industries

Alternate Hypothesis:                There is significant difference between the ratings with respect to the fifth health criteria i.e. 'Growth and Development' in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc ) industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

<b>Growth and Development</b>	<b>Chemical / Pharmaceutical</b>	<b>Others (Textile, Glass, Seat, etc.)</b>	<b>Difference</b>
Stagnation	58.41	54.39	4 017
Tunnel Vision	83.19	47.37	35.82

Total number of parameters =  $n = 2$  = number of criterion.

Average                      Chemical / Pharmaceutical = 70.797

Others (Textile, Glass, Seat, etc.) = 50 88

D bar = -19.917            (Average Difference obtained)

S = 22 485                    (Sample Standard deviation)

't' Calculated = 1.253 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 1$  degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Growth and Development'; in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

**TABLE NO. 318**

**'LIVING IN HARMONY WITH THE ENVIRONMENT' IN ENGINEERING  
AND CHEMICAL / PHARMACEUTICAL INDUSTRIES**

**Null Hypothesis :** There is no significant difference between the ratings with respect to the sixth health criteria i.e. 'Living in harmony with the environment' in Engineering and Chemical / Pharmaceutical industries.

**Alternate Hypothesis:** There is significant difference between the ratings with respect to the sixth health criteria i.e. 'Living in harmony with the environment' in Engineering and Chemical / Pharmaceutical industries.

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

<b>Living in harmony with the environment</b>	<b>Engineering</b>	<b>Chemical / Pharmaceutical</b>	<b>Difference</b>
Aggressive Approach to the Environment	60.26	66.37	-6.116
Insufficient Interaction with the Environment	61.54	56.64	4.901

Total number of parameters =  $n = 2$  = number of criterion.

Average Engineering = 60.897

Chemical / Pharmaceutical = 61.51

$\bar{D} = 0.6075$  (Average Difference obtained)

$S = 7.79$  (Sample Standard deviation)

't' Calculated = 0.11 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 1$  degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Living in harmony with the environment'; in Engineering and Chemical / Pharmaceutical industries.

TABLE NO. 319

**'LIVING IN HARMONY WITH THE ENVIRONMENT' IN ENGINEERING AND OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**

Null Hypothesis : There is no significant difference between the ratings with respect to the sixth health criteria i.e. 'Living in harmony with the environment' in Engineering and Other (Textile, Glass, Seat, etc ) industries

Alternate Hypothesis. There is significant difference between the ratings with respect to the sixth health criteria i e. 'Living in harmony with the environment' in Engineering and Other (Textile, Glass, Seat, etc ) industries

Values are in percentage (%) since sample sizes for the categories defined are differing in figures

Growth and Development	Engineering	Others (Textile, Glass, Seat, etc.)	Difference
Aggressive Approach to the Environment	60.26	61.40	-1.144
Insufficient Interaction with the Environment	61.54	33.33	28.21

Total number of parameters = n = 2 = number of criterion

Average Engineering = 60.897

Others (Textile, Glass, Seat, etc ) = 47.37

D bar = -13.532 (Average Difference obtained)

S = 20.755 (Sample Standard deviation)

't' Calculated = 0.922 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at n - 1 = 1 degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings

with respect to Organizational Health criteria - 'Living in harmony with the environment'; in Engineering and Other (Textile, Glass, Seat, etc.) industries.

**TABLE NO. 320**

**'LIVING IN HARMONY WITH THE ENVIRONMENT' IN CHEMICAL / PHARMACEUTICAL INDUSTRIES AND OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**

Null Hypothesis : There is no significant difference between the ratings with respect to the sixth health criteria i.e. 'Living in harmony with the environment' in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

Alternate Hypothesis: There is significant difference between the ratings with respect to the sixth health criteria i.e 'Living in harmony with the environment' in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc ) industries

Values are in percentage (%) since sample sizes for the categories defined are differing in figures.

Living in harmony with the environment	Chemical / Pharmaceutical	Others (Textile, Glass, Seat, etc.)	Difference
Aggressive Approach to the Environment	66 37	61.40	4.972
Insufficient Interaction with the Environment	56 64	33 33	23 31

Total number of parameters = n = 2 = number of criterion.

Average                      Chemical / Pharmaceutical = 61 505  
   Others (Textile, Glass, Seat, etc ) = 47 37

D bar = --14.139      (Average Difference obtained)

S = 12.964              (Sample Standard deviation)

't' Calculated = 1.542 and 't' Tabulated = 4.303

Level of Significance = 5% = Alpha value

Since, 't' calculated value is less than the 't' tabulated value, at 5% level of significance (Alpha) and at  $n - 1 = 1$  degree of freedom, we ACCEPT the Null Hypothesis and find that there is no significant difference between the ratings with respect to Organizational Health criteria - 'Living in harmony with the environment'; in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.