CHAPTER – V

DATA ANALYSIS AND INTERPRETATION

In the earlier chapter an attempt is made to present details about the organizations from where the data has been collected. A special emphasis has been given on information about the corporate social responsibility accepted by these organizations.

The opinions expressed by few key dignitaries associated with these organizations has also been stated.

The HR vision, Healthcare initiatives, Community development projects and other initiatives emphasising developmental activities has been put on records.

In this chapter the analysis and interpretation of the data has been presented. Various statistical tests have been used to analyze the data from the respondents. An effort has been made to undertake such analysis keeping in mind the basic objectives of this study. The data so analysed has been presented with proper interpretation and graphs wherever found essential.

There are three types of analysis with has been carried out in the present study.

1. In the first section, simple frequency and bi-variate tables have been presented. This section covers the major statistical analysis which has been undertaken in this study.

2. The second section includes the data, which have been processed and analysed by using the statistical analysis, chi-square test.

3. The third section includes the data, which have been processed and analysed by using the Coefficient of correlation and Paired 't' test.
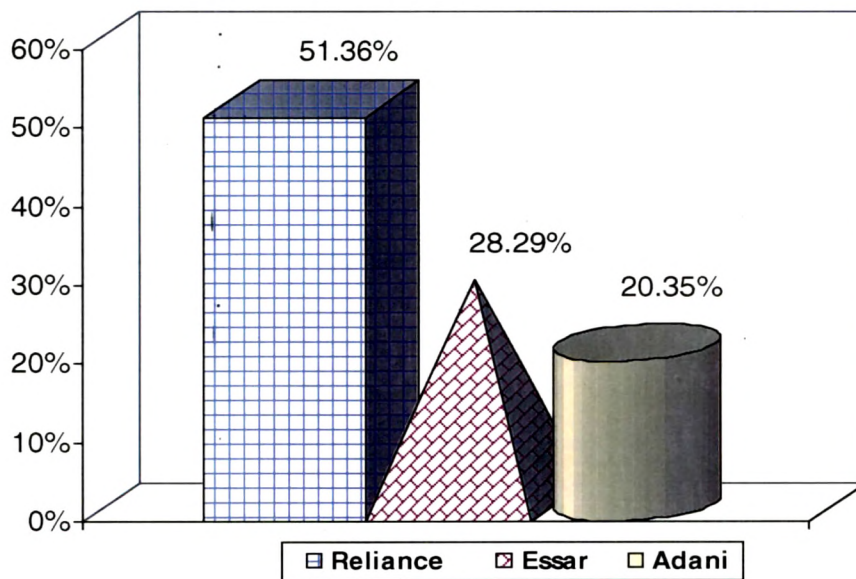
Table 1

Organization wise distribution of the respondents

Organization	Frequency	Percentage
Reliance Industries	207	51.36
Essar Industries	114	28.29
Adani Group of Industries	82	20.35
Total	**403**	**100 %**

Graph -1

Organization-wise distribution of the respondents

Referring to above table it can be interpreted that out of 403 total respondents 207 respondents are from Reliance Industries which constitutes 51.36% of the total respondents.

114 respondents are from Essar Industries which constitutes 28.29% of the total respondents.

82 respondents are from Adani Group of Industries which is 20.35% of the total respondents. This also means that Adani and` Essar put together constitute 48.64% while Reliance alone is more than half i.e. 51.36%.

Table 2
Age Wise Distribution of the Respondents

Age	Reliance		Essar		Adani		Total	
	N	%	N	%	N	%	N	%
25 – 34	75	36.23%	43	37.72%	33	40.24%	151	37.47%
35 – 44	104	50.24%	49	42.98%	32	39.02%	185	45.91%
45 & > 45	28	13.53%	22	19.30%	17	20.73%	67	16.63%
Total	**207**	**100%**	**114**	**100%**	**82**	**100%**	**403**	**100%**

Graph - 2
Age Wise Distribution of the Respondents
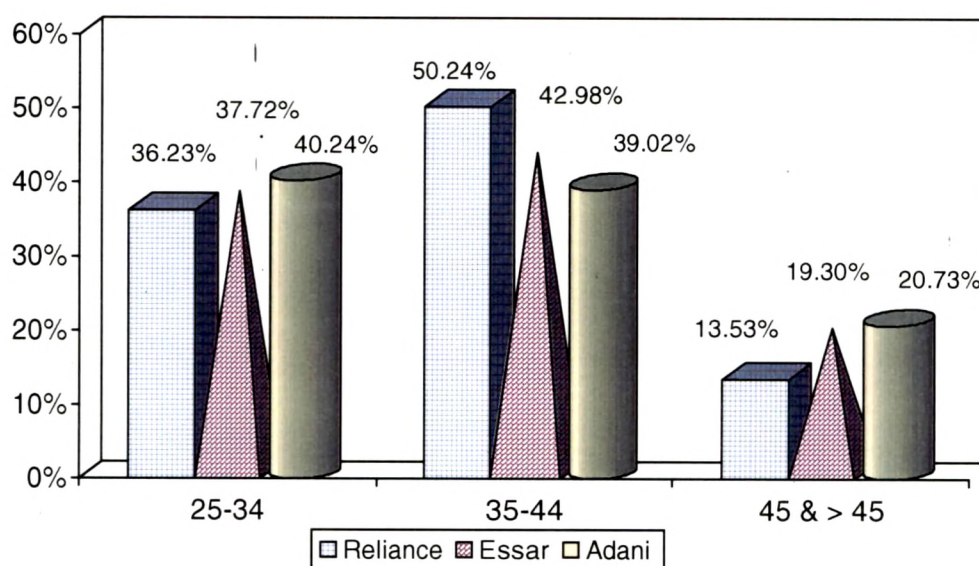
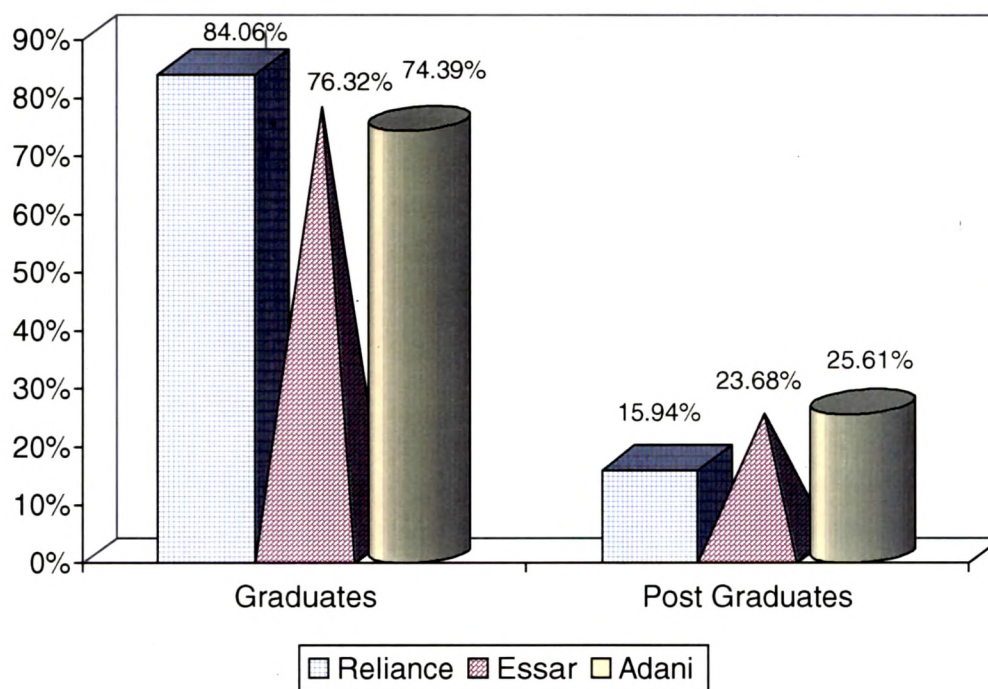Referring to above table it can be seen that 37.47% of the total respondents i.e. 151 falls in the age group of 25 – 34 years, 45.91% is in the age group of 35 – 44 years which comes 185 respondents and 16.63% is in the age group of 45 & > 45 years which comes to 66 respondents.

Reliance and Essar has more respondents in the age group of 35 – 44 while in case of Adani marginally more respondents fall in the age group of 25 – 34.

Table 3

Education Wise Distribution of the Respondents

Education	Reliance		Essar		Adani		Total	
	N	%	N	%	N	%	N	%
Graduates	174	84.06%	87	76.32%	61	74.39%	322	79.90%
Post Graduates	33	15.94%	27	23.68%	21	25.61%	81	20.10%
Total	**207**	**100%**	**114**	**100%**	**82**	**100%**	**403**	**100%**

Graph -3

### Education Wise Distribution of the Respondents

Referring to above table it can be interpreted that 79.90% i.e. 322 respondents are graduates while 20.10% i.e. 81 respondents are Post-graduates.

Comparing within three organizations and percentage wise Reliance has maximum number of Graduate respondents while Adani has maximum number of Post-graduates respondents.

Table 4

Category wise distribution of the respondents

Category	Reliance		Essar		Adani		Total	
	N	%	N	%	N	%	N	%
Technical	165	79.71%	95	83.33%	34	41.46%	294	72.95%
Non-technical	42	20.29%	19	16.67%	48	58.54%	109	27.05%
Total	**207**	**100%**	**114**	**100%**	**82**	**100%**	**403**	**100%**

Graph -4

Category wise distribution of the respondents


☐ Reliance ▦ Essar ☐ Adani
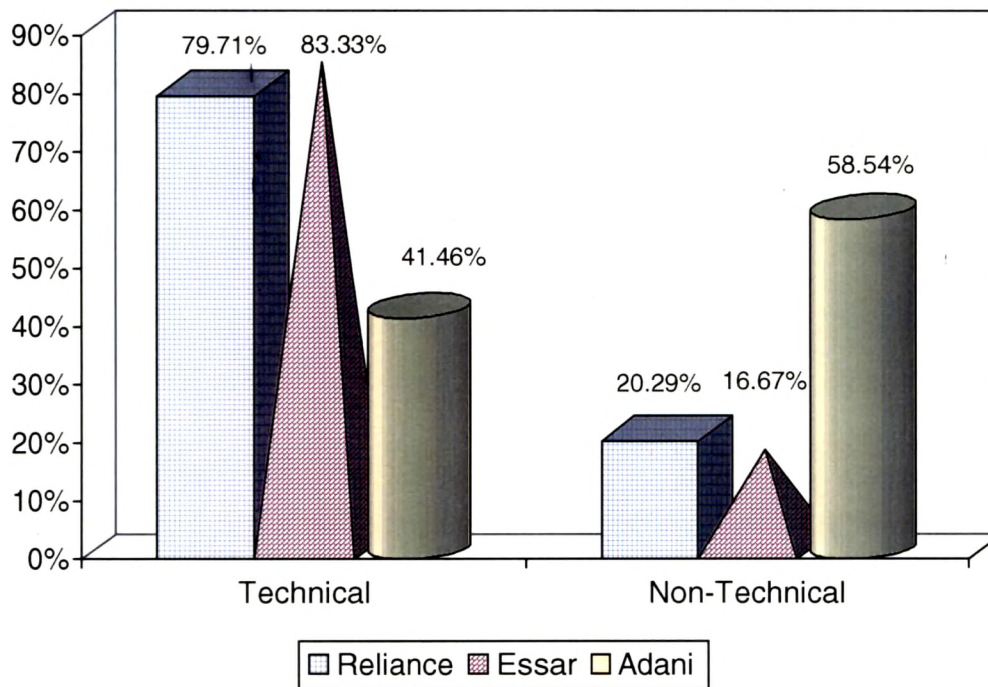
As it can be seen from the above table 72.95% of the respondents i.e. 294 are from the Technical category while 27.05% i.e. 109 respondents are from the Non-technical category.

Essar has more number of respondents from the Technical category while Adani has more number of respondents from the Non-technical category.

Table 5

Tenure wise distribution of the respondents

Tenure	Reliance		Essar		Adani		Total	
	N	%	N	%	N	%	N	%
3 to 10	182	87.92%	58	50.88%	47	57.32%	287	71.22%
11 to 20	25	12.08%	46	40.35%	23	28.05%	94	23.33%
21 & > 21	0	0.00%	10	8.77%	12	14.63%	22	5.46%
Total	207	100%	114	100%	82	100%	403	100%

Graph - 5

Tenure-wise distribution of the respondents
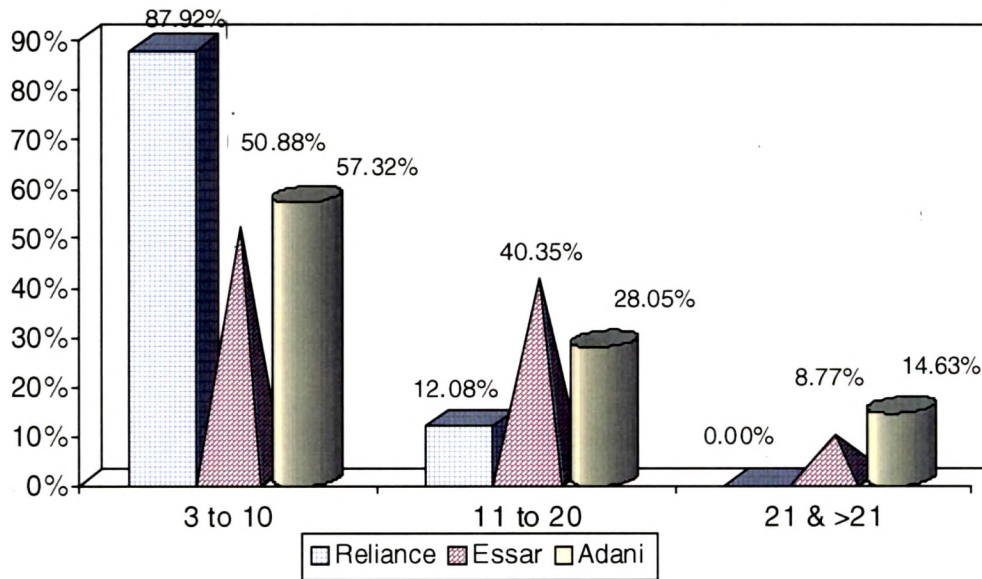
The above table reveals that 71.22% i.e. 287 respondents are with their respective organization in the range of 3 to 10 years. 23.33% i.e. 94 respondents are in the range of 11 to 20 years with the organization. Only 5.46 % i.e. 22 respondents are having more than 21 years of service with the organization.

Comparing within the organization Reliance has more number of respondents i.e. 87.92 % in the Tenure of 3 to 10 years while Adani has more number of respondents in the tenure of 21 & >21 years of service.

Table 6

Total experience wise distribution of the respondents

Total Experience	Reliance		Essar		Adani		Total	
	N	%	N	%	N	%	N	%
3 to 10	64	30.92%	36	31.58%	22	26.83%	122	30.27%
11 to 20	107	51.69%	42	36.84%	34	41.46%	183	45.41%
21 & > 21	36	17.39%	36	31.58%	26	31.71%	98	24.32%
Total	**207**	**100%**	**114**	**100%**	**82**	**100%**	**403**	**100%**

Graph - 6

Total experience-wise distribution of the respondents
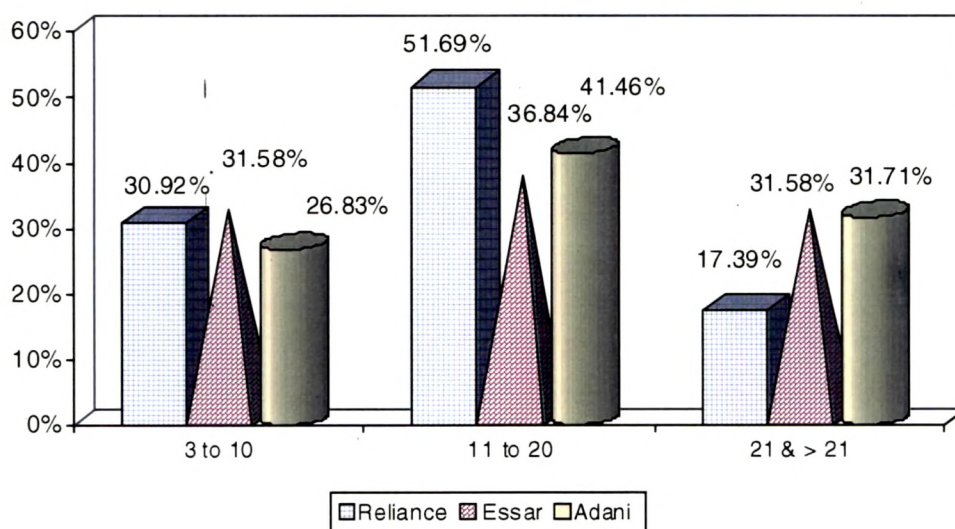
As can be seen from the above table 30.27% of the total respondents i.e. 122 have total experience in the range of 3 to 10 years while 45.41% i.e. 183 respondents are in the range of 11 to 20 years. Only 98 respondents i.e. 24.32% have their total experience of more than 21 years.

Comparing within the organization Essar has marginally higher number of respondents i.e. 31.58% having total experience of 3 to 10 years, while Adani is marginally higher in number of respondents i.e. 31.71 % having total experience of 21 & > 21 years.

Table 7

Monthly income wise distribution of the respondents

Monthly Income In Rupees	Reliance		Essar		Adani		Total	
	N	%	N	%	N	%	N	%
20,000 to 30,000	125	60.39%	67	58.77%	64	78.05%	256	63.52%
30,001 to 40,000	80	38.65%	37	32.46%	13	15.85%	130	32.26%
40,001 to 45,000	2	0.97%	10	8.77%	5	6.10%	17	4.22%
Total	207	100%	114	100%	82	100%	403	100%

Graph -7

Monthly income wise distribution of the respondents
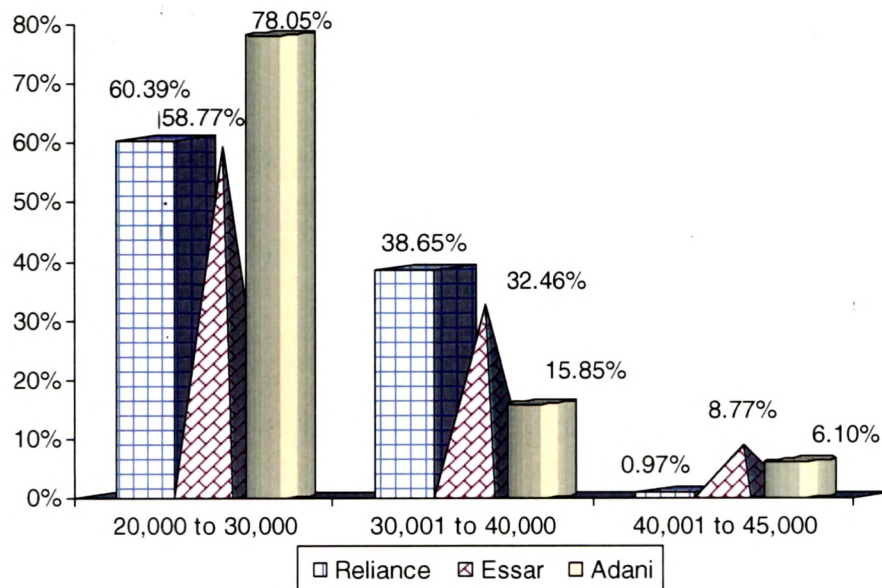
It can be interpreted from the above table that 63.52% of the total respondents i.e. 256 of them have their monthly salary in the range of Rs.20 thousand to Rs.30 thousand while 32.26% i.e. 130 respondents have their monthly salary in the range of Rs.30,001 to Rs.40 thousand. Only 4.22 % i.e. 17 respondents fall in the range of Rs.40,001 to Rs.45 thousand.

It is interesting to note that the average monthly salary of respondents in all the three organization are almost in the same line. In case of Reliance it is Rs.28,930 while in case of Essar and Adani it is Rs.29,830 and Rs.27,060 respectively.

Table 8

Age wise analysis of high opinions on variable of 'Organizational Effectiveness' in Reliance Industries.

No.	Dimensions		Age in Years			Total
			25 - 34	35 - 44	45 & > 45	
1	Consensus	Count	71	76	44	191
		Row %	37.17%	39.79%	23.04%	100%
2	Legitimization	Count	65	72	41	178
		Row %	36.52%	40.45%	23.03%	100%
3	Need for independence	Count	62	68	41	171
		Row %	36.26%	39.77%	23.98%	100%
4	Self control	Count	57	63	35	155
		Row %	36.77%	40.65%	22.58%	100%
5	Job involvement	Count	52	63	35	150
		Row %	34.67%	42.00%	23.33%	100%
6	Innovation	Count	55	71	37	163
		Row %	33.74%	43.56%	22.70%	100%
7	Organizational commitment	Count	59	72	32	163
		Row %	36.20%	44.17%	19.63%	100%
8	Organizational attachment	Count	67	70	37	174
		Row %	38.51%	40.23%	21.26%	100%
9	Job satisfaction	Count	66	76	41	183
		Row %	36.07%	41.53%	22.40%	100%
	Total	Count	554	631	343	1528
		Row %	36.26%	41.30%	22.45%	100%
	Number of Respondents		62	70	38	170

Chi-Square Test			
	Value	d. f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	2.515	16	0.999

Since Chi Square Calculated is <= Chi Square tabulated = 26.2962
at 5 % level of significance and at above mentioned degrees of freedom, the
Chi Square test is Accepted. Hence a common decision for above area may be taken.

Referring to above table it can be interpreted that :

- Out of 207 respondents of Reliance 170 respondents has rated 'High' on variable of organizational effectiveness

- Out of these 170 respondents 62 respondents i.e. 36.26% falls in the age group of 25 - 34 years, 70 respondents i.e. 41.30 % falls in the age group of 35-44 years, and 38 respondents i.e. 22.45 % fall in the age group of 45 & >45 years.

- In age group of 25-34 'Consensus' is rated high amongst the high and 'Job Involvement' is relatively rated low. In age group of 35-44 'Consensus' and 'Job Satisfaction' are rated high while 'Job Involvement' and 'Self-control' are rated low. In age group of 45 & > 45 years 'Consensus' is rated high and 'Organizational Commitment' is rated low.

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Table 9

Education wise analysis of high opinions on variable of 'Organizational Effectiveness'
in Reliance Industries.

| No. | Dimensions | | Education | | Total |
			Graduates	Post Graduates	
1	Consensus	Count	161	30	191
		Row %	84.29%	15.71%	100%
2	Legitimization	Count	152	26	178
		Row %	85.39%	14.61%	100%
3	Need for independence	Count	148	23	171
		Row %	86.55%	13.45%	100%
4	Self control	Count	131	24	155
		Row %	84.52%	15.48%	100%
5	Job involvement	Count	124	26	150
		Row %	82.67%	17.33%	100%
6	Innovation	Count	142	21	163
		Row %	87.12%	12.88%	100%
7	Organizational commitment	Count	138	25	163
		Row %	84.66%	15.34%	100%
8	Organizational attachment	Count	148	26	174
		Row %	85.06%	14.94%	100%
9	Job satisfaction	Count	156	27	183
		Row %	85.25%	14.75%	100%
	Total	Count	1300	228	1528
		Row %	85.08%	14.92%	100%
	Number of Respondents		145	25	170

Chi-Square Test				
	Value	d .f.	Assymp. Sig. (2 sided)	
Pearson Chi-Square	1.68	8	0.989	
Since Chi Square Calculated is <= Chi Square tabulated = 15.5073				
at 5 % level of significance and at above mentioned degrees of freedom, the				
Chi Square test is Accepted. Hence a common decision for above area may be taken.				

Referring to above table it can be interpreted that :

- Out of these 170 respondents 145 respondents i.e. 85.08% are Graduates, while
  25 respondents i.e. 14.92 % are Post-graduates,

Amongst Graduates 'Consensus' is rated high amongst the high and 'Job
involvement' is relatively rated low. Amongst Post-graduates 'Consensus' is rated
high amongst the high and 'Innovation' is relatively rated low.

Table 10

Category wise analysis of high opinions on variable of 'Organizational Effectiveness'
in Reliance Industries.

No.	Dimensions		Category		Total
			Technical	Non Technical	
1	Consensus	Count	154	37	191
		Row %	80.63%	19.37%	100%
2	Legitimization	Count	142	36	178
		Row %	79.78%	20.22%	100%
3	Need for independence	Count	139	32	171
		Row %	81.29%	18.71%	100%
4	Self control	Count	122	33	155
		Row %	78.71%	21.29%	100%
5	Job involvement	Count	121	29	150
		Row %	80.67%	19.33%	100%
6	Innovation	Count	128	35	163
		Row %	78.53%	21.47%	100%
7	Organizational commitment	Count	126	37	163
		Row %	77.30%	22.70%	100%
8	Organizational attachment	Count	139	35	174
		Row %	79.89%	20.11%	100%
9	Job satisfaction	Count	144	39	183
		Row %	78.69%	21.31%	100%
	Total	Count	1215	313	1528
		Row %	79.52%	20.48%	100%
	Number of Respondents		135	35	170

Chi-Square Test			
	Value	d. f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.346	8	0.995
Since Chi Square Calculated is <= Chi Square tabulated = 15.5073			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 170 respondents 135 respondents i.e. 79.52% are Technical people, while 35 respondents i.e. 20.48 % are Non-technical professionals.

Amongst Technical 'Consensus' is rated high amongst the high and job involvement is relatively rated low. Amongst Non-technical professionals 'Job satisfaction' is rated high amongst the high and 'Job Involvement' is relatively rated low.

Table 11

Tenure wise analysis of high opinions on variable of 'Organizational Effectiveness' in Reliance Industries.

| No. | Dimensions | | Tenure in Year | | | Total |
			3 to 10	11 to 20	21 & >21	
1	Consensus	Count	170	21	0	191
		Row %	89.01%	10.99%	0.00%	100%
2	Legitimization	Count	159	19	0	178
		Row %	89.33%	10.67%	0.00%	100%
3	Need for independence	Count	151	20	0	171
		Row %	88.30%	11.70%	0.00%	100%
4	Self control	Count	138	17	0	155
		Row %	89.03%	10.97%	0.00%	100%
5	Job involvement	Count	132	18	0	150
		Row %	88.00%	12.00%	0.00%	100%
6	Innovation	Count	143	20	0	163
		Row %	87.73%	12.27%	0.00%	100%
7	Organizational commitment	Count	144	19	0	163
		Row %	88.34%	11.66%	0.00%	100%
8	Organizational attachment	Count	155	19	0	174
		Row %	89.08%	10.92%	0.00%	100%
9	Job satisfaction	Count	163	20	0	183
		Row %	89.07%	10.93%	0.00%	100%
	Total	Count	1355	173	0	1528
		Row %	88.68%	11.32%	0.00%	100%
	Number of Respondents		151	19	0	170

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.427	8	0.999
Since Chi Square Calculated is <= Chi Square tabulated = 15.5073			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 170 respondents 151 respondents i.e. 88.68% falls in the tenure range of 3-10 years, 19 respondents i.e. 11.32 % falls in the tenure range of 11-20 years, and 0 respondents i.e. 0 % fall in the tenure range of 21 & >21 years.

In tenure range of 3- 10 years 'Consensus' is rated high amongst the high and 'job involvement' is relatively rated low. In tenure range of 11-20 years 'consensus' is rated high while 'Self-control' is rated low. In tenure range of 21 & > 21 years there are not respondents.

Table 12

Total Experience wise analysis of high opinions on variable of 'Organizational Effectiveness' in Reliance Industries.

No.	Dimensions		Total Experience in Year			Total
			3 to 10	11 to 20	21 & >21	
1	Consensus	Count	63	80	48	191
		Row %	32.98%	41.88%	25.13%	100%
2	Legitimization	Count	55	80	43	178
		Row %	30.90%	44.94%	24.16%	100%
3	Need for independence	Count	52	74	45	171
		Row %	30.41%	43.27%	26.32%	100%
4	Self control	Count	50	71	34	155
		Row %	32.26%	45.81%	21.94%	100%
5	Job involvement	Count	46	65	39	150
		Row %	30.67%	43.33%	26.00%	100%
6	Innovation	Count	45	76	42	163
		Row %	27.61%	46.63%	25.77%	100%
7	Organizational commitment	Count	51	78	34	163
		Row %	31.29%	47.85%	20.86%	100%
8	Organizational attachment	Count	58	78	38	174
		Row %	33.33%	44.83%	21.84%	100%
9	Job satisfaction	Count	56	84	43	183
		Row %	30.60%	45.90%	23.50%	100%
	Total	Count	476	686	366	1528
		Row %	31.15%	44.90%	23.95%	100%
	Number of Respondents		53	76	41	170

Chi-Square Test			
	Value	d. f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	4.571	16	0.997
Since Chi Square Calculated is <= Chi Square tabulated = 26.2962			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 170 respondents 53 respondents i.e. 31.15% falls in the experience range of 3-10 years, 76 respondents i.e. 44.90 % falls in the experience range of 11-20 years, and 41 respondents i.e. 23.95 % fall in the experience range of 21 & >21 years.

In experience range of 3- 10 years 'Consensus' is rated high amongst the high and 'job involvement' is relatively rated low. In experience range of 11-20 years 'Job-satisfaction' is rated high while 'Job involvement' is rated low. In experience range of 21 & > 21 years 'Consensus' is rated high while 'Self-control' and 'Organizational Commitment' is rated low.

Table 13

Income wise analysis of high opinions on variable of 'Organizational Effectiveness' in Reliance Industries.

No.	Dimensions		Monthly Income in Rupees			Total
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Consensus	Count	118	71	2	191
		Row %	61.78%	37.17%	1.05%	100%
2	Legitimization	Count	108	68	2	178
		Row %	60.67%	38.20%	1.12%	100%
3	Need for independence	Count	102	67	2	171
		Row %	59.65%	39.18%	1.17%	100%
4	Self control	Count	95	58	2	155
		Row %	61.29%	37.42%	1.29%	100%
5	Job involvement	Count	90	58	2	150
		Row %	60.00%	38.67%	1.33%	100%
6	Innovation	Count	93	68	2	163
		Row %	57.06%	41.72%	1.23%	100%
7	Organizational commitment	Count	96	65	2	163
		Row %	58.90%	39.88%	1.23%	100%
8	Organizational attachment	Count	105	67	2	174
		Row %	60.34%	38.51%	1.15%	100%
9	Job satisfaction	Count	108	73	2	183
		Row %	59.02%	39.89%	1.09%	100%
	Total	Count	915	595	18	1528
		Row %	59.88%	38.94%	1.18%	100%
	Number of Respondents		**102**	**66**	**2**	**170**

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	1.245	16	1
Since Chi Square Calculated is <= Chi Square tabulated = 26.2962			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 170 respondents 102 respondents i.e. 59.88% falls in the income range of 20-30 thousands p/m, 66 respondents i.e. 38.94 % falls in the income range of 30-40 thousands p/m, and 2 respondents i.e. 1.18 % fall in the income range of 40 -45 thousands p/m.

In income range of 20-30 thousands p/m 'Consensus' is rated high amongst the high and 'Job involvement' is relatively rated low. In income range of 30-40 thousands p/m 'Job-satisfaction' is rated high while 'Self control' is rated low. In income range of 40-45 thousands p/m since there are only two respondents, analysis would be not judicious.

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Table 14

Age wise analysis of high opinions on variable of 'Productivity' in Reliance Industries.

No.	Dimensions		Age in Years			Total
			25 – 34	35 – 44	45 & >45	
1	Learning Attitude	Count	68	66	41	175
		Row %	38.86%	37.71%	23.43%	100%
2	Motivational morale	Count	65	74	43	182
		Row %	35.71%	40.66%	23.63%	100%
3	Discipline	Count	62	70	35	167
		Row %	37.13%	41.92%	20.96%	100%
4	Working conditions	Count	68	72	38	178
		Row %	38.20%	40.45%	21.35%	100%
5	Work methodology	Count	62	76	39	177
		Row %	35.03%	42.94%	22.03%	100%
	Total	Count	325	358	196	879
		Row %	36.97%	40.73%	22.30%	100%
	Number of Respondents		65	72	39	176

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.62	8	0.99
Since Chi Square Calculated is < = Chi Square tabulated = 15.5073			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 207 respondents of Reliance 176 respondents has rated 'High' on variable of Productivity.

- Out of these 176 respondents 65 respondents i.e. 36.97 % falls in the age group of 25 - 34 years, 72 respondents i.e. 40.73 % falls in the age group of 35-44 years, and 39 respondents i.e. 22.30 % fall in the age group of 45 & > 45 years.

- In age group of 25-34 'Learning Attitude' is rated high amongst the high and Work Methodology is relatively rated low. In age group of 35-44 'Work Methodology' is rated high while 'Learning Attitude' is rated low. In age group of 45 & > 45 years 'Motivational Morale' is rated high and ''Discipline' is rated low.

Table 15

Education wise analysis of high opinions on variable of 'Productivity' in Reliance Industries.

No.	Dimensions		Education		Total
---	---	---	Graduates	Post Graduates	
1	Learning Attitude	Count	148	27	175
		Row %	84.57%	15.43%	100%
2	Motivational morale	Count	153	29	182
		Row %	84.07%	15.93%	100%
3	Discipline	Count	142	25	167
		Row %	85.03%	14.97%	100%
4	Working conditions	Count	152	26	178
		Row %	85.39%	14.61%	100%
5	Work methodology	Count	150	27	177
		Row %	84.75%	15.25%	100%
	Total	Count	745	134	879
		Row %	84.76%	15.24%	100%
	Number of Respondents		149	27	176

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.137	4	0.998
Since Chi Square Calculated is <= Chi Square tabulated = 9.48773			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 176 respondents 149 respondents i.e. 84.76% are Graduates, while 27 respondents i.e. 15.24 % are Post-graduates,

Amongst Graduates 'Motivational Morale' is rated high amongst the high and 'Discipline' is relatively rated low. Amongst Post-graduates also 'Motivational Morale' is rated high amongst the high and 'Discipline' is relatively rated low.

Table 16

Category wise analysis of high opinions on variable of 'Productivity' in Reliance Industries.

No.	Dimensions		Category		Total
			Technical	Non Technical	
1	Learning Attitude	Count	141	34	175
		Row %	80.57%	19.43%	100%
2	Motivational morale	Count	145	37	182
		Row %	79.67%	20.33%	100%
3	Discipline	Count	135	32	167
		Row %	80.84%	19.16%	100%
4	Working conditions	Count	143	35	178
		Row %	80.34%	19.66%	100%
5	Work methodology	Count	140	37	177
		Row %	79.10%	20.90%	100%
	Total	Count	704	175	879
		Row %	80.09%	19.91%	100%
	Number of Respondents		141	35	176

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.22	4	0.994
Since Chi Square Calculated is <= Chi Square tabulated = 9.48773			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 176 respondents 141 respondents i.e. 80.09% are Technical people, while 35 respondents i.e. 19.91 % are Non-technical professionals.

Amongst Technical 'Motivational Morale' is rated high amongst the high and 'Discipline' is relatively rated low. Amongst Non-technical professionals also 'Motivational Morale' is rated high amongst the high and 'Discipline' is relatively rated low.

Table 17

Tenure wise analysis of high opinions on variable of 'Productivity' in
Reliance Industries.

No.	Dimensions		Tenure in Years			Total
			3 to 10	11 to 20	21 & >21	
1	Learning Attitude	Count	161	14	0	175
		Row %	92.00%	8.00%	0.00%	100%
2	Motivational morale	Count	162	20	0	182
		Row %	89.01%	10.99%	0.00%	100%
3	Discipline	Count	148	19	0	167
		Row %	88.62%	11.38%	0.00%	100%
4	Working conditions	Count	161	17	0	178
		Row %	90.45%	9.55%	0.00%	100%
5	Work methodology	Count	159	18	0	177
		Row %	89.83%	10.17%	0.00%	100%
	Total	Count	791	88	0	879
		Row %	89.99%	10.01%	0.00%	100%
	Number of Respondents		158	18	0	176
Chi-Square Test						
		Value	d.f.	Assymp. Sig. (2 sided)		
Pearson Chi-Square		1.371	4	0.849		
Since Chi Square Calculated is <= Chi Square tabulated = 9.48773						
at 5 % level of significance and at above mentioned degrees of freedom, the						
Chi Square test is Accepted. Hence a common decision for above area may be taken.						

Referring to above table it can be interpreted that :

- Out of these 176 respondents 158 respondents i.e. 89.99% falls in the tenure range of 3-10 years, 18 respondents i.e. 10.01 % falls in the tenure range of 11-20 years, and 0 respondents i.e. 0 % fall in the tenure range of 21 & >21 years.

In tenure range of 3- 10 years 'Motivational Morale' is rated high amongst the high and 'Discipline' is relatively rated low. In tenure range of 11-20 years 'Motivational Morale' is rated high while 'Learning Attitude' is rated low. In tenure range of 21 & > 21 years there are not respondents.

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Table 18

Total experience wise analysis of high opinions on variable of 'Productivity' in Reliance Industries.

No.	Dimensions		Total Experience in Years			Total
			3 to 10	11 to 20	21 & >21	
1	Learning Attitude	Count	59	73	43	175
		Row %	33.71%	41.71%	24.57%	100%
2	Motivational morale	Count	57	81	44	182
		Row %	31.32%	44.51%	24.18%	100%
3	Discipline	Count	53	73	41	167
		Row %	31.74%	43.71%	24.55%	100%
4	Working conditions	Count	59	80	39	178
		Row %	33.15%	44.94%	21.91%	100%
5	Work methodology	Count	55	83	39	177
		Row %	31.07%	46.89%	22.03%	100%
	Total	Count	283	390	206	879
		Row %	32.20%	44.37%	23.44%	100%
	Number of Respondents		57	78	41	176

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	1.414	8	0.994

Since Chi Square Calculated is <= Chi Square tabulated = 15.5073
at 5 % level of significance and at above mentioned degrees of freedom, the
Chi Square test is Accepted. Hence a common decision for above area may be taken.

Referring to above table it can be interpreted that :

- Out of these 176 respondents 57 respondents i.e. 32.20% falls in the experience range of 3-10 years, 78 respondents i.e. 44.37 % falls in the experience range of 11-20 years, and 41 respondents i.e. 23.44 % fall in the experience range of 21 & >21 years.

In experience range of 3- 10 years 'Learning Attitude' is rated high amongst the high and 'Discipline' is relatively rated low. In experience range of 11-20 years 'Work Methodology' is rated high while 'Discipline' is rated low. In experience range of 21 & > 21 years 'Motivational Morale' is rated high while 'Work Methodology' is rated low.

Table 19

Income wise analysis of high opinions on variable of 'Productivity' in Reliance Industries.

No.	Dimensions		Monthly Income in Rupees			Total
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Learning Attitude	Count	110	63	2	175
		Row %	62.86%	36.00%	1.14%	100%
2	Motivational morale	Count	111	69	2	182
		Row %	60.99%	37.91%	1.10%	100%
3	Discipline	Count	103	63	1	167
		Row %	61.68%	37.72%	0.60%	100%
4	Working conditions	Count	111	65	2	178
		Row %	62.36%	36.52%	1.12%	100%
5	Work methodology	Count	109	66	2	177
		Row %	61.58%	37.29%	1.13%	100%
	Total	Count	544	326	9	879
		Row %	61.89%	37.09%	1.02%	100%
	Number of Respondents		109	65	2	176

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.55	8	0.99
Since Chi Square Calculated is <= Chi Square tabulated = 15.5073			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 176 respondents 109 respondents i.e. 61.89% falls in the income range of 20-30 thousands p/m, 65 respondents i.e. 37.09 % falls in the income range of 30-40 thousands p/m, and 2 respondents i.e. 1.02 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Motivational Morale' is rated high amongst the high and 'Discipline' is relatively rated low. In income range of 30-40 thousands p/m 'Motivational Morale' is rated high while 'Discipline' is rated low. In income range of 40-45 thousands p/m since there are only two respondents, analysis would be not judicious.

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Table 20

Age wise analysis of high opinions on variable of 'Emotional Intelligence' in Reliance Industries.

No.	Dimensions		Age in Years			Total
			25 – 34	35 – 44	45 & >45	
1	Work	Count	59	68	36	163
		Row %	36.20%	41.72%	22.09%	100%
2	Emotional self awareness	Count	60	66	38	164
		Row %	36.59%	40.24%	23.17%	100%
3	Emotional expression	Count	50	59	28	137
		Row %	36.50%	43.07%	20.44%	100%
4	Emotional awareness of others	Count	55	65	34	154
		Row %	35.71%	42.21%	22.08%	100%
5	EQ competencies internationality	Count	59	66	37	162
		Row %	36.42%	40.74%	22.84%	100%
6	Creativity	Count	67	76	40	183
		Row %	36.61%	41.53%	21.86%	100%
7	Resilience	Count	53	64	33	150
		Row %	35.33%	42.67%	22.00%	100%
8	Interpersonal connection	Count	53	60	31	144
		Row %	36.81%	41.67%	21.53%	100%
9	Constructive discontent	Count	53	64	34	151
		Row %	35.10%	42.38%	22.52%	100%
10	EQ values and beliefs comparison	Count	56	61	35	152
		Row %	36.84%	40.13%	23.03%	100%
11	Outlook	Count	58	65	35	158
		Row %	36.71%	41.14%	22.15%	100%
12	Trust radius	Count	47	56	30	133
		Row %	35.34%	42.11%	22.56%	100%
13	Personal power	Count	41	51	27	119
		Row %	34.45%	42.86%	22.69%	100%
14	Integrity	Count	40	48	26	114
		Row %	35.09%	42.11%	22.81%	100%
15	General health	Count	70	78	42	190
		Row %	36.84%	41.05%	22.11%	100%
16	Quality of life	Count	58	67	36	161
		Row %	36.02%	41.61%	22.36%	100%
17	Relationship quotient	Count	71	80	42	193
		Row %	36.79%	41.45%	21.76%	100%
18	Optional performance	Count	49	56	30	135
		Row %	36.30%	41.48%	22.22%	100%
19	Personality traits	Count	64	77	47	188
		Row %	34.04%	40.96%	25.00%	100%
	Total	Count	1063	1227	661	2951
		Row %	36.02%	41.58%	22.40%	100%
	Number of Respondents		56	64	35	155

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.173	36	1
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 207 respondents of Reliance 155 respondents has rated 'High' on variable of Emotional Intelligence.

- Out of these 155 respondents 56 respondents i.e. 36.02% falls in the age group of 25 - 34 years, 64 respondents i.e. 41.58 % falls in the age group of 35-44 years, and 35 respondents i.e. 22.40 % fall in the age group of 45 & >45 years.

- In age group of 25-34 'Creativity' is rated high amongst the high and 'Integrity' is relatively rated low. In age group of 35-44 'Relationship Quotient ' is rated high while 'Personal Power' is rated low. In age group of 45 & > 45 years 'Personality Traits' is rated high and 'Integrity' is rated low.

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Table 21

Education wise analysis of high opinions on variable of 'Emotional Intelligence' in

Reliance Industries.

No.	Dimensions		Education		Total
			Graduates	Post Graduates	
1	Work	Count	137	26	163
		Row %	84.05%	15.95%	100%
2	Emotional self awareness	Count	139	25	164
		Row %	84.76%	15.24%	100%
3	Emotional expression	Count	115	22	137
		Row %	83.94%	16.06%	100%
4	Emotional awareness of others	Count	130	24	154
		Row %	84.42%	15.58%	100%
5	EQ competencies internationality	Count	138	24	162
		Row %	85.19%	14.81%	100%
6	Creativity	Count	155	28	183
		Row %	84.70%	15.30%	100%
7	Resilence	Count	126	24	150
		Row %	84.00%	16.00%	100%
8	Interpersonal connection	Count	121	23	144
		Row %	84.03%	15.97%	100%
9	Constructive discontent	Count	126	25	151
		Row %	83.44%	16.56%	100%
10	EQ values and beliefs comparison	Count	130	22	152
		Row %	85.53%	14.47%	100%
11	Outlook	Count	133	25	158
		Row %	84.18%	15.82%	100%
12	Trust radius	Count	109	24	133
		Row %	81.95%	18.05%	100%
13	Personal power	Count	98	21	119
		Row %	82.35%	17.65%	100%
14	Integrity	Count	95	19	114
		Row %	83.33%	16.67%	100%
15	General health	Count	161	29	190
		Row %	84.74%	15.26%	100%
16	Quality of life	Count	136	25	161
		Row %	84.47%	15.53%	100%
17	Relationship quotient	Count	164	29	193
		Row %	84.97%	15.03%	100%
18	Optional performance	Count	114	21	135
		Row %	84.44%	15.56%	100%
19	Personality traits	Count	160	28	188
		Row %	85.11%	14.89%	100%
	Total	Count	2487	464	2951
		Row %	84.28%	15.72%	100%
	Number of Respondents		131	24	155

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.3799	18	0.9999
Since Chi Square Calculated is <= Chi Square tabulated = 28.8693			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 155 respondents 131 respondents i.e. 84.28% are Graduates, while 24 respondents i.e. 15.72 % are Post-graduates,

Amongst Graduates 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low. Amongst Post-graduates 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low.

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Table 22

Category wise analysis of high opinions on variable of 'Emotional Intelligence' in Reliance Industries.

| No. | Dimensions | | Category | | Total |
			Technical	Non Technical	
1	Work	Count	129	34	163
		Row %	79.14%	20.86%	100%
2	Emotional self awareness	Count	130	34	164
		Row %	79.27%	20.73%	100%
3	Emotional expression	Count	108	29	137
		Row %	78.83%	21.17%	100%
4	Emotional awareness of others	Count	121	33	154
		Row %	78.57%	21.43%	100%
5	EQ competencies internationality	Count	130	32	162
		Row %	80.25%	19.75%	100%
6	Creativity	Count	145	38	183
		Row %	79.23%	20.77%	100%
7	Resilience	Count	119	31	150
		Row %	79.33%	20.67%	100%
8	Interpersonal connection	Count	115	29	144
		Row %	79.86%	20.14%	100%
9	Constructive discontent	Count	120	31	151
		Row %	79.47%	20.53%	100%
10	EQ values and beliefs comparison	Count	121	31	152
		Row %	79.61%	20.39%	100%
11	Outlook	Count	124	34	158
		Row %	78.48%	21.52%	100%
12	Trust radius	Count	105	28	133
		Row %	78.95%	21.05%	100%
13	Personal power	Count	93	26	119
		Row %	78.15%	21.85%	100%
14	Integrity	Count	90	24	114
		Row %	78.95%	21.05%	100%
15	General health	Count	151	39	190
		Row %	79.47%	20.53%	100%
16	Quality of life	Count	129	32	161
		Row %	80.12%	19.88%	100%
17	Relationship quotient	Count	155	38	193
		Row %	80.31%	19.69%	100%
18	Optional performance	Count	105	30	135
		Row %	77.78%	22.22%	100%
19	Personality traits	Count	150	38	188
		Row %	79.79%	20.21%	100%
	Total	Count	2340	611	2951
		Row %	79.30%	20.70%	100%
	Number of Respondents		123	32	155

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.36	18	1
Since Chi Square Calculated is <= Chi Square tabulated = 28.8693			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 155 respondents 123 respondents i.e. 79.30% are Technical people, while 32 respondents i.e. 20.70 % are Non-technical professionals.

Amongst Technical 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low. Amongst Non-technical professionals 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low.

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Table 23

Tenure wise analysis of high opinions on variable of 'Emotional Intelligence' in Reliance Industries.

No.	Dimensions		Tenure in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Work	Count	144	19	0	163
		Row %	88.34%	11.66%	0.00%	100%
2	Emotional self awareness	Count	145	19	0	164
		Row %	88.41%	11.59%	0.00%	100%
3	Emotional expression	Count	121	16	0	137
		Row %	88.32%	11.68%	0.00%	100%
4	Emotional awareness of others	Count	135	19	0	154
		Row %	87.66%	12.34%	0.00%	100%
5	EQ competencies internationality	Count	143	19	0	162
		Row %	88.27%	11.73%	0.00%	100%
6	Creativity	Count	161	22	0	183
		Row %	87.98%	12.02%	0.00%	100%
7	Resilience	Count	132	18	0	150
		Row %	88.00%	12.00%	0.00%	100%
8	Interpersonal connection	Count	127	17	0	144
		Row %	88.19%	11.81%	0.00%	100%
9	Constructive discontent	Count	134	17	0	151
		Row %	88.74%	11.26%	0.00%	100%
10	EQ values and beliefs comparison	Count	133	19	0	152
		Row %	87.50%	12.50%	0.00%	100%
11	Outlook	Count	141	17	0	158
		Row %	89.24%	10.76%	0.00%	100%
12	Trust radius	Count	115	18	0	133
		Row %	86.47%	13.53%	0.00%	100%
13	Personal power	Count	103	16	0	119
		Row %	86.55%	13.45%	0.00%	100%
14	Integrity	Count	100	14	0	114
		Row %	87.72%	12.28%	0.00%	100%
15	General health	Count	167	23	0	190
		Row %	87.89%	12.11%	0.00%	100%
16	Quality of life	Count	141	20	0	161
		Row %	87.58%	12.42%	0.00%	100%
17	Relationship quotient	Count	170	23	0	193
		Row %	88.08%	11.92%	0.00%	100%
18	Optional performance	Count	120	15	0	135
		Row %	88.89%	11.11%	0.00%	100%
19	Personality traits	Count	131	57	0	188
		Row %	69.68%	30.32%	0.00%	100%
	Total	Count	2563	388	0	2951
		Row %	86.85%	13.15%	0.00%	100%
	Number of Respondents		135	20	0	155

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.978	18	1
Since Chi Square Calculated is <= Chi Square tabulated = 28.8693			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 155 respondents 135 respondents i.e. 86.85% falls in the tenure range of 3-10 years, 20 respondents i.e. 13.15 % falls in the tenure range of 11-20 years, and 0 respondents i.e. 0 % fall in the tenure range of 21 & >21 years.

In tenure range of 3-10 years 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low. In tenure range of 11-20 years 'Personality Traits' is rated high while 'Integrity' is rated low. In tenure range of 21 & > 21 years there are not respondents.

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Table 24

Total experience wise analysis of high opinions on variable of 'Emotional Intelligence' in Reliance Industries.

No.	Dimensions		Total Experience in Years			Total
			3 to 10	11 to 20	21 & >21	
1	Work	Count	51	72	40	163
		Row %	31.29%	44.17%	24.54%	100%
2	Emotional self awareness	Count	51	73	40	164
		Row %	31.10%	44.51%	24.39%	100%
3	Emotional expression	Count	42	61	34	137
		Row %	30.66%	44.53%	24.82%	100%
4	Emotional awareness of others	Count	45	69	40	154
		Row %	29.22%	44.81%	25.97%	100%
5	EQ competencies internationality	Count	51	71	40	162
		Row %	31.48%	43.83%	24.69%	100%
6	Creativity	Count	59	80	44	183
		Row %	32.24%	43.72%	24.04%	100%
7	Resilience	Count	45	68	37	150
		Row %	30.00%	45.33%	24.67%	100%
8	Interpersonal connection	Count	45	63	36	144
		Row %	31.25%	43.75%	25.00%	100%
9	Constructive discontent	Count	45	68	38	151
		Row %	29.80%	45.03%	25.17%	100%
10	EQ values and beliefs comparison	Count	50	65	37	152
		Row %	32.89%	42.76%	24.34%	100%
11	Outlook	Count	49.7	69	39.3	158
		Row %	31.46%	43.67%	24.87%	100%
12	Trust radius	Count	40	58	35	133
		Row %	30.08%	43.61%	26.32%	100%
13	Personal power	Count	36	52	31	119
		Row %	30.25%	43.70%	26.05%	100%
14	Integrity	Count	35	49	30	114
		Row %	30.70%	42.98%	26.32%	100%
15	General health	Count	61	83	46	190
		Row %	32.11%	43.68%	24.21%	100%
16	Quality of life	Count	49	71	41	161
		Row %	30.43%	44.10%	25.47%	100%
17	Relationship quotient	Count	61	86	46	193
		Row %	31.61%	44.56%	23.83%	100%
18	Optional performance	Count	43	60	32	135
		Row %	31.85%	44.44%	23.70%	100%
19	Personality traits	Count	59	83	46	188
		Row %	31.38%	44.15%	24.47%	100%
	Total	Count	917.7	1301	732.3	2951
		Row %	31.10%	44.09%	24.82%	100%
	Number of Respondents		48	68	39	155

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	1.43	36	1
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 155 respondents 48 respondents i.e. 31.10% falls in the experience range of 3-10 years, 68 respondents i.e. 44.09 % falls in the experience range of 11-20 years, and 39 respondents i.e. 24.85 % fall in the experience range of 21 & >21 years.

In experience range of 3-10 years 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low. In experience range of 11-20 years 'Relationship Quotient' is rated high while 'Integrity' is rated low. In experience range of 21 & > 21 years 'General Health' is rated high while 'Self-control' and 'Integrity' is rated low.

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Table 25

Income wise analysis of high opinions on variable of 'Emotional Intelligence' in Reliance Industries.

| No. | Dimensions | | Monthly Income in Rupees | | | Total |
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Work	Count	96	65	2	163
		Row %	58.90%	39.88%	1.23%	100%
2	Emotional self awareness	Count	98	64	2	164
		Row %	59.76%	39.02%	1.22%	100%
3	Emotional expression	Count	85	51	1	137
		Row %	62.04%	37.23%	0.73%	100%
4	Emotional awareness of others	Count	92	60	2	154
		Row %	59.74%	38.96%	1.30%	100%
5	EQ competencies internationality	Count	99	61	2	162
		Row %	61.11%	37.65%	1.23%	100%
6	Creativity	Count	111	70	2	183
		Row %	60.66%	38.25%	1.09%	100%
7	Resilience	Count	91	58	1	150
		Row %	60.67%	38.67%	0.67%	100%
8	Interpersonal connection	Count	86	56	2	144
		Row %	59.72%	38.89%	1.39%	100%
9	Constructive discontent	Count	94	56	1	151
		Row %	62.25%	37.09%	0.66%	100%
10	EQ values and beliefs comparison	Count	95	55	2	152
		Row %	62.50%	36.18%	1.32%	100%
11	Outlook	Count	99	57	2	158
		Row %	62.66%	36.08%	1.27%	100%
12	Trust radius	Count	78	54	1	133
		Row %	58.65%	40.60%	0.75%	100%
13	Personal power	Count	71	47	1	119
		Row %	59.66%	39.50%	0.84%	100%
14	Integrity	Count	70	43	1	114
		Row %	61.40%	37.72%	0.88%	100%
15	General health	Count	115	73	2	190
		Row %	60.53%	38.42%	1.05%	100%
16	Quality of life	Count	97	62	2	161
		Row %	60.25%	38.51%	1.24%	100%
17	Relationship quotient	Count	116	75	2	193
		Row %	60.10%	38.86%	1.04%	100%
18	Optional performance	Count	83	51	1	135
		Row %	61.48%	37.78%	0.74%	100%
19	Personality traits	Count	113	73	2	188
		Row %	60.11%	38.83%	1.06%	100%
	Total	Count	1789	1131	31	2951
		Row %	60.62%	38.33%	1.05%	100%
	Number of Respondents		**94**	**59**	**2**	**155**

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	2.79	36	1
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 155 respondents 94 respondents i.e. 60.62% falls in the income range of 20-30 thousands p/m, 59 respondents i.e. 38.33 % falls in the income range of 30-40 thousands p/m, and 2 respondents i.e. 1.05 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low. In income range of 30-40 thousands p/m 'Relationship Quotient' is rated high while 'Integrity' is rated low. In income range of 40-45 thousands p/m since there are only two respondents, analysis would be not judicious.

* * * * *

Table 26

Age wise analysis of high opinions on variable of 'Work Values' in
Reliance Industries.

| No. | Dimensions | | Age in Years | | | Total |
			25-34	35-44	45 & >45	
1	Interest in work	Count	71	73	41	185
		Row %	38.38%	39.46%	22.16%	100%
2	Supervisory treatment	Count	65	71	39	175
		Row %	37.14%	40.57%	22.29%	100%
3	Participation	Count	38	53	24	115
		Row %	33.04%	46.09%	20.87%	100%
4	Rewards and punishment	Count	58	65	35	158
		Row %	36.71%	41.14%	22.15%	100%
5	Praise and blame	Count	51	61	32	144
		Row %	35.42%	42.36%	22.22%	100%
6	Favouritism	Count	60	67	37	164
		Row %	36.59%	40.85%	22.56%	100%
	Total	Count	343	390	208	941
		Row %	36.45%	41.45%	22.10%	100%
	Number of Respondents		57	65	35	157

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.575	10	0.998
Since Chi Square Calculated is <= Chi Square tabulated = 18.307			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 207 respondents of Reliance 157 respondents has rated 'High' on variable of organizational effectiveness

- Out of these 157 respondents 57 respondents i.e. 36.45% falls in the age group of 25 - 34 years, 65 respondents i.e. 41.45 % falls in the age group of 35-44 years, and 35 respondents i.e. 22.10 % fall in the age group of 45 & >45 years.

- In age group of 25-34 'Interest in Work' is rated high amongst the high and 'Participation' is relatively rated low. In age group of 35-44 'Interest in Work' is rated high while 'Participation' is rated low. In age group of 45 & > 45 years 'Interest in Work' is rated high and 'Participation' is rated low.

Table 27

Education wise analysis of high opinions on variable of 'Work Values' in Reliance Industries.

No.	Dimensions		Education		Total
			Graduates	Post Graduates	
1	Interest in work	Count	156	29	185
		Row %	84.32%	15.68%	100%
2	Supervisory treatment	Count	149	26	175
		Row %	85.14%	14.86%	100%
3	Participation	Count	94	21	115
		Row %	81.74%	18.26%	100%
4	Rewards and punishment	Count	132	26	158
		Row %	83.54%	16.46%	100%
5	Praise and blame	Count	126	18	144
		Row %	87.50%	12.50%	100%
6	Favouritism	Count	138	26	164
		Row %	84.15%	15.85%	100%
	Total	Count	795	146	941
		Row %	84.48%	15.52%	100%
	Number of Respondents		133	24	157

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.843	5	0.87
Since Chi Square Calculated is <= Chi Square tabulated = 11.0705			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 157 respondents 133 respondents i.e. 84.48% are Graduates, while 24 respondents i.e. 15.52 % are Post-graduates,

Amongst Graduates 'Interest in Work' is rated high amongst the high and 'Participation' is relatively rated low. Amongst Post-graduates 'Interest in Work' is rated high amongst the high and 'Praise and Blame' is relatively rated low.

Table 28

Category wise analysis of high opinions on variable of 'Work Values' in
Reliance Industries.

| No. | Dimensions | | Category | | Total |
			Technical	Non Technical	
1	Interest in work	Count	148	37	185
		Row %	80.00%	20.00%	100%
2	Supervisory treatment	Count	139	36	175
		Row %	79.43%	20.57%	100%
3	Participation	Count	87	28	115
		Row %	75.65%	24.35%	100%
4	Rewards and punishment	Count	125	33	158
		Row %	79.11%	20.89%	100%
5	Praise and blame	Count	113	31	144
		Row %	78.47%	21.53%	100%
6	Favouritism	Count	129	35	164
		Row %	78.66%	21.34%	100%
	Total	Count	741	200	941
		Row %	78.75%	21.25%	100%
	Number of Respondents		124	33	157

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.9	5	0.97
Since Chi Square Calculated is <= Chi Square tabulated = 11.0705			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 157 respondents 124 respondents i.e. 78.75% are Technical people, while 33 respondents i.e. 21.25 % are Non-technical professionals.

Amongst Technical 'Interest in Work' is rated high amongst the high and 'Participation' is relatively rated low. Amongst Non-technical professionals 'Interest in Work' is rated high amongst the high and 'Participation' is relatively rated low.

Table 29

Tenure wise analysis of high opinions on variable of 'Work Values' in
Reliance Industries.

No.	Dimensions		Tenure in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Interest in work	Count	167	18	0	185
		Row %	90.27%	9.73%	0.00%	100%
2	Supervisory treatment	Count	156	19	0	175
		Row %	89.14%	10.86%	0.00%	100%
3	Participation	Count	105	10	0	115
		Row %	91.30%	8.70%	0.00%	100%
4	Rewards and punishment	Count	143	15	0	158
		Row %	90.51%	9.49%	0.00%	100%
5	Praise and blame	Count	130	14	0	144
		Row %	90.28%	9.72%	0.00%	100%
6	Favouritism	Count	148	16	0	164
		Row %	90.24%	9.76%	0.00%	100%
	Total	Count	849	92	0	941
		Row %	90.22%	9.78%	0.00%	100%
	Number of Respondents		142	15	0	157

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.399	5	0.995
Since Chi Square Calculated is <= Chi Square tabulated = 11.0705			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 157 respondents 142 respondents i.e. 90.22% falls in the tenure range of 3-10 years, 15 respondents i.e. 9.78 % falls in the tenure range of 11-20 years, and 0 respondents i.e. 0 % fall in the tenure range of 21 & >21 years.

In tenure range of 3- 10 years 'Interest in Work ' is rated high amongst the high and 'Participation' is relatively rated low. In tenure range of 11-20 years 'Supervisory Treatment' is rated high while 'Participation' is rated low. In tenure range of 21 & > 21 years there are not respondents.

Table 30

Total experience wise analysis of high opinions on variable of 'Work Values' in Reliance Industries.

No.	Dimensions		Total Experience in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Interest in work	Count	62	78	45	185
		Row %	33.51%	42.16%	24.32%	100%
2	Supervisory treatment	Count	56	78	41	175
		Row %	32.00%	44.57%	23.43%	100%
3	Participation	Count	30	57	28	115
		Row %	26.09%	49.57%	24.35%	100%
4	Rewards and punishment	Count	52	68	38	158
		Row %	32.91%	43.04%	24.05%	100%
5	Praise and blame	Count	42	68	34	144
		Row %	29.17%	47.22%	23.61%	100%
6	Favouritism	Count	50	74	40	164
		Row %	30.49%	45.12%	24.39%	100%
	Total	Count	292	423	226	941
		Row %	31.03%	44.95%	24.02%	100%
	Number of Respondents		49	70	38	157

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	2.906	10	0.9835
Since Chi Square Calculated is <= Chi Square tabulated = 18.307			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 157 respondents 49 respondents i.e. 31.03% falls in the experience range of 3-10 years, 70 respondents i.e. 44.95 % falls in the experience range of 11-20 years, and 38 respondents i.e. 24.02 % fall in the experience range of 21 & >21 years.

In experience range of 3- 10 years 'Interest in work' is rated high amongst the high and 'Participation' is relatively rated low. In experience range of 11-20 years 'Interest in work' is rated high while 'Participation' is rated low. In experience range of 21 & > 21 years 'Interest in work' is rated high while 'Participation' is rated low.

Table 31

Income wise analysis of high opinions on variable of 'Work Values' in Reliance Industries.

No.	Dimensions		Monthly Income in Rupees			Total
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Interest in work	Count	117	66	2	185
		Row %	63.24%	35.68%	1.08%	100%
2	Supervisory treatment	Count	106	67	2	175
		Row %	60.57%	38.29%	1.14%	100%
3	Participation	Count	70	44	1	115
		Row %	60.87%	38.26%	0.87%	100%
4	Rewards and punishment	Count	100	57	1	158
		Row %	63.29%	36.08%	0.63%	100%
5	Praise and blame	Count	86	56	2	144
		Row %	59.72%	38.89%	1.39%	100%
6	Favouritism	Count	97	65	2	164
		Row %	59.15%	39.63%	1.22%	100%
	Total	Count	576	355	10	941
		Row %	61.21%	37.73%	1.06%	100%
	Number of Respondents		96	59	2	157

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	1.478	10	0.999

Since Chi Square Calculated is <= Chi Square tabulated = 18.307
at 5 % level of significance and at above mentioned degrees of freedom, the
Chi Square test is Accepted. Hence a common decision for above area may be taken.

Referring to above table it can be interpreted that :

- Out of these 157 respondents 96 respondents i.e. 61.21% falls in the income range of 20-30 thousands p/m, 59 respondents i.e. 37.73 % falls in the income range of 30-40 thousands p/m, and 2 respondents i.e. 1.06 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Interest in Work' is rated high amongst the high and 'Participation' is relatively rated low. In income range of 30-40 thousands p/m 'Supervisory Treatment' is rated high while 'Participation' is rated low. In income range of 40-45 thousands p/m since there are only two respondents, analysis would be not judicious.

Table 32
Age wise analysis of high opinions on variable of 'Organizational Effectiveness' in Essar Industries.

No.	Dimensions		Age in Years			Total
			25 - 34	35 – 44	45 & > 45	
1	Consensus	Count	23	48	30	101
		Row %	22.77%	47.52%	29.70%	100%
2	Legitimization	Count	22	47	23	92
		Row %	23.91%	51.09%	25.00%	100%
3	Need for independence	Count	23	43	15	81
		Row %	28.40%	53.09%	18.52%	100%
4	Self control	Count	20	43	7	70
		Row %	28.57%	61.43%	10.00%	100%
5	Job involvement	Count	19	43	15	77
		Row %	24.68%	55.84%	19.48%	100%
6	Innovation	Count	21	45	19	85
		Row %	24.71%	52.94%	22.35%	100%
7	Organizational commitment	Count	22	49	0	71
		Row %	30.99%	69.01%	0.00%	100%
8	Organizational attachment	Count	21	47	0	68
		Row %	30.88%	69.12%	0.00%	100%
9	Job satisfaction	Count	25	49	0	74
		Row %	33.78%	66.22%	0.00%	100%
	Total	Count	196	414	109	719
		Row %	27.26%	57.58%	15.16%	100%
	Number of Respondents		22	46	12	80

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	68.79	16	0.0000016
Since Chi Square Calculated is > Chi Square tabulated = 26.2962			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.			

Referring to above table it can be interpreted that :

- Out of 114 respondents of Essar 80 respondents has rated 'High' on variable of Organizational Effectiveness

- Out of these 80 respondents 22 respondents i.e. 27.26% falls in the age group of 25 - 34 years, 46 respondents i.e. 57.58 % falls in the age group of 35-44 years, and 12 respondents i.e. 15.16 % fall in the age group of 45 & >45 years.

- In age group of 25-34 'Job Satisfaction' is rated high amongst the high and 'Job Involvement' is relatively rated low. In age group of 35-44 'Organizational Commitment' and 'Job satisfaction' are rated high while 'Job involvement' is rated low. In age group of 45 & > 45 years 'Consensus' is rated high and 'Organizational Commitment', 'Organizational Attachment' and 'Job Satisfaction' is rated low.

Table 33

Education wise analysis of high opinions on variable of
'Organizational Effectiveness' in Essar Industries.

| No. | Dimensions | | Education | | Total |
			Graduates	Post Graduates	
1	Consensus	Count	81	20	101
		Row %	80.20%	19.80%	100%
2	Legitimization	Count	74	18	92
		Row %	80.43%	19.57%	100%
3	Need for independence	Count	63	18	81
		Row %	77.78%	22.22%	100%
4	Self control	Count	51	19	70
		Row %	72.86%	27.14%	100%
5	Job involvement	Count	58	19	77
		Row %	75.32%	24.68%	100%
6	Innovation	Count	68	17	85
		Row %	80.00%	20.00%	100%
7	Organizational commitment	Count	52	19	71
		Row %	73.24%	26.76%	100%
8	Organizational attachment	Count	49	19	68
		Row %	72.06%	27.94%	100%
9	Job satisfaction	Count	56	18	74
		Row %	75.68%	24.32%	100%
	Total	Count	552	167	719
		Row %	76.77%	23.23%	100%
	Number of Respondents		61	19	80
Chi-Square Test					
		Value	d.f.	Assymp. Sig. (2 sided)	
Pearson Chi-Square		3.98	8	0.858	
Since Chi Square Calculated is <= Chi Square tabulated = 15.5073					
at 5 % level of significance and at above mentioned degrees of freedom, the					
Chi Square test is Accepted. Hence a common decision for above area may be taken.					

Referring to above table it can be interpreted that :

- Out of these 80 respondents 61 respondents i.e. 76.77% are Graduates, while 19 respondents i.e. 23.23 % are Post-graduates,

Amongst Graduates 'Consensus' is rated high amongst the high and 'Organizational Attachment' is relatively rated low. Amongst Post-graduates 'Consensus' is rated high amongst the high and 'Innovation' is relatively rated low.

Table 34

Category wise analysis of high opinions on variable of 'Organizational Effectiveness' in Essar Industries.

No.	Dimensions		Education		Total
			Graduates	Post Graduates	
1	Consensus	Count	78	23	101
		Row %	77.23%	22.77%	100%
2	Legitimization	Count	68	24	92
		Row %	73.91%	26.09%	100%
3	Need for independence	Count	60	21	81
		Row %	74.07%	25.93%	100%
4	Self control	Count	49	21	70
		Row %	70.00%	30.00%	100%
5	Job involvement	Count	55	22	77
		Row %	71.43%	28.57%	100%
6	Innovation	Count	62	23	85
		Row %	72.94%	27.06%	100%
7	Organizational commitment	Count	46	25	71
		Row %	64.79%	35.21%	100%
8	Organizational attachment	Count	43	25	68
		Row %	63.24%	36.76%	100%
9	Job satisfaction	Count	49	25	74
		Row %	66.22%	33.78%	100%
	Total	Count	510	209	719
		Row %	70.93%	29.07%	100%
	Number of Respondents		57	23	80
Chi-Square Test					
		Value	d.f.	Assymp. Sig. (2 sided)	
Pearson Chi-Square		6.98	8	0.538	
Since Chi Square Calculated is <= Chi Square tabulated = 15.5073					
at 5 % level of significance and at above mentioned degrees of freedom, the					
Chi Square test is Accepted. Hence a common decision for above area may be taken.					

Referring to above table it can be interpreted that :

- Out of 80 respondents 57 respondents i.e. 70.93% are Technical people, while 23 respondents i.e. 29.07 % are Non-technical professionals.

Amongst Technical 'Consensus' is rated high amongst the high and 'Organizational Attachment' is relatively rated low. Amongst Non-technical professionals 'Job Satisfaction' and 'Organizational Attachment' are rated high amongst the high and 'Need for Independence' and Self-control' are relatively rated low.

Table 35

Tenure wise analysis of high opinions on variable of 'Organizational Effectiveness' in Essar Industries.

No.	Dimensions		Tenure in Years			Total
			3 to 10	11 to 20	21 & >21	
1	Consensus	Count	75	21	5	101
		Row %	74.26%	20.79%	4.95%	100%
2	Legitimization	Count	65	19	8	92
		Row %	70.65%	20.65%	8.70%	100%
3	Need for independence	Count	55	20	6	81
		Row %	67.90%	24.69%	7.41%	100%
4	Self control	Count	50	17	3	70
		Row %	71.43%	24.29%	4.29%	100%
5	Job involvement	Count	52	19	6	77
		Row %	67.53%	24.68%	7.79%	100%
6	Innovation	Count	59	20	6	85
		Row %	69.41%	23.53%	7.06%	100%
7	Organizational commitment	Count	45	19	7	71
		Row %	63.38%	26.76%	9.86%	100%
8	Organizational attachment	Count	42	19	7	68
		Row %	61.76%	27.94%	10.29%	100%
9	Job satisfaction	Count	47	20	7	74
		Row %	63.51%	27.03%	9.46%	100%
	Total	Count	490	174	55	719
		Row %	68.15%	24.20%	7.65%	100%
	Number of Respondents		55	19	6	80

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	7.04	16	0.972
Since Chi Square Calculated is <= Chi Square tabulated = 26.2962			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 80 respondents 55 respondents i.e. 68.15% falls in the tenure range of 3-10 years, 19 respondents i.e. 24.20 % falls in the tenure range of 11-20 years, and 6 respondents i.e. 7.65 % fall in the tenure range of 21 & >21 years.

In tenure range of 3-10 years 'Consensus' is rated high amongst the high and 'Organizational Attachment' is relatively rated low. In tenure range of 11-20 years 'Consensus' is rated high while 'Self-control' is rated low. In tenure range of 21 & > 21 years 'Legitimization' is rated high while 'Self-control' is rated low.

Table 36

Total experience wise analysis of high opinions on variable of

'Organizational Effectiveness' in Essar Industries.

No.	Dimensions		Total Experience in Years			Total
			3 to 10	11 to 20	21 & >21	
1	Consensus	Count	29	35	37	101
		Row %	28.71%	34.65%	36.63%	100%
2	Legitimization	Count	28	35	29	92
		Row %	30.43%	38.04%	31.52%	100%
3	Need for independence	Count	27	33	21	81
		Row %	33.33%	40.74%	25.93%	100%
4	Self control	Count	25	30	15	70
		Row %	35.71%	42.86%	21.43%	100%
5	Job involvement	Count	25	30	22	77
		Row %	32.47%	38.96%	28.57%	100%
6	Innovation	Count	30	31	24	85
		Row %	35.29%	36.47%	28.24%	100%
7	Organizational commitment	Count	30	35	6	71
		Row %	42.25%	49.30%	8.45%	100%
8	Organizational attachment	Count	30	36	2	68
		Row %	44.12%	52.94%	2.94%	100%
9	Job satisfaction	Count	32	36	6	74
		Row %	43.24%	48.65%	8.11%	100%
	Total	Count	256	301	162	719
		Row %	35.61%	41.86%	22.53%	100%
	Number of Respondents		28	33	19	80
Chi-Square Test						
		Value	d.f.	Assymp. Sig. (2 sided)		
Pearson Chi-Square		51.75	16	0.000012		
Since Chi Square Calculated is > Chi Square tabulated = 26.2962						
at 5 % level of significance and at above mentioned degrees of freedom, the						
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.						

Referring to above table it can be interpreted that :

- Out of these 80 respondents 28 respondents i.e. 35.61% falls in the experience range of 3-10 years, 33 respondents i.e. 41.86 % falls in the experience range of 11-20 years, and 19 respondents i.e. 22.53 % fall in the experience range of 21 & >21 years.

In experience range of 3- 10 years 'Job Satisfaction' is rated high amongst the high and 'Job involvement' and 'Self-control; are relatively rated low. In experience range of 11-20 years 'Job-satisfaction' and 'Organizational Attachment' is rated high while 'Job Involvement' and 'Self-control' are rated low. In experience range of 21 & > 21 years 'Consensus' is rated high while 'Organizational Attachment' is rated low.

Table 37

Income wise analysis of high opinions on variable of

'Organizational Effectiveness' in Essar Industries.

No.	Dimensions		Monthly Income in Rupees			Total
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Consensus	Count	67	32	2	101
		Row %	66.34%	31.68%	1.98%	100%
2	Legitimization	Count	55	35	2	92
		Row %	59.78%	38.04%	2.17%	100%
3	Need for independence	Count	47	32	2	81
		Row %	58.02%	39.51%	2.47%	100%
4	Self control	Count	44	24	2	70
		Row %	62.86%	34.29%	2.86%	100%
5	Job involvement	Count	46	29	2	77
		Row %	59.74%	37.66%	2.60%	100%
6	Innovation	Count	47	36	2	85
		Row %	55.29%	42.35%	2.35%	100%
7	Organizational commitment	Count	32	37	2	71
		Row %	45.07%	52.11%	2.82%	100%
8	Organizational attachment	Count	35	31	2	68
		Row %	51.47%	45.59%	2.94%	100%
9	Job satisfaction	Count	36	37	1	74
		Row %	48.65%	50.00%	1.35%	100%
	Total	Count	409	293	17	719
		Row %	56.88%	40.75%	2.36%	100%
	Number of Respondents		45	33	2	80
Chi-Square Test						
		Value	d.f.	Assymp. Sig. (2 sided)		
Pearson Chi-Square		13.33	16	0.648		
Since Chi Square Calculated is <= Chi Square tabulated = 26.2962						
at 5 % level of significance and at above mentioned degrees of freedom, the						
Chi Square test is Accepted. Hence a common decision for above area may be taken.						

Referring to above table it can be interpreted that :

- Out of these 80 respondents 45 respondents i.e. 56.88% falls in the income range of 20-30 thousands p/m, 33 respondents i.e. 40.75 % falls in the income range of 30-40 thousands p/m, and 2 respondents i.e. 2.36 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Consensus' is rated high amongst the high and 'Organization Commitment' is relatively rated low. In income range of 30-40 thousands p/m 'Job-satisfaction' and 'Organizational Commitment' is rated high while 'Self control' is rated low. In income range of 40-45 thousands p/m since there are only two respondents, analysis would be not judicious.

Table 38

Age wise analysis of high opinions on variable of 'Productivity' in
Essar Industries.

No.	Dimensions		Age in Years			Total
			25 – 34	35 – 44	45 & >45	
1	Learning Attitude	Count	23	42	12	77
		Row %	29.87%	54.55%	15.58%	100%
2	Motivational morale	Count	20	51	0	71
		Row %	28.17%	71.83%	0.00%	100%
3	Discipline	Count	19	45	21	85
		Row %	22.35%	52.94%	24.71%	100%
4	Working conditions	Count	23	49	5	77
		Row %	29.87%	63.64%	6.49%	100%
5	Work methodology	Count	21	47	0	68
		Row %	30.88%	69.12%	0.00%	100%
	Total	Count	106	234	38	378
		Row %	28.04%	61.90%	10.05%	100%
	Number of Respondents		21	47	8	76
Chi-Square Test						
		Value	d.f.	Assymp. Sig. (2 sided)		
Pearson Chi-Square		40.31	8	0.0000028		
Since Chi Square Calculated is > Chi Square tabulated = 15.5073						
at 5 % level of significance and at above mentioned degrees of freedom, the						
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.						

Referring to above table it can be interpreted that :

- Out of 114 respondents of Reliance 76 respondents has rated 'High' on variable of 'Productivity'

- Out of these 76 respondents 21 respondents i.e. 28.04% falls in the age group of 25 - 34 years, 47 respondents i.e. 61.90 % falls in the age group of 35-44 years, and 8 respondents i.e. 10.05 % fall in the age group of 45 & >45 years.

- In age group of 25-34 'Learning Attitude' and 'Working Conditions' are rated high amongst the high and 'Discipline' is relatively rated low. In age group of 35-44 'Motivational Morale' is rated high while 'Learning Attitude' is rated low. In age group of 45 & > 45 years 'Discipline' is rated high and 'Working Methodology' is rated low.

Table 39

Education wise analysis of high opinions on variable of 'Productivity' in Essar Industries.

No.	Dimensions		Education		Total
			Graduates	Post Graduates	
1	Learning Attitude	Count	58	19	77
		Row %	75.32%	24.68%	100%
2	Motivational morale	Count	50	21	71
		Row %	70.42%	29.58%	100%
3	Discipline	Count	65	20	85
		Row %	76.47%	23.53%	100%
4	Working conditions	Count	58	19	77
		Row %	75.32%	24.68%	100%
5	Work methodology	Count	48	20	68
		Row %	70.59%	29.41%	100%
	Total	Count	279	99	378
		Row %	73.81%	26.19%	100%
	Number of Respondents		**56**	**20**	**76**

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.28	4	0.86
Since Chi Square Calculated is <= Chi Square tabulated = 9.48773			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 76 respondents 56 respondents i.e. 73.81% are Graduates, while 20 respondents i.e. 26.19 % are Post-graduates,

Amongst Graduates 'Discipline' is rated high amongst the high and 'Work Methodology' is relatively rated low. Amongst Post-graduates 'Motivational Morale' is rated high amongst the high and 'Learning Attitude' and 'Working Conditions' are relatively rated low.

Table 40

Category wise analysis of high opinions on variable of 'Productivity' in

Essar Industries.

No.	Dimensions		Category		Total
---	---	---	Technical	Non Technical	
1	Learning Attitude	Count	56	21	77
		Row %	72.73%	27.27%	100%
2	Motivational morale	Count	47	24	71
		Row %	66.20%	33.80%	100%
3	Discipline	Count	65	20	85
		Row %	76.47%	23.53%	100%
4	Working conditions	Count	53	24	77
		Row %	68.83%	31.17%	100%
5	Work methodology	Count	45	23	68
		Row %	66.18%	33.82%	100%
	Total	Count	266	112	378
		Row %	70.37%	29.63%	100%
	Number of Respondents		53	23	76

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	2.976	4	0.56
Since Chi Square Calculated is <= Chi Square tabulated = 9.48773			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 76 respondents 53 respondents i.e. 70.37% are Technical people, while 23 respondents i.e. 29.63 % are Non-technical professionals.

Amongst Technical 'Discipline' is rated high amongst the high and 'Work Methodology' is relatively rated low. Amongst Non-technical professionals 'Motivational Morale' and 'Working Conditions' are rated high amongst the high and 'Discipline' is relatively rated low.

Table 41

Tenure wise analysis of high opinions on variable of 'Productivity' in

Essar Industries.

| No. | Dimensions | | Tenure in Years | | | Total |
			3 to 10	11 to 20	21 & >21	
1	Learning Attitude	Count	55	17	5	77
		Row %	71.43%	22.08%	6.49%	100%
2	Motivational morale	Count	43	20	8	71
		Row %	60.56%	28.17%	11.27%	100%
3	Discipline	Count	62	19	4	85
		Row %	72.94%	22.35%	4.71%	100%
4	Working conditions	Count	54	17	6	77
		Row %	70.13%	22.08%	7.79%	100%
5	Work methodology	Count	43	18	7	68
		Row %	63.24%	26.47%	10.29%	100%
	Total	Count	257	91	30	378
		Row %	67.99%	24.07%	7.94%	100%
	Number of Respondents		52	18	6	76

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	5.101	8	0.747
Since Chi Square Calculated is <= Chi Square tabulated = 15.5073			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 76 respondents 52 respondents i.e. 67.99% falls in the tenure range of 3-10 years, 18 respondents i.e. 24.07 % falls in the tenure range of 11-20 years, and 6 respondents i.e. 7.94 % fall in the tenure range of 21 & >21 years.

In tenure range of 3-10 years 'Discipline' is rated high amongst the high and 'Motivational Morale' and 'Work Methodology' is relatively rated low. In tenure range of 11-20 years 'Discipline' is rated high while 'Learning Attitude' and 'Working Conditions' is rated low. In tenure range of 21 & > 21 years 'Motivational Morale' is rated high while 'Discipline' is rated low.

Table 42

Total experience wise analysis of high opinions on variable of 'Productivity' in Essar Industries.

No.	Dimensions		Total Experience in Years			Total
			3 to 10	11 to 20	21 & >21	
1	Learning Attitude	Count	26	33	18	77
		Row %	33.77%	42.86%	23.38%	100%
2	Motivational morale	Count	30	36	5	71
		Row %	42.25%	50.70%	7.04%	100%
3	Discipline	Count	27	29	29	85
		Row %	31.76%	34.12%	34.12%	100%
4	Working conditions	Count	31	34	12	77
		Row %	40.26%	44.16%	15.58%	100%
5	Work methodology	Count	30	35	3	68
		Row %	44.12%	51.47%	4.41%	100%
	Total	Count	144	167	67	378
		Row %	38.10%	44.18%	17.72%	100%
	Number of Respondents		29	34	13	76

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	31.66	8	0.00011
Since Chi Square Calculated is > Chi Square tabulated = 15.5073			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.			

Referring to above table it can be interpreted that :

- Out of these 76 respondents 29 respondents i.e. 38.10% falls in the experience range of 3-10 years, 34 respondents i.e. 44.18 % falls in the experience range of 11-20 years, and 13 respondents i.e. 17.72 % fall in the experience range of 21 & >21 years.

In experience range of 3 - 10 years 'Working Conditions' is rated high amongst the high and 'Learning Attitude' is relatively rated low. In experience range of 11-20 years 'Motivational Morale' is rated high while 'Discipline' is rated low. In experience range of 21 & > 21 years 'Discipline' is rated high while 'Work Methodology' is rated low.

Table 43

Income wise analysis of high opinions on variable of 'Productivity' in
Essar Industries.

| No. | Dimensions | | Monthly income in Rupees | | | Total |
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Learning Attitude	Count	49	26	2	77
		Row %	63.64%	33.77%	2.60%	100%
2	Motivational morale	Count	40	29	2	71
		Row %	56.34%	40.85%	2.82%	100%
3	Discipline	Count	58	26	1	85
		Row %	68.24%	30.59%	1.18%	100%
4	Working conditions	Count	42	33	2	77
		Row %	54.55%	42.86%	2.60%	100%
5	Work methodology	Count	40	26	2	68
		Row %	58.82%	38.24%	2.94%	100%
	Total	Count	229	140	9	378
		Row %	60.58%	37.04%	2.38%	100%
	Number of Respondents		46	28	2	76

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	4.529	8	0.806
Since Chi Square Calculated is <= Chi Square tabulated = 15.5073			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 76 respondents 46 respondents i.e. 60.58% falls in the income range of 20-30 thousands p/m, 28 respondents i.e. 37.04 % falls in the income range of 30-40 thousands p/m, and 2 respondents i.e. 2.38 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Discipline' is rated high amongst the high and 'Motivational Morale' and 'Work Methodology' is relatively rated low. In income range of 30-40 thousands p/m 'Working Conditions' is rated high while 'Learning Attitude', 'Discipline' and 'Work Methodology' is rated low. In income range of 40-45 thousands p/m since there are only two respondents, analysis would be not judicious.

Table 44

Age wise analysis of high opinions on variable of 'Emotional Intelligence' in

Essar Industries.

No.	Dimensions		Age in Years			Total
			25 - 34	35 - 44	45 & > 45	
1	Work	Count	23	46	17	86
		Row %	26.74%	53.49%	19.77%	100%
2	Emotional self awareness	Count	22	44	14	80
		Row %	27.50%	55.00%	17.50%	100%
3	Emotional expression	Count	18	38	13	69
		Row %	26.09%	55.07%	18.84%	100%
4	Emotional awareness of others	Count	22	42	21	85
		Row %	25.88%	49.41%	24.71%	100%
5	EQ competencies internationality	Count	21	43	19	83
		Row %	25.30%	51.81%	22.89%	100%
6	Creativity	Count	23	49	17	89
		Row %	25.84%	55.06%	19.10%	100%
7	Resilience	Count	19	41	27	87
		Row %	21.84%	47.13%	31.03%	100%
8	Interpersonal connection	Count	21	39	16	76
		Row %	27.63%	51.32%	21.05%	100%
9	Constructive discontent	Count	19	44	21	84
		Row %	22.62%	52.38%	25.00%	100%
10	EQ values and beliefs comparison	Count	20	40	15	75
		Row %	26.67%	53.33%	20.00%	100%
11	Outlook	Count	20	43	23	86
		Row %	23.26%	50.00%	26.74%	100%
12	Trust radius	Count	20	40	15	75
		Row %	26.67%	53.33%	20.00%	100%
13	Personal power	Count	18	36	10	64
		Row %	28.13%	56.25%	15.63%	100%
14	Integrity	Count	17	32	13	62
		Row %	27.42%	51.61%	20.97%	100%
15	General health	Count	27	53	13	93
		Row %	29.03%	56.99%	13.98%	100%
16	Quality of life	Count	21	43	19	83
		Row %	25.30%	51.81%	22.89%	100%
17	Relationship quotient	Count	24	51	30	105
		Row %	22.86%	48.57%	28.57%	100%
18	Optional performance	Count	18	37	14	69
		Row %	26.09%	53.62%	20.29%	100%
19	Personality traits	Count	24	50	21	95
		Row %	25.26%	52.63%	22.11%	100%
	Total	Count	397	811	338	1546
		Row %	25.68%	52.46%	21.86%	100%
	Number of Respondents		21	42	18	81

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	**14.15**	**36**	**0.986**
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 114 respondents of Reliance 81 respondents has rated 'High' on variable of 'Emotional Intelligence'.

- Out of these 81 respondents 21 respondents i.e. 25.68% falls in the age group of 25 - 34 years, 42 respondents i.e. 52.46 % falls in the age group of 35-44 years, and 18 respondents i.e. 21.86 % fall in the age group of 45 & >45 years.

- In age group of 25-34 'General Health' is rated high amongst the high and 'Integrity' is relatively rated low. In age group of 35-44 'General Health' is rated high while 'Integrity' is rated low. In age group of 45 & > 45 years 'Relationship Quotient' is rated high and 'Personal Power' is rated low.

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Table 45

Education wise analysis of high opinions on variable of 'Emotional Intelligence' in Essar Industries.

No.	Dimensions		Education		Total
			Graduates	Post Graduates	
1	Work	Count	66	20	86
		Row %	76.74%	23.26%	100%
2	Emotional self awareness	Count	61	19	80
		Row %	76.25%	23.75%	100%
3	Emotional expression	Count	54	15	69
		Row %	78.26%	21.74%	100%
4	Emotional awareness of others	Count	68	17	85
		Row %	80.00%	20.00%	100%
5	EQ competencies internationality	Count	66	17	83
		Row %	79.52%	20.48%	100%
6	Creativity	Count	69	20	89
		Row %	77.53%	22.47%	100%
7	Resilience	Count	70	17	87
		Row %	80.46%	19.54%	100%
8	Interpersonal connection	Count	59	17	76
		Row %	77.63%	22.37%	100%
9	Constructive discontent	Count	67	17	84
		Row %	79.76%	20.24%	100%
10	EQ values and beliefs comparison	Count	60	15	75
		Row %	80.00%	20.00%	100%
11	Outlook	Count	68	18	86
		Row %	79.07%	20.93%	100%
12	Trust radius	Count	56	19	75
		Row %	74.67%	25.33%	100%
13	Personal power	Count	48	16	64
		Row %	75.00%	25.00%	100%
14	Integrity	Count	47	15	62
		Row %	75.81%	24.19%	100%
15	General health	Count	70	23	93
		Row %	75.27%	24.73%	100%
16	Quality of life	Count	65	18	83
		Row %	78.31%	21.69%	100%
17	Relationship quotient	Count	84	21	105
		Row %	80.00%	20.00%	100%
18	Optional performance	Count	53	16	69
		Row %	76.81%	23.19%	100%
19	Personality traits	Count	75	20	95
		Row %	78.95%	21.05%	100%
	Total	Count	1206	340	1546
		Row %	78.01%	21.99%	100%
	Number of Respondents		63	18	81

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	2.6	18	0.996
Since Chi Square Calculated is <= Chi Square tabulated = 28.8693			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 81 respondents 63 respondents i.e. 78.01% are Graduates, while 18 respondents i.e. 21.99 % are Post-graduates,

Amongst Graduates 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low. Amongst Post-graduates 'General Health' is rated high amongst the high and 'EQ values and beliefs comparison Innovation' and 'Integrity' is relatively rated low.

* * * * *

Table 46

Category wise analysis of high opinions on variable of 'Emotional Intelligence' in

Essar Industries.

No.	Dimensions		Category		Total
			Technical	Non Technical	
1	Work	Count	61	25	86
		Row %	70.93%	29.07%	100%
2	Emotional self awareness	Count	57	23	80
		Row %	71.25%	28.75%	100%
3	Emotional expression	Count	50	19	69
		Row %	72.46%	27.54%	100%
4	Emotional awareness of others	Count	63	22	85
		Row %	74.12%	25.88%	100%
5	EQ competencies internationality	Count	62	21	83
		Row %	74.70%	25.30%	100%
6	Creativity	Count	64	25	89
		Row %	71.91%	28.09%	100%
7	Resilence	Count	66	21	87
		Row %	75.86%	24.14%	100%
8	Interpersonal connection	Count	56	20	76
		Row %	73.68%	26.32%	100%
9	Constructive discontent	Count	63	21	84
		Row %	75.00%	25.00%	100%
10	EQ values and beliefs comparison	Count	53	22	75
		Row %	70.67%	29.33%	100%
11	Outlook	Count	62	24	86
		Row %	72.09%	27.91%	100%
12	Trust radius	Count	54	21	75
		Row %	72.00%	28.00%	100%
13	Personal power	Count	45	19	64
		Row %	70.31%	29.69%	100%
14	Integrity	Count	46	16	62
		Row %	74.19%	25.81%	100%
15	General health	Count	65	28	93
		Row %	69.89%	30.11%	100%
16	Quality of life	Count	62	21	83
		Row %	74.70%	25.30%	100%
17	Relationship quotient	Count	86	19	105
		Row %	81.90%	18.10%	100%
18	Optional performance	Count	50	19	69
		Row %	72.46%	27.54%	100%
19	Personality traits	Count	70	25	95
		Row %	73.68%	26.32%	100%
	Total	Count	1135	411	1546
		Row %	73.42%	26.58%	100%
	Number of Respondents		**59**	**22**	**81**

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	2.007	18	0.999
Since Chi Square Calculated is <= Chi Square tabulated = 28.8693			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 81 respondents 59 respondents i.e. 73.42% are Technical people, while 22 respondents i.e. 26.58 % are Non-technical professionals.

Amongst Technical 'Relationship Quotient' is rated high amongst the high and 'Personal Power' is relatively rated low. Amongst Non-technical professionals 'General Health' is rated high amongst the high and 'Integrity' is relatively rated low.

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Table 47

Tenure wise analysis of high opinions on variable of 'Emotional Intelligence' in

Essar Industries.

No.	Dimensions		Tenure in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Work	Count	58	20	8	86
		Row %	67.44%	23.26%	9.30%	100%
2	Emotional self awareness	Count	54	19	7	80
		Row %	67.50%	23.75%	8.75%	100%
3	Emotional expression	Count	48	15	6	69
		Row %	69.57%	21.74%	8.70%	100%
4	Emotional awareness of others	Count	59	18	8	85
		Row %	69.41%	21.18%	9.41%	100%
5	EQ competencies internationality	Count	56	19	8	83
		Row %	67.47%	22.89%	9.64%	100%
6	Creativity	Count	59	22	8	89
		Row %	66.29%	24.72%	8.99%	100%
7	Resilience	Count	62	18	7	87
		Row %	71.26%	20.69%	8.05%	100%
8	Interpersonal connection	Count	52	17	7	76
		Row %	68.42%	22.37%	9.21%	100%
9	Constructive discontent	Count	60	17	7	84
		Row %	71.43%	20.24%	8.33%	100%
10	EQ values and beliefs comparison	Count	49	19	7	75
		Row %	65.33%	25.33%	9.33%	100%
11	Outlook	Count	60	17	9	86
		Row %	69.77%	19.77%	10.47%	100%
12	Trust radius	Count	49	19	7	75
		Row %	65.33%	25.33%	9.33%	100%
13	Personal power	Count	41	16	7	64
		Row %	64.06%	25.00%	10.94%	100%
14	Integrity	Count	42	14	6	62
		Row %	67.74%	22.58%	9.68%	100%
15	General health	Count	58	25	10	93
		Row %	62.37%	26.88%	10.75%	100%
16	Quality of life	Count	56	20	7	83
		Row %	67.47%	24.10%	8.43%	100%
17	Relationship quotient	Count	73	23	9	105
		Row %	69.52%	21.90%	8.57%	100%
18	Optional performance	Count	48	15	6	69
		Row %	69.57%	21.74%	8.70%	100%
19	Personality traits	Count	65	22	8	95
		Row %	68.42%	23.16%	8.42%	100%
	Total	Count	1049	355	142	1546
		Row %	67.85%	22.96%	9.18%	100%
	Number of Respondents		55	19	7	81

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	4.22	36	1
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 81 respondents 55 respondents i.e. 67.85% falls in the tenure range of 3-10 years, 19 respondents i.e. 22.96 % falls in the tenure range of 11-20 years, and 7 respondents i.e. 9.18 % fall in the tenure range of 21 & >21 years.

In tenure range of 3-10 years 'Relationship Quotient' is rated high amongst the high and 'Personal Power' is relatively rated low. In tenure range of 11-20 years 'General Health' is rated high while 'Integrity' is rated low. In tenure range of 21 & > 21 years 'General Health' is rated high while 'Emotional Expression', Integrity' and 'Optional Performance' is rated low.

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Table 48

Total Experience wise analysis of high opinions on variable of 'Emotional Intelligence' in Essar Industries.

No.	Dimensions		Total experience in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Work	Count	29	34	23	86
		Row %	33.72%	39.53%	26.74%	100%
2	Emotional self awareness	Count	28	32	20	80
		Row %	35.00%	40.00%	25.00%	100%
3	Emotional expression	Count	23	26	20	69
		Row %	33.33%	37.68%	28.99%	100%
4	Emotional awareness of others	Count	27	31	27	85
		Row %	31.76%	36.47%	31.76%	100%
5	EQ competencies internationality	Count	26	31	26	83
		Row %	31.33%	37.35%	31.33%	100%
6	Creativity	Count	29	36	24	89
		Row %	32.58%	40.45%	26.97%	100%
7	Resilience	Count	26	29	32	87
		Row %	29.89%	33.33%	36.78%	100%
8	Interpersonal connection	Count	26	29	21	76
		Row %	34.21%	38.16%	27.63%	100%
9	Constructive discontent	Count	26	29	29	84
		Row %	30.95%	34.52%	34.52%	100%
10	EQ values and beliefs comparison	Count	25	31	19	75
		Row %	33.33%	41.33%	25.33%	100%
11	Outlook	Count	28	30	28	86
		Row %	32.56%	34.88%	32.56%	100%
12	Trust radius	Count	26	29	20	75
		Row %	34.67%	38.67%	26.67%	100%
13	Personal power	Count	24	26	14	64
		Row %	37.50%	40.63%	21.88%	100%
14	Integrity	Count	21	24	17	62
		Row %	33.87%	38.71%	27.42%	100%
15	General health	Count	34	38	21	93
		Row %	36.56%	40.86%	22.58%	100%
16	Quality of life	Count	27	32	24	83
		Row %	32.53%	38.55%	28.92%	100%
17	Relationship quotient	Count	31	37	37	105
		Row %	29.52%	35.24%	35.24%	100%
18	Optional performance	Count	24	26	19	69
		Row %	34.78%	37.68%	27.54%	100%
19	Personality traits	Count	32	36	27	95
		Row %	33.68%	37.89%	28.42%	100%
	Total	Count	512	586	448	1546
		Row %	33.12%	37.90%	28.98%	100%
	Number of Respondents		27	31	23	81

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Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	**10.51**	**36**	**0.9988**
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 81 respondents 27 respondents i.e. 33.12% falls in the experience range of 3-10 years, 31 respondents i.e. 37.90 % falls in the experience range of 11-20 years, and 23 respondents i.e. 28.98 % fall in the experience range of 21 & >21 years.

In experience range of 3 - 10 years 'General Health' is rated high amongst the high and 'Integrity' is relatively rated low. In experience range of 11-20 years 'General Health' is rated high while 'Integrity' is rated low. In experience range of 21 & > 21 years 'Relationship Quotient' is rated high while 'Personal Power' is rated low.

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Table 49

Income wise analysis of high opinions on variable of 'Emotional Intelligence' in

Essar Industries.

No.	Dimensions		Monthly income in Rupees			Total
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Work	Count	32	26	28	86
		Row %	37.21%	30.23%	32.56%	100%
2	Emotional self awareness	Count	48	31	1	80
		Row %	60.00%	38.75%	1.25%	100%
3	Emotional expression	Count	45	23	1	69
		Row %	65.22%	33.33%	1.45%	100%
4	Emotional awareness of others	Count	53	30	2	85
		Row %	62.35%	35.29%	2.35%	100%
5	EQ competencies internationality	Count	51	30	2	83
		Row %	61.45%	36.14%	2.41%	100%
6	Creativity	Count	51	36	2	89
		Row %	57.30%	40.45%	2.25%	100%
7	Resilience	Count	61	25	1	87
		Row %	70.11%	28.74%	1.15%	100%
8	Interpersonal connection	Count	51	23	2	76
		Row %	67.11%	30.26%	2.63%	100%
9	Constructive discontent	Count	54	29	1	84
		Row %	64.29%	34.52%	1.19%	100%
10	EQ values and beliefs comparison	Count	44	29	2	75
		Row %	58.67%	38.67%	2.67%	100%
11	Outlook	Count	61	23	2	86
		Row %	70.93%	26.74%	2.33%	100%
12	Trust radius	Count	46	28	1	75
		Row %	61.33%	37.33%	1.33%	100%
13	Personal power	Count	36	27	1	64
		Row %	56.25%	42.19%	1.56%	100%
14	Integrity	Count	43	18	1	62
		Row %	69.35%	29.03%	1.61%	100%
15	General health	Count	44	45	4	93
		Row %	47.31%	48.39%	4.30%	100%
16	Quality of life	Count	59	23	1	83
		Row %	71.08%	27.71%	1.20%	100%
17	Relationship quotient	Count	76	27	2	105
		Row %	72.38%	25.71%	1.90%	100%
18	Optional performance	Count	46	22	1	69
		Row %	66.67%	31.88%	1.45%	100%
19	Personality traits	Count	56	37	2	95
		Row %	58.95%	38.95%	2.11%	100%
	Total	Count	957	532	57	1546
		Row %	61.90%	34.41%	3.69%	100%
	Number of Respondents		**50**	**28**	**3**	**81**

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	22.859	36	0.74
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 81 respondents 50 respondents i.e. 61.90% falls in the income range of 20-30 thousands p/m, 28 respondents i.e. 34.41 % falls in the income range of 30-40 thousands p/m, and 3 respondents i.e. 3.69 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Relationship Quotient' is rated high amongst the high and 'Work' is relatively rated low. In income range of 30-40 thousands p/m 'General Health' is rated high while 'Integrity' is rated low. In income range of 40-45 thousands p/m since there are only three respondents, analysis would be not judicious.

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Table 50

Age wise analysis of high opinions on variable of 'Work Values' in Essar Industries.

No.	Dimensions		Age in Years			Total
			25-34	35-44	45 & >45	
1	Interest in work	Count	24	46	16	86
		Row %	27.91%	53.49%	18.60%	100%
2	Supervisory treatment	Count	22	45	13	80
		Row %	27.50%	56.25%	16.25%	100%
3	Participation	Count	17	36	20	73
		Row %	23.29%	49.32%	27.40%	100%
4	Rewards and punishment	Count	19	41	7	67
		Row %	28.36%	61.19%	10.45%	100%
5	Praise and blame	Count	18	42	26	86
		Row %	20.93%	48.84%	30.23%	100%
6	Favouritism	Count	20	43	0	63
		Row %	31.75%	68.25%	0.00%	100%
	Total	Count	120	253	82	455
		Row %	26.37%	55.60%	18.02%	100%
	Number of Respondents		20	42	14	76

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	29.94	10	0.00087

Since Chi Square Calculated is > Chi Square tabulated = 18.307
at 5 % level of significance and at above mentioned degrees of freedom, the
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.

Referring to above table it can be interpreted that :

- Out of 114 respondents of Reliance 76 respondents has rated 'High' on variable of 'Work Values'.

- Out of these 76 respondents 20 respondents i.e. 26.37% falls in the age group of 25 - 34 years, 42 respondents i.e. 55.60 % falls in the age group of 35-44 years, and 14 respondents i.e. 18.02 % fall in the age group of 45 & >45 years.

- In age group of 25-34 'Interest in Work' is rated high amongst the high and 'Participation' is relatively rated low. In age group of 35-44 'Interest in Work' rated high while 'Participation' is rated low. In age group of 45 & > 45 years 'Praise and Blame' is rated high and 'Favouritism' is rated low.

Table 51

Education wise analysis of high opinions on variable of 'Work Values' in
Essar Industries.

No.	Dimensions		Education		Total
---	---	---	Graduates	Post Graduates	
1	Interest in work	Count	66	20	86
		Row %	76.74%	23.26%	100%
2	Supervisory treatment	Count	61	19	80
		Row %	76.25%	23.75%	100%
3	Participation	Count	57	16	73
		Row %	78.08%	21.92%	100%
4	Rewards and punishment	Count	47	20	67
		Row %	70.15%	29.85%	100%
5	Praise and blame	Count	72	14	86
		Row %	83.72%	16.28%	100%
6	Favouritism	Count	45	18	63
		Row %	71.43%	28.57%	100%
	Total	Count	348	107	455
		Row %	76.48%	23.52%	100%
	Number of Respondents		**58**	**18**	**76**

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	5.003	5	0.415
Since Chi Square Calculated is <= Chi Square tabulated = 11.0705			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 76 respondents 58 respondents i.e. 76.48% are Graduates, while 18 respondents i.e. 23.52 % are Post-graduates,

Amongst Graduates 'Praise and Blame' is rated high amongst the high and 'Favouritism' is relatively rated low. Amongst Post-graduates 'Interest in Work' and Rewards and Punishment is rated high amongst the high and 'Praise and Blame' is relatively rated low.

Table 52

Category wise analysis of high opinions on variable of 'Work Values' in Essar Industries.

| No. | Dimensions | | Category | | Total |
			Technical	Non Technical	
1	Interest in work	Count	73	13	86
		Row %	84.88%	15.12%	100%
2	Supervisory treatment	Count	58	22	80
		Row %	72.50%	27.50%	100%
3	Participation	Count	55	18	73
		Row %	75.34%	24.66%	100%
4	Rewards and punishment	Count	48	19	67
		Row %	71.64%	28.36%	100%
5	Praise and blame	Count	68	18	86
		Row %	79.07%	20.93%	100%
6	Favouritism	Count	41	22	63
		Row %	65.08%	34.92%	100%
	Total	Count	343	112	455
		Row %	75.38%	24.62%	100%
	Number of Respondents		57	19	76

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	9.28	5	0.098
Since Chi Square Calculated is <= Chi Square tabulated = 11.0705			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 76 respondents 57 respondents i.e. 75.38% are Technical people, while 19 respondents i.e. 24.62 % are Non-technical professionals.

Amongst Technical 'Interest in Work' is rated high amongst the high and 'Favouritism' is relatively rated low. Amongst Non-technical professionals 'Supervisory Treatment' and 'Favouritism' is rated high amongst the high and 'Interest in Work' is relatively rated low.

Table 53

Tenure wise analysis of high opinions on variable of 'Work Values' in

Essar Industries.

No.	Dimensions		Tenure in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Interest in work	Count	63	18	5	86
		Row %	73.26%	20.93%	5.81%	100%
2	Supervisory treatment	Count	56	19	5	80
		Row %	70.00%	23.75%	6.25%	100%
3	Participation	Count	58	11	4	73
		Row %	79.45%	15.07%	5.48%	100%
4	Rewards and punishment	Count	46	15	6	67
		Row %	68.66%	22.39%	8.96%	100%
5	Praise and blame	Count	66	14	6	86
		Row %	76.74%	16.28%	6.98%	100%
6	Favouritism	Count	42	16	5	63
		Row %	66.67%	25.40%	7.94%	100%
	Total	Count	331	93	31	455
		Row %	72.75%	20.44%	6.81%	100%
	Number of Respondents		55	16	5	76
Chi-Square Test						
		Value	d.f.	Assymp. Sig. (2 sided)		
Pearson Chi-Square		5.205	10	0.877		
Since Chi Square Calculated is <= Chi Square tabulated = 18.307						
at 5 % level of significance and at above mentioned degrees of freedom, the						
Chi Square test is Accepted. Hence a common decision for above area may be taken.						

Referring to above table it can be interpreted that :

- Out of these 76 respondents 55 respondents i.e. 72.75% falls in the tenure range of 3-10 years, 16 respondents i.e. 20.44 % falls in the tenure range of 11-20 years, and 5 respondents i.e. 6.81 % fall in the tenure range of 21 & >21 years.

In tenure range of 3- 10 years 'Praise and Blame' is rated high amongst the high and 'Favouritism' is relatively rated low. In tenure range of 11-20 years 'Supervisory Treatment' is rated high while 'Participation' is rated low. In tenure range of 21 & > 21 years 'Rewards and Punishment and Praise and Blame' is rated high while 'Participation' is rated low.

Table 54

Total Experience wise analysis of high opinions on variable of 'Work Values' in Essar Industries.

No.	Dimensions		Total experience in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Interest in work	Count	27	34	25	86
		Row %	31.40%	39.53%	29.07%	100%
2	Supervisory treatment	Count	28	31	21	80
		Row %	35.00%	38.75%	26.25%	100%
3	Participation	Count	20	24	29	73
		Row %	27.40%	32.88%	39.73%	100%
4	Rewards and punishment	Count	25	28	14	67
		Row %	37.31%	41.79%	20.90%	100%
5	Praise and blame	Count	25	28	33	86
		Row %	29.07%	32.56%	38.37%	100%
6	Favouritism	Count	25	28	10	63
		Row %	39.68%	44.44%	15.87%	100%
	Total	Count	150	173	132	455
		Row %	32.97%	38.02%	29.01%	100%
	Number of Respondents		25	29	22	76
Chi-Square Test						
		Value	d.f.	Assymp. Sig. (2 sided)		
Pearson Chi-Square		15.64	10	0.1104		
Since Chi Square Calculated is <= Chi Square tabulated = 18.307						
at 5 % level of significance and at above mentioned degrees of freedom, the						
Chi Square test is Accepted. Hence a common decision for above area may be taken.						

Referring to above table it can be interpreted that :

- Out of these 76 respondents 25 respondents i.e. 32.97% falls in the experience range of 3-10 years, 29 respondents i.e. 38.02 % falls in the experience range of 11-20 years, and 22 respondents i.e. 29.01 % fall in the experience range of 21 & >21 years.

In experience range of 3- 10 years 'Supervisory Treatment' is rated high amongst the high and 'Participation' is relatively rated low. In experience range of 11-20 years 'Interest in Work' is rated high while 'Participation' is rated low. In experience range of 21 & > 21 years 'Praise and Blame' is rated high while 'Favouritism' is rated low.

Table 55

Income Experience wise analysis of high opinions on variable of 'Work Values' in

Essar Industries.

No.	Dimensions		Monthly income in Rupees			Total
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Interest in work	Count	53	31	2	86
		Row %	61.63%	36.05%	2.33%	100%
2	Supervisory treatment	Count	54	24	2	80
		Row %	67.50%	30.00%	2.50%	100%
3	Participation	Count	54	18	1	73
		Row %	73.97%	24.66%	1.37%	100%
4	Rewards and punishment	Count	37	29	1	67
		Row %	55.22%	43.28%	1.49%	100%
5	Praise and blame	Count	58	26	2	86
		Row %	67.44%	30.23%	2.33%	100%
6	Favouritism	Count	33	28	2	63
		Row %	52.38%	44.44%	3.17%	100%
	Total	Count	289	156	10	455
		Row %	63.52%	34.29%	2.20%	100%
	Number of Respondents		48	26	2	76
Chi-Square Test						
		Value	d.f.	Assymp. Sig. (2 sided)		
Pearson Chi-Square		10.73	10	0.378		
Since Chi Square Calculated is <= Chi Square tabulated = 18.307						
at 5 % level of significance and at above mentioned degrees of freedom, the						
Chi Square test is Accepted. Hence a common decision for above area may be taken.						

Referring to above table it can be interpreted that :

- Out of these 76 respondents 48 respondents i.e. 63.52% falls in the income range of 20-30 thousands p/m, 26 respondents i.e. 34.29 % falls in the income range of 30-40 thousands p/m, and 2 respondents i.e. 2.20 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Praise and Blame' is rated high amongst the high and 'Favouritism' is relatively rated low. In income range of 30-40 thousands p/m 'Interest in Work' is rated high while 'Supervisory Treatment' is rated low. In income range of 40-45 thousands p/m since there are only two respondents, analysis would be not judicious.

Table 56

Age wise analysis of high opinions on variable of 'Organizational Effectiveness' in Adani Group of Industries.

No.	Dimensions		Age in Years			Total
			25 - 34	35 – 44	45 & > 45	
1	Consensus	Count	26	24	14	64
		Row %	40.63%	37.50%	21.88%	100%
2	Legitimization	Count	26	21	17	64
		Row %	40.63%	32.81%	26.56%	100%
3	Need for independence	Count	24	21	17	62
		Row %	38.71%	33.87%	27.42%	100%
4	Self control	Count	21	20	12	53
		Row %	39.62%	37.74%	22.64%	100%
5	Job involvement	Count	22	21	21	64
		Row %	34.38%	32.81%	32.81%	100%
6	Innovation	Count	23	20	22	65
		Row %	35.38%	30.77%	33.85%	100%
7	Organizational commitment	Count	25	22	0	47
		Row %	53.19%	46.81%	0.00%	100%
8	Organizational attachment	Count	22	23	0	45
		Row %	48.89%	51.11%	0.00%	100%
9	Job satisfaction	Count	23	21	0	44
		Row %	52.27%	47.73%	0.00%	100%
	Total	Count	212	193	103	508
		Row %	41.73%	37.99%	20.28%	100%
	Number of Respondents		23	21	12	56

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	52.54	16	0.000009
Since Chi Square Calculated is > Chi Square tabulated = 26.2962			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.			

Referring to above table it can be interpreted that :

- Out of 82 respondents of Reliance 56 respondents has rated 'High' on variable of 'Organizational Effectiveness'

- Out of these 56 respondents 23 respondents i.e. 41.73% falls in the age group of 25 - 34 years, 21 respondents i.e. 37.99 % falls in the age group of 35-44 years, and 12 respondents i.e. 20.28 % fall in the age group of 45 &> 45 years.

- In age group of 25-34 'Consensus' and 'legitimization' is rated high amongst the high and 'Self Control' is relatively rated low. In age group of 35-44 'Consensus' is rated high while 'Self Control' and 'Innovation' are rated low. In age group of 45 & > 45 years 'Innovation' is rated high and 'Organizational Commitment', 'Organizational Attachment' and 'Job Satisfaction' is rated low.

Table 57

Education wise analysis of high opinions on variable of

'Organizational Effectiveness' in Adani Group of Industries.

No.	Dimensions		Education		Total
			Graduates	Post Graduates	
1	Consensus	Count	45	19	64
		Row %	70.31%	29.69%	100%
2	Legitimization	Count	49	15	64
		Row %	76.56%	23.44%	100%
3	Need for independence	Count	46	16	62
		Row %	74.19%	25.81%	100%
4	Self control	Count	38	15	53
		Row %	71.70%	28.30%	100%
5	Job involvement	Count	48	16	64
		Row %	75.00%	25.00%	100%
6	Innovation	Count	50	15	65
		Row %	76.92%	23.08%	100%
7	Organizational commitment	Count	31	16	47
		Row %	65.96%	34.04%	100%
8	Organizational attachment	Count	29	16	45
		Row %	64.44%	35.56%	100%
9	Job satisfaction	Count	27	17	44
		Row %	61.36%	38.64%	100%
	Total	Count	363	145	508
		Row %	71.46%	28.54%	100%
	Number of Respondents		40	16	56

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	6.41	8	0.6

Since Chi Square Calculated is $\leq$ Chi Square tabulated = 15.5073

at 5 % level of significance and at above mentioned degrees of freedom, the

Chi Square test is Accepted. Hence a common decision for above area may be taken.

Referring to above table it can be interpreted that :

- Out of these 56 respondents 40 respondents i.e. 71.46 % are Graduates, while 16 respondents i.e. 28.54 % are Post-graduates,.

Amongst Graduates 'Innovation' is rated high amongst the high and 'Job Satisfaction' is relatively rated low. Amongst Post-graduates 'Consensus' is rated high amongst the high and 'Legitimization', 'Self-control' and 'Innovation' is relatively rated low.

Table 58

Category wise analysis of high opinions on variable of 'Organizational Effectiveness' in Adani Group of Industries.

No.	Dimensions		Technical	Non Technical	Total
1	Consensus	Count	26	38	64
		Row %	40.63%	59.38%	100%
2	Legitimization	Count	27	37	64
		Row %	42.19%	57.81%	100%
3	Need for independence	Count	26	36	62
		Row %	41.94%	58.06%	100%
4	Self control	Count	20	33	53
		Row %	37.74%	62.26%	100%
5	Job involvement	Count	28	36	64
		Row %	43.75%	56.25%	100%
6	Innovation	Count	31	34	65
		Row %	47.69%	52.31%	100%
7	Organizational commitment	Count	8	39	47
		Row %	17.02%	82.98%	100%
8	Organizational attachment	Count	5	40	45
		Row %	11.11%	88.89%	100%
9	Job satisfaction	Count	3	41	44
		Row %	6.82%	93.18%	100%
	Total	Count	174	334	508
		Row %	34.25%	65.75%	100%
	Number of Respondents		19	37	56

Chi-Square Test			
	Value	**d. f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	44.23	8	0.0000005
Since Chi Square Calculated is > Chi Square tabulated = 15.5073			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.			

Referring to above table it can be interpreted that :

- Out of 56 respondents 19 respondents i.e. 34.25 % are Technical people, while 37 respondents i.e. 65.75 % are Non-technical professionals.

Amongst Technical 'Innovation' is rated high amongst the high and 'Job Satisfaction' is relatively rated low. Amongst Non-technical professionals 'Job satisfaction' is rated high amongst the high and 'Self-control' is relatively rated low.

Table 59

Tenure wise analysis of high opinions on variable of 'Organizational Effectiveness' in Adani Group of Industries.

No.	Dimensions		Tenure in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Consensus	Count	36	19	9	64
		Row %	56.25%	29.69%	14.06%	100%
2	Legitimization	Count	36	18	10	64
		Row %	56.25%	28.13%	15.63%	100%
3	Need for independence	Count	31	19	12	62
		Row %	50.00%	30.65%	19.35%	100%
4	Self control	Count	28	18	7	53
		Row %	52.83%	33.96%	13.21%	100%
5	Job involvement	Count	33	19	12	64
		Row %	51.56%	29.69%	18.75%	100%
6	Innovation	Count	34	16	15	65
		Row %	52.31%	24.62%	23.08%	100%
7	Organizational commitment	Count	29	18	0	47
		Row %	61.70%	38.30%	0.00%	100%
8	Organizational attachment	Count	28	17	0	45
		Row %	62.22%	37.78%	0.00%	100%
9	Job satisfaction	Count	26	18	0	44
		Row %	59.09%	40.91%	0.00%	100%
	Total	Count	281	162	65	508
		Row %	55.31%	31.89%	12.80%	100%
	Number of Respondents		31	18	7	56

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	32.51	16	0.00858

Since Chi Square Calculated is > Chi Square tabulated = 26.2962

at 5 % level of significance and at above mentioned degrees of freedom, the

Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.

Referring to above table it can be interpreted that :

- Out of these 56 respondents 31 respondents i.e. 55.31% falls in the tenure range of 3-10 years, 18 respondents i.e. 31.89 % falls in the tenure range of 11-20 years, and 7 respondents i.e. 12.80 % fall in the tenure range of 21 & >21 years.

In tenure range of 3- 10 years 'Consensus' and 'Legitimization' is rated high amongst the high and 'Job Satisfaction' is relatively rated low. In tenure range of 11-20 years 'Consensus', 'Need for Independence' and 'Job Involvement' is rated high while 'Innovation' is rated low. In tenure range of 21 & > 21 years 'Innovation' is rated high while 'Organization Commitment', 'Organizational Attachment' and 'Job Satisfaction' is rated low.

Table 60

Total Experience wise analysis of high opinions on variable of

'Organizational Effectiveness' in Adani Group of Industries.

No.	Dimensions		Total Experience in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Consensus	Count	17	28	19	64
		Row %	26.56%	43.75%	29.69%	100%
2	Legitimization	Count	18	26	20	64
		Row %	28.13%	40.63%	31.25%	100%
3	Need for independence	Count	15	26	21	62
		Row %	24.19%	41.94%	33.87%	100%
4	Self control	Count	13	24	16	53
		Row %	24.53%	45.28%	30.19%	100%
5	Job involvement	Count	14	25	25	64
		Row %	21.88%	39.06%	39.06%	100%
6	Innovation	Count	15	24	26	65
		Row %	23.08%	36.92%	40.00%	100%
7	Organizational commitment	Count	18	28	1	47
		Row %	38.30%	59.57%	2.13%	100%
8	Organizational attachment	Count	18	26	1	45
		Row %	40.00%	57.78%	2.22%	100%
9	Job satisfaction	Count	18	26	0	44
		Row %	40.91%	59.09%	0.00%	100%
	Total	Count	146	233	129	508
		Row %	28.74%	45.87%	25.39%	100%
	Number of Respondents		16	26	14	56
Chi-Square Test						
		Value	d.f.	Assymp. Sig. (2 sided)		
Pearson Chi-Square		60.28	16	0.00000047		
Since Chi Square Calculated is > Chi Square tabulated = 26.2962						
at 5 % level of significance and at above mentioned degrees of freedom, the						
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.						

Referring to above table it can be interpreted that :

- Out of these 56 respondents 16 respondents i.e. 28.74% falls in the experience range of 3-10 years, 26 respondents i.e. 45.87 % falls in the experience range of 11-20 years, and 14 respondents i.e. 25.39 % fall in the experience range of 21 & >21 years.

- In experience range of 3-10 years 'Legitimization', 'Organizational Commitment', 'Organizational Attachment' and 'Job Satisfaction' is rated high amongst the high and 'Self-control' is relatively rated low. In experience range of 11-20 years 'Consensus' and 'Organizational Commitment' is rated high while 'Self-control' and 'Innovation' is rated low. In experience range of 21 & > 21 years 'Innovation' is rated high while 'Job Satisfaction' is rated low.

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Table 61

Income wise analysis of high opinions on variable of 'Organizational Effectiveness' in Adani Group of Industries.

| No. | Dimensions | | Monthly income in Rupees | | | Total |
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Consensus	Count	50	9	5	64
		Row %	78.13%	14.06%	7.81%	100%
2	Legitimization	Count	54	7	3	64
		Row %	84.38%	10.94%	4.69%	100%
3	Need for independence	Count	50	8	4	62
		Row %	80.65%	12.90%	6.45%	100%
4	Self control	Count	42	8	3	53
		Row %	79.25%	15.09%	5.66%	100%
5	Job involvement	Count	51	9	4	64
		Row %	79.69%	14.06%	6.25%	100%
6	Innovation	Count	54	6	5	65
		Row %	83.08%	9.23%	7.69%	100%
7	Organizational commitment	Count	35	8	4	47
		Row %	74.47%	17.02%	8.51%	100%
8	Organizational attachment	Count	31	10	4	45
		Row %	68.89%	22.22%	8.89%	100%
9	Job satisfaction	Count	30	10	4	44
		Row %	68.18%	22.73%	9.09%	100%
	Total	Count	397	75	36	508
		Row %	78.15%	14.76%	7.09%	100%
	Number of Respondents		**44**	**8**	**4**	**56**

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	9.095	16	0.905
Since Chi Square Calculated is <= Chi Square tabulated = 26.2962			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 56 respondents 44 respondents i.e. 78.15% falls in the income range of 20-30 thousands p/m, 8 respondents i.e. 14.76 % falls in the income range of 30-40 thousands p/m, and 4 respondents i.e. 7.09 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Legitimization' and 'Innovation' is rated high amongst the high and 'Job Satisfaction' is relatively rated low. In income range of 30-40 thousands p/m 'Organizational Attachment' and 'Job Satisfaction' is rated high while 'Innovation' is rated low. In income range of 40-45 thousands p/m 'Consensus' and 'Innovation' is rated high while 'Legitimization' and Self-control' is rated low.

Table 62

Age wise analysis op of high opinions on variable of 'Productivity' in Adani Group of Industries.

No.	Dimensions		Age in Years			Total
			25 – 34	35 – 44	45 & >45	
1	Learning Attitude	Count	21	22	15	58
		Row %	36.21%	37.93%	25.86%	100%
2	Motivational morale	Count	23	26	4	53
		Row %	43.40%	49.06%	7.55%	100%
3	Discipline	Count	21	21	24	66
		Row %	31.82%	31.82%	36.36%	100%
4	Working conditions	Count	22	24	13	59
		Row %	37.29%	40.68%	22.03%	100%
5	Work methodology	Count	11	14	9	34
		Row %	32.35%	41.18%	26.47%	100%
	Total	Count	98	107	65	270
		Row %	36.30%	39.63%	24.07%	100%
	Number of Respondents		20	21	13	54

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	13.96	8	0.0828

Since Chi Square Calculated is <= Chi Square tabulated = 15.5073

at 5 % level of significance and at above mentioned degrees of freedom, the

Chi Square test is Accepted. Hence a common decision for above area may be taken.

Referring to above table it can be interpreted that :

- Out of 82 respondents of Adani 54 respondents has rated 'High' on variable of 'Productivity'.

- Out of these 54 respondents 20 respondents i.e. 36.30% falls in the age group of 25 - 34 years, 21 respondents i.e. 39.63 % falls in the age group of 35-44 years, and 13 respondents i.e. 24.07 % fall in the age group of 45 & >45 years.

- In age group of 25-34 'Motivational Morale' is rated high amongst the high and 'Work Methodology' is relatively rated low. In age group of 35-44 'Motivational Morale' is rated high while 'Work Methodology' is rated low. In age group of 45 & > 45 years 'Discipline' is rated high and 'Motivational Morale' is rated low.

Table 63

Education wise analysis of high opinions on variable of 'Productivity' in
Adani Group of Industries.

| No. | Dimensions | | Education | | Total |
			Graduates	Post Graduates	
1	Learning Attitude	Count	43	15	58
		Row %	74.14%	25.86%	100%
2	Motivational morale	Count	37	16	53
		Row %	69.81%	30.19%	100%
3	Discipline	Count	52	14	66
		Row %	78.79%	21.21%	100%
4	Working conditions	Count	44	15	59
		Row %	74.58%	25.42%	100%
5	Work methodology	Count	19	15	34
		Row %	55.88%	44.12%	100%
	Total	Count	195	75	270
		Row %	72.22%	27.78%	100%
	Number of Respondents		39	15	54

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	**6.36**	**4**	**0.173**
Since Chi Square Calculated is <= Chi Square tabulated = 9.48773			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 54 respondents 39 respondents i.e. 72.22% are Graduates, while 15 respondents i.e. 27.78 % are Post-graduates,

Amongst Graduates 'Discipline' is rated high amongst the high and Work Methodology' is relatively rated low. Amongst Post-graduates 'Motivational Morale' is rated high amongst the high and 'Discipline' is relatively rated low.

Table 64

Category wise analysis of high opinions on variable of 'Productivity' in
Adani Group of Industries.

No.	Dimensions		Category		Total
			Technical	Non Technical	
1	Learning Attitude	Count	20	38	58
		Row %	34.48%	65.52%	100%
2	Motivational morale	Count	13	40	53
		Row %	24.53%	75.47%	100%
3	Discipline	Count	33	33	66
		Row %	50.00%	50.00%	100%
4	Working conditions	Count	20	39	59
		Row %	33.90%	66.10%	100%
5	Work methodology	Count	15	19	34
		Row %	44.12%	55.88%	100%
	Total	Count	101	169	270
		Row %	37.41%	62.59%	100%
	Number of Respondents		20	34	54

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	9.4005	4	0.0518
Since Chi Square Calculated is <= Chi Square tabulated = 9.48773			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 54 respondents 20 respondents i.e. 37.41% are Technical people, while 34
  respondents i.e. 62.59 % are Non-technical professionals.

Amongst Technical 'Discipline' is rated high amongst the high and 'Motivational
Morale' is relatively rated low. Amongst Non-technical professionals
'Motivational Morale' is rated high amongst the high and 'Work Methodology' is
relatively rated low.

Table 65

Tenure wise analysis of high opinions on variable of 'Productivity' in Adani Group of Industries.

No.	Dimensions		Tenure in Years			Total
			3 to 10	11 to 20	21 & >21	
1	Learning Attitude	Count	31	17	10	58
		Row %	53.45%	29.31%	17.24%	100%
2	Motivational morale	Count	35	18	0	53
		Row %	66.04%	33.96%	0.00%	100%
3	Discipline	Count	30	17	19	66
		Row %	45.45%	25.76%	28.79%	100%
4	Working conditions	Count	32	20	7	59
		Row %	54.24%	33.90%	11.86%	100%
5	Work methodology	Count	18	16	0	34
		Row %	52.94%	47.06%	0.00%	100%
	Total	Count	146	88	36	270
		Row %	54.07%	32.59%	13.33%	100%
	Number of Respondents		29	18	7	54

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	**29.88**	**8**	**0.00022**

Since Chi Square Calculated is > Chi Square tabulated = 15.5073
at 5 % level of significance and at above mentioned degrees of freedom, the
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.

Referring to above table it can be interpreted that :

- Out of these 54 respondents 29 respondents i.e. 54.07% falls in the tenure range of 3-10 years, 18 respondents i.e. 32.59 % falls in the tenure range of 11-20 years, and 7 respondents i.e. 13.33 % fall in the tenure range of 21 & >21 years.

In tenure range of 3- 10 years 'Motivational Morale' is rated high amongst the high and 'Work Methodology' is relatively rated low. In tenure range of 11-20 years 'Working Conditions' is rated high while 'Work Methodology' is rated low. In tenure range of 21 & > 21 years 'Discipline' is rated high while 'Motivational Morale' and 'Work Methodology' is rated low.

Table 66

Total Experience wise analysis of high opinions on variable of 'Productivity' in
Adani Group of Industries.

| No. | Dimensions | | Total Experience in Years | | | Total |
			3 to 10	11 to 20	21 & >21	
1	Learning Attitude	Count	14	24	20	58
		Row %	24.14%	41.38%	34.48%	100%
2	Motivational morale	Count	16	29	8	53
		Row %	30.19%	54.72%	15.09%	100%
3	Discipline	Count	13	25	28	66
		Row %	19.70%	37.88%	42.42%	100%
4	Working conditions	Count	15	26	18	59
		Row %	25.42%	44.07%	30.51%	100%
5	Work methodology	Count	13	21	0	34
		Row %	38.24%	61.76%	0.00%	100%
	Total	Count	71	125	74	270
		Row %	26.30%	46.30%	27.41%	100%
	Number of Respondents		14	25	15	54

Chi-Square Test			
	Value	**d. f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	**26.25**	**8**	**0.00095**
Since Chi Square Calculated is > Chi Square tabulated = 15.5073			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.			

Referring to above table it can be interpreted that :

- Out of these 54 respondents 14 respondents i.e. 26.30% falls in the experience range of 3-10 years, 25 respondents i.e. 46.30 % falls in the experience range of 11-20 years, and 15 respondents i.e. 27.41 % fall in the experience range of 21 & >21 years.

In experience range of 3 - 10 years 'Motivational Morale' is rated high amongst the high and 'Discipline' and 'Work Methodology' is relatively rated low. In experience range of 11-20 years 'Motivational Morale' is rated high while 'Work Methodology' is rated low. In experience range of 21 & > 21 years 'Discipline' is rated high while 'Work Methodology' is rated low.

Table 67

Income wise analysis of high opinions on variable of 'Productivity' in Adani Group of Industries.

| No. | Dimensions | | Monthly income in Rupees | | | Total |
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Learning Attitude	Count	45	9	4	58
		Row %	77.59%	15.52%	6.90%	100%
2	Motivational morale	Count	40	9	4	53
		Row %	75.47%	16.98%	7.55%	100%
3	Discipline	Count	55	8	3	66
		Row %	83.33%	12.12%	4.55%	100%
4	Working conditions	Count	46	9	4	59
		Row %	77.97%	15.25%	6.78%	100%
5	Work methodology	Count	21	9	4	34
		Row %	61.76%	26.47%	11.76%	100%
	Total	Count	207	44	19	270
		Row %	76.67%	16.30%	7.04%	100%
	Number of Respondents		41	9	4	54

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	6.027	8	0.644
Since Chi Square Calculated is <= Chi Square tabulated = 15.5073			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 54 respondents 41 respondents i.e. 76.67% falls in the income range of 20-30 thousands p/m, 9 respondents i.e. 16.30 % falls in the income range of 30-40 thousands p/m, and 4 respondents i.e. 7.04 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Discipline' is rated high amongst the high and 'Work Methodology' is relatively rated low. In income range of 30-40 thousands p/m 'Discipline is rated low and rest are rated similar. In income range of 40-45 thousands p/m since there are only four respondents, analysis would be not judicious.

Table 68

Age wise analysis of high opinions on variable of 'Emotional Intelligence' in Adani Group of Industries.

No.	Dimensions		Age in Years			Total
			25 - 34	35 - 44	45 & > 45	
1	Work	Count	26	24	9	59
		Row %	44.07%	40.68%	15.25%	100%
2	Emotional self awareness	Count	26	24	8	58
		Row %	44.83%	41.38%	13.79%	100%
3	Emotional expression	Count	19	20	10	49
		Row %	38.78%	40.82%	20.41%	100%
4	Emotional awareness of others	Count	23	23	13	59
		Row %	38.98%	38.98%	22.03%	100%
5	EQ competencies internationality	Count	24	24	11	59
		Row %	40.68%	40.68%	18.64%	100%
6	Creativity	Count	25	27	15	67
		Row %	37.31%	40.30%	22.39%	100%
7	Resilience	Count	23	21	18	62
		Row %	37.10%	33.87%	29.03%	100%
8	Interpersonal connection	Count	22	23	10	55
		Row %	40.00%	41.82%	18.18%	100%
9	Constructive discontent	Count	20	22	17	59
		Row %	33.90%	37.29%	28.81%	100%
10	EQ values and beliefs comparison	Count	24	22	11	57
		Row %	42.11%	38.60%	19.30%	100%
11	Outlook	Count	25	21	16	62
		Row %	40.32%	33.87%	25.81%	100%
12	Trust radius	Count	23	23	4	50
		Row %	46.00%	46.00%	8.00%	100%
13	Personal power	Count	22	20	2	44
		Row %	50.00%	45.45%	4.55%	100%
14	Integrity	Count	6	6	2	14
		Row %	42.86%	42.86%	14.29%	100%
15	General health	Count	31	30	6	67
		Row %	46.27%	44.78%	8.96%	100%
16	Quality of life	Count	25	23	8	56
		Row %	44.64%	41.07%	14.29%	100%
17	Relationship quotient	Count	27	28	16	71
		Row %	38.03%	39.44%	22.54%	100%
18	Optional performance	Count	19	19	10	48
		Row %	39.58%	39.58%	20.83%	100%
19	Personality traits	Count	27	27	14	68
		Row %	39.71%	39.71%	20.59%	100%
	Total	Count	437	427	200	1064
		Row %	41.07%	40.13%	18.80%	100%
	Number of Respondents		23	22	11	56

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	27.88	36	0.47
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that:

- Out of 82 respondents of Adani 56 respondents has rated 'High' on variable of 'Emotional Intelligence'.

- Out of these 56 respondents 23 respondents i.e. 41.07% falls in the age group of 25 - 34 years, 22 respondents i.e. 40.13 % falls in the age group of 35-44 years, and 11 respondents i.e. 18.80 % fall in the age group of 45 & >45 years.

- In age group of 25-34 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low. In age group of 35-44 'General Health' is rated high while 'Integrity' is rated low. In age group of 45 & > 45 years 'Resilience' is rated high and 'Integrity' and 'Personal Power' is rated low.

* * * * *

Table 69

Education wise analysis of high opinions on variable of 'Emotional Intelligence' in Adani Group of Industries.

No.	Dimensions		Education		Total
			Graduates	Post Graduates	
1	Work	Count	43	16	59
		Row %	72.88%	27.12%	100%
2	Emotional self awareness	Count	43	15	58
		Row %	74.14%	25.86%	100%
3	Emotional expression	Count	35	14	49
		Row %	71.43%	28.57%	100%
4	Emotional awareness of others	Count	45	14	59
		Row %	76.27%	23.73%	100%
5	EQ competencies internationality	Count	44	15	59
		Row %	74.58%	25.42%	100%
6	Creativity	Count	51	16	67
		Row %	76.12%	23.88%	100%
7	Resilence	Count	48	14	62
		Row %	77.42%	22.58%	100%
8	Interpersonal connection	Count	41	14	55
		Row %	74.55%	25.45%	100%
9	Constructive discontent	Count	47	12	59
		Row %	79.66%	20.34%	100%
10	EQ values and beliefs comparison	Count	43	14	57
		Row %	75.44%	24.56%	100%
11	Outlook	Count	47	15	62
		Row %	75.81%	24.19%	100%
12	Trust radius	Count	35	15	50
		Row %	70.00%	30.00%	100%
13	Personal power	Count	31	13	44
		Row %	70.45%	29.55%	100%
14	Integrity	Count	3	11	14
		Row %	21.43%	78.57%	100%
15	General health	Count	46	21	67
		Row %	68.66%	31.34%	100%
16	Quality of life	Count	40	16	56
		Row %	71.43%	28.57%	100%
17	Relationship quotient	Count	54	17	71
		Row %	76.06%	23.94%	100%
18	Optional performance	Count	36	12	48
		Row %	75.00%	25.00%	100%
19	Personality traits	Count	50	18	68
		Row %	73.53%	26.47%	100%
	Total	Count	782	282	1064
		Row %	73.50%	26.50%	100%
	Number of Respondents		42	14	56

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	23.29	18	0.055
Since Chi Square Calculated is <= Chi Square tabulated = 28.8693			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 56 respondents 42 respondents i.e. 73.50% are Graduates, while 14 respondents i.e. 26.50 % are Post-graduates,

Amongst Graduates 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low. Amongst Post-graduates 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low.

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Table 70

Category wise analysis of high opinions on variable of 'Emotional Intelligence' in Adani Group of Industries.

No.	Dimensions		Category		Total
			Technical	Non Technical	
1	Work	Count	19	40	59
		Row %	32.20%	67.80%	100%
2	Emotional self awareness	Count	21	37	58
		Row %	36.21%	63.79%	100%
3	Emotional expression	Count	22	27	49
		Row %	44.90%	55.10%	100%
4	Emotional awareness of others	Count	26	33	59
		Row %	44.07%	55.93%	100%
5	EQ competencies internationality	Count	23	36	59
		Row %	38.98%	61.02%	100%
6	Creativity	Count	25	42	67
		Row %	37.31%	62.69%	100%
7	Resilience	Count	27	35	62
		Row %	43.55%	56.45%	100%
8	Interpersonal connection	Count	21	34	55
		Row %	38.18%	61.82%	100%
9	Constructive discontent	Count	25	34	59
		Row %	42.37%	57.63%	100%
10	EQ values and beliefs comparison	Count	22	35	57
		Row %	38.60%	61.40%	100%
11	Outlook	Count	27	35	62
		Row %	43.55%	56.45%	100%
12	Trust radius	Count	15	35	50
		Row %	30.00%	70.00%	100%
13	Personal power	Count	11	33	44
		Row %	25.00%	75.00%	100%
14	Integrity	Count	4	10	14
		Row %	28.57%	71.43%	100%
15	General health	Count	23	44	67
		Row %	34.33%	65.67%	100%
16	Quality of life	Count	19	37	56
		Row %	33.93%	66.07%	100%
17	Relationship quotient	Count	27	44	71
		Row %	38.03%	61.97%	100%
18	Optional performance	Count	18	30	48
		Row %	37.50%	62.50%	100%
19	Personality traits	Count	26	42	68
		Row %	38.24%	61.76%	100%
	Total	Count	401	663	1064
		Row %	37.69%	62.31%	100%
	Number of Respondents		21	35	56

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	10.4	18	0.73
Since Chi Square Calculated is <= Chi Square tabulated = 28.8693			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of 56 respondents 21 respondents i.e. 37.69% are Technical people, while 35 respondents i.e. 62.31 % are Non-technical professionals.

Amongst Technical 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low. Amongst Non-technical professionals 'General Health' and Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low.

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Table 71

Tenure wise analysis of high opinions on variable of 'Emotional Intelligence' in Adani Group of Industries.

No.	Dimensions		Tenure in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Work	Count	37	19	3	59
		Row %	62.71%	32.20%	5.08%	100%
2	Emotional self awareness	Count	36	17	5	58
		Row %	62.07%	29.31%	8.62%	100%
3	Emotional expression	Count	28	14	7	49
		Row %	57.14%	28.57%	14.29%	100%
4	Emotional awareness of others	Count	34	16	9	59
		Row %	57.63%	27.12%	15.25%	100%
5	EQ competencies internationality	Count	34	18	7	59
		Row %	57.63%	30.51%	11.86%	100%
6	Creativity	Count	37	22	8	67
		Row %	55.22%	32.84%	11.94%	100%
7	Resilience	Count	33	17	12	62
		Row %	53.23%	27.42%	19.35%	100%
8	Interpersonal connection	Count	32	17	6	55
		Row %	58.18%	30.91%	10.91%	100%
9	Constructive discontent	Count	30	16	13	59
		Row %	50.85%	27.12%	22.03%	100%
10	EQ values and beliefs comparison	Count	33	17	7	57
		Row %	57.89%	29.82%	12.28%	100%
11	Outlook	Count	34	16	12	62
		Row %	54.84%	25.81%	19.35%	100%
12	Trust radius	Count	33	17	0	50
		Row %	66.00%	34.00%	0.00%	100%
13	Personal power	Count	30	14	0	44
		Row %	68.18%	31.82%	0.00%	100%
14	Integrity	Count	8	6	0	14
		Row %	57.14%	42.86%	0.00%	100%
15	General health	Count	43	23	1	67
		Row %	64.18%	34.33%	1.49%	100%
16	Quality of life	Count	35	18	3	56
		Row %	62.50%	32.14%	5.36%	100%
17	Relationship quotient	Count	39	22	10	71
		Row %	54.93%	30.99%	14.08%	100%
18	Optional performance	Count	27	15	6	48
		Row %	56.25%	31.25%	12.50%	100%
19	Personality traits	Count	38	21	9	68
		Row %	55.88%	30.88%	13.24%	100%
	Total	Count	621	325	118	1064
		Row %	58.36%	30.55%	11.09%	100%
	Number of Respondents		**33**	**17**	**6**	**56**

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	41.36	36	0.09
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 56 respondents 33 respondents i.e. 58.36% falls in the tenure range of 3-10 years, 17 respondents i.e. 30.55 % falls in the tenure range of 11-20 years, and 6 respondents i.e. 11.09 % fall in the tenure range of 21 & >21 years.

In tenure range of 3 - 10 years 'General Health' is rated high amongst the high and 'Integrity' is relatively rated low. In tenure range of 11-20 years 'General Health' is rated high while 'Integrity' is rated low. In tenure range of 21 & > 21 years there are not respondents.

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Table 72

Total Experience wise analysis of high opinions on variable of 'Emotional Intelligence' in Adani Group of Industries.

No.	Dimensions		Total Experience in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Work	Count	18	26	15	59
		Row %	30.51%	44.07%	25.42%	100%
2	Emotional self awareness	Count	18	25	15	58
		Row %	31.03%	43.10%	25.86%	100%
3	Emotional expression	Count	14	20	15	49
		Row %	28.57%	40.82%	30.61%	100%
4	Emotional awareness of others	Count	17	22	20	59
		Row %	28.81%	37.29%	33.90%	100%
5	EQ competencies internationality	Count	17	24	18	59
		Row %	28.81%	40.68%	30.51%	100%
6	Creativity	Count	18	29	20	67
		Row %	26.87%	43.28%	29.85%	100%
7	Resilience	Count	17	23	22	62
		Row %	27.42%	37.10%	35.48%	100%
8	Interpersonal connection	Count	16	23	16	55
		Row %	29.09%	41.82%	29.09%	100%
9	Constructive discontent	Count	14	21	24	59
		Row %	23.73%	35.59%	40.68%	100%
10	EQ values and beliefs comparison	Count	17	23	17	57
		Row %	29.82%	40.35%	29.82%	100%
11	Outlook	Count	18	22	22	62
		Row %	29.03%	35.48%	35.48%	100%
12	Trust radius	Count	16	24	10	50
		Row %	32.00%	48.00%	20.00%	100%
13	Personal power	Count	17	20	7	44
		Row %	38.64%	45.45%	15.91%	100%
14	Integrity	Count	4	8	2	14
		Row %	28.57%	57.14%	14.29%	100%
15	General health	Count	12	32	23	67
		Row %	17.91%	47.76%	34.33%	100%
16	Quality of life	Count	18	25	13	56
		Row %	32.14%	44.64%	23.21%	100%
17	Relationship quotient	Count	19	29	23	71
		Row %	26.76%	40.85%	32.39%	100%
18	Optional performance	Count	13	19	16	48
		Row %	27.08%	39.58%	33.33%	100%
19	Personality traits	Count	19	29	20	68
		Row %	27.94%	42.65%	29.41%	100%
	Total	Count	302	444	318	1064
		Row %	28.38%	41.73%	29.89%	100%
	Number of Respondents		16	23	17	56

Chi-Square Test			
	Value	d. f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	19.9	36	0.867
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 56 respondents 16 respondents i.e. 28.38% falls in the experience range of 3-10 years, 23 respondents i.e. 41.73 % falls in the experience range of 11-20 years, and 17 respondents i.e. 29.89 % fall in the experience range of 21 & >21 years.

In experience range of 3 - 10 years 'Relationship Quotient' and 'Personality Traits' is rated high amongst the high and 'Integrity' is relatively rated low. In experience range of 11-20 years 'General Health' is rated high while 'Integrity' is rated low. In experience range of 21 & > 21 years 'Constructive Discontent' is rated high while 'Integrity' is rated low.

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Table 73

Income wise analysis of high opinions on variable of 'Emotional Intelligence' in Adani Group of Industries.

No.	Dimensions		Monthly income in Rupees			Total
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Work	Count	46	9	4	59
		Row %	77.97%	15.25%	6.78%	100%
2	Emotional self awareness	Count	45	9	4	58
		Row %	77.59%	15.52%	6.90%	100%
3	Emotional expression	Count	39	7	3	49
		Row %	79.59%	14.29%	6.12%	100%
4	Emotional awareness of others	Count	46	9	4	59
		Row %	77.97%	15.25%	6.78%	100%
5	EQ competencies internationality	Count	45	10	4	59
		Row %	76.27%	16.95%	6.78%	100%
6	Creativity	Count	53	10	4	67
		Row %	79.10%	14.93%	5.97%	100%
7	Resilience	Count	49	9	4	62
		Row %	79.03%	14.52%	6.45%	100%
8	Interpersonal connection	Count	42	9	4	55
		Row %	76.36%	16.36%	7.27%	100%
9	Constructive discontent	Count	47	8	4	59
		Row %	79.66%	13.56%	6.78%	100%
10	EQ values and beliefs comparison	Count	44	9	4	57
		Row %	77.19%	15.79%	7.02%	100%
11	Outlook	Count	50	8	4	62
		Row %	80.65%	12.90%	6.45%	100%
12	Trust radius	Count	38	8	4	50
		Row %	76.00%	16.00%	8.00%	100%
13	Personal power	Count	32	8	4	44
		Row %	72.73%	18.18%	9.09%	100%
14	Integrity	Count	5	6	3	14
		Row %	35.71%	42.86%	21.43%	100%
15	General health	Count	49	13	5	67
		Row %	73.13%	19.40%	7.46%	100%
16	Quality of life	Count	44	8	4	56
		Row %	78.57%	14.29%	7.14%	100%
17	Relationship quotient	Count	55	11	5	71
		Row %	77.46%	15.49%	7.04%	100%
18	Optional performance	Count	37	8	3	48
		Row %	77.08%	16.67%	6.25%	100%
19	Personality traits	Count	53	11	4	68
		Row %	77.94%	16.18%	5.88%	100%
	Total	Count	819	170	75	1064
		Row %	76.97%	15.98%	7.05%	100%
	Number of Respondents		43	9	4	56

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	16.03	36	0.965
Since Chi Square Calculated is <= Chi Square tabulated = 50.9643			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 56 respondents 43 respondents i.e. 76.97% falls in the income range of 20-30 thousands p/m, 9 respondents i.e. 15.98 % falls in the income range of 30-40 thousands p/m, and 4 respondents i.e. 7.05 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Relationship Quotient' is rated high amongst the high and 'Integrity' is relatively rated low. In income range of 30-40 thousands p/m 'General Health' is rated high while 'Integrity' is rated low. In income range of 40-45 thousands p/m since there are only four respondents, analysis would be not judicious.

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Table 74

Age wise analysis of high opinions on variable of 'Work Values' in Adani Group of Industries.

No.	Dimensions		Age in Years			Total
			25 to34	35 to 44	45 & >45	
1	Interest in work	Count	23	23	8	54
		Row %	42.59%	42.59%	14.81%	100%
2	Supervisory treatment	Count	23	22	15	60
		Row %	38.33%	36.67%	25.00%	100%
3	Participation	Count	16	16	13	45
		Row %	35.56%	35.56%	28.89%	100%
4	Rewards and punishment	Count	19	17	18	54
		Row %	35.19%	31.48%	33.33%	100%
5	Praise and blame	Count	18	19	24	61
		Row %	29.51%	31.15%	39.34%	100%
6	Favouritism	Count	22	19	3	44
		Row %	50.00%	43.18%	6.82%	100%
	Total	Count	121	116	81	318
		Row %	38.05%	36.48%	25.47%	100%
	Number of Respondents		20	19	14	53

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	19.8	10	0.031

Since Chi Square Calculated is > Chi Square tabulated = 18.307

at 5 % level of significance and at above mentioned degrees of freedom, the

Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.

Referring to above table it can be interpreted that:

- Out of 82 respondents of Adam 53 respondents has rated 'High' on variable of 'Work Values'.

- Out of these 53 respondents 20 respondents i.e. 38.05% falls in the age group of 25 - 34 years, 19 respondents i.e. 36.48 % falls in the age group of 35-44 years, and 14 respondents i.e. 25.47 % fall in the age group of 45 & >45 years.

- In age group of 25-34 'Interest in Work' and 'Supervisory Treatment' is rated high amongst the high and 'Participation' is relatively rated low. In age group of 35-44 'Interest in Work' is rated high while 'Participation' is rated low. In age group of 45 & > 45 years 'Praise and Blame' is rated high and 'Favouritism' is rated low.

Table 75

Education wise analysis of high opinions on variable of 'Work Values' in

Adani Group of Industries.

| No. | Dimensions | | Education | | Total |
			Graduates	Post Graduates	
1	Interest in work	Count	39	15	54
		Row %	72.22%	27.78%	100%
2	Supervisory treatment	Count	43	17	60
		Row %	71.67%	28.33%	100%
3	Participation	Count	36	9	45
		Row %	80.00%	20.00%	100%
4	Rewards and punishment	Count	41	13	54
		Row %	75.93%	24.07%	100%
5	Praise and blame	Count	47	14	61
		Row %	77.05%	22.95%	100%
6	Favouritism	Count	30	14	44
		Row %	68.18%	31.82%	100%
	Total	Count	236	82	318
		Row %	74.21%	25.79%	100%
	Number of Respondents		**39**	**14**	**53**

Chi-Square Test			
	Value	d. f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	**2.278**	**5**	**0.809**
Since Chi Square Calculated is <= Chi Square tabulated = 11.0705			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 53 respondents 39 respondents i.e. 74.21% are Graduates, while 14 respondents i.e. 25.79 % are Post-graduates,

Amongst Graduates 'Praise and Blame' is rated high amongst the high and 'Favouritism' is relatively rated low. Amongst Post-graduates 'Supervisory Treatment' is rated high amongst the high and 'Participation' is relatively rated low.

Table 76

Category wise analysis of high opinions on variable of 'Work Values' in
Adani Group of Industries.

| No. | Dimensions | | Category | | Total |
			Technic al	Non Technical	
1	Interest in work	Count	17	37	54
		Row %	31.48%	68.52%	100%
2	Supervisory treatment	Count	23	37	60
		Row %	38.33%	61.67%	100%
3	Participation	Count	19	26	45
		Row %	42.22%	57.78%	100%
4	Rewards and punishment	Count	22	32	54
		Row %	40.74%	59.26%	100%
5	Praise and blame	Count	30	31	61
		Row %	49.18%	50.82%	100%
6	Favouritism	Count	11	33	44
		Row %	25.00%	75.00%	100%
	Total	Count	122	196	318
		Row %	38.36%	61.64%	100%
	Number of Respondents		20	33	53

Chi-Square Test			
	Value	d. f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	7.835	5	0.165
Since Chi Square Calculated is <= Chi Square tabulated = 11.0705			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that:

- Out of 53 respondents 20 respondents i.e. 38.36% are Technical people, while 33 respondents i.e. 61.64 % are Non-technical professionals.

Amongst Technical 'Praise and Blame' is rated high amongst the high and 'Favouritism' is relatively rated low. Amongst Non-technical professionals 'Interest in Work' and 'Supervisory Treatment' is rated high amongst the high and 'Participation' is relatively rated low.

Table 77

Tenure wise analysis of high opinions on variable of 'Work Values' in Adani Group of Industries.

No.	Dimensions		Tenure in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Interest in work	Count	32	19	3	54
		Row %	59.26%	35.19%	5.56%	100%
2	Supervisory treatment	Count	33	19	8	60
		Row %	55.00%	31.67%	13.33%	100%
3	Participation	Count	24	11	10	45
		Row %	53.33%	24.44%	22.22%	100%
4	Rewards and punishment	Count	40	14	0	54
		Row %	74.07%	25.93%	0.00%	100%
5	Praise and blame	Count	27	15	19	61
		Row %	44.26%	24.59%	31.15%	100%
6	Favouritism	Count	29	15	0	44
		Row %	65.91%	34.09%	0.00%	100%
	Total	Count	185	93	40	318
		Row %	58.18%	29.25%	12.58%	100%
	Number of Respondents		**31**	**15**	**7**	**53**

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	41.78	10	0.0000082
Since Chi Square Calculated is > Chi Square tabulated = 18.307			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is not accepted. Hence each individual parameter needs to be given special attention.			

Referring to above table it can be interpreted that:

- Out of these 53 respondents 31 respondents i.e. 58.18% falls in the tenure range of 3-10 years, 15 respondents i.e. 29.25 % falls in the tenure range of 11-20 years, and 7 respondents i.e. 12.58 % fall in the tenure range of 21 & >21 years.

In tenure range of 3 - 10 years 'Rewards and Punishment' is rated high amongst the high and 'Participation' is relatively rated low. In tenure range of 11-20 years 'Interest in Work' and Supervisory Treatment' is rated high while 'Participation' is rated low. In tenure range of 21 & > 21 years 'Praise and Blame' is rated high while 'Rewards and Punishment' and 'Favouritism' is rated low.

Table 78

Total Experience wise analysis of high opinions on variable of 'Work Values' in Adani Group of Industries.

No.	Dimensions		Total Experience in Years			Total
			3 to 10	11 to 20	21 & > 21	
1	Interest in work	Count	15	26	13	54
		Row %	27.78%	48.15%	24.07%	100%
2	Supervisory treatment	Count	15	26	19	60
		Row %	25.00%	43.33%	31.67%	100%
3	Participation	Count	12	18	15	45
		Row %	26.67%	40.00%	33.33%	100%
4	Rewards and punishment	Count	13	19	22	54
		Row %	24.07%	35.19%	40.74%	100%
5	Praise and blame	Count	12	21	28	61
		Row %	19.67%	34.43%	45.90%	100%
6	Favouritism	Count	16	22	6	44
		Row %	36.36%	50.00%	13.64%	100%
	Total	Count	83	132	103	318
		Row %	26.10%	41.51%	32.39%	100%
	Number of Respondents		14	22	17	53

Chi-Square Test			
	Value	d. f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	16.13	10	0.095
Since Chi Square Calculated is <= Chi Square tabulated = 18.307			
at 5 % level of significance and at above mentioned degrees of freedom, the			
Chi Square test is Accepted. Hence a common decision for above area may be taken.			

Referring to above table it can be interpreted that :

- Out of these 53 respondents 14 respondents i.e. 26.10 % falls in the experience range of 3-10 years, 22 respondents i.e. 41.51 % falls in the experience range of 11-20 years, and 17 respondents i.e. 32.39 % fall in the experience range of 21 & >21 years.

In experience range of 3-10 years 'Favouritism' is rated high amongst the high and 'Participation' and 'Praise and Blame' is relatively rated low. In experience range of 11-20 years 'Interest in Work' and 'Supervisory Treatment' is rated high while 'Participation' is rated low. In experience range of 21 & > 21 years 'Praise and Blame' is rated high while 'Favouritism' is rated low.

Table 79

Income wise analysis of high opinions on variable of 'Work Values' in Adani Group of Industries.

No.	Dimensions		Monthly income in Rupees			Total
			20,000 to 30,000	30,001 to 40,000	40,001 to 45,000	
1	Interest in work	Count	41	10	3	54
		Row %	75.93%	18.52%	5.56%	100%
2	Supervisory treatment	Count	47	9	4	60
		Row %	78.33%	15.00%	6.67%	100%
3	Participation	Count	36	6	3	45
		Row %	80.00%	13.33%	6.67%	100%
4	Rewards and punishment	Count	43	8	3	54
		Row %	79.63%	14.81%	5.56%	100%
5	Praise and blame	Count	51	7	3	61
		Row %	83.61%	11.48%	4.92%	100%
6	Favouritism	Count	32	9	3	44
		Row %	72.73%	20.45%	6.82%	100%
	Total	Count	250	49	19	318
		Row %	78.62%	15.41%	5.97%	100%
	Number of Respondents		42	8	3	53
Chi-Square Test						
		Value	d. f.	Assymp. Sig. (2 sided)		
Pearson Chi-Square		2.56	10	0.989		
Since Chi Square Calculated is <= Chi Square tabulated = 18.307						
at 5 % level of significance and at above mentioned degrees of freedom, the						
Chi Square test is Accepted. Hence a common decision for above area may be taken.						

Referring to above table it can be interpreted that:

- Out of these 53 respondents 42 respondents i.e. 78.62% falls in the income range of 20-30 thousands p/m, 8 respondents i.e. 15.41 % falls in the income range of 30-40 thousands p/m, and 3 respondents i.e. 5.97 % fall in the income range of 40 -45 thousands p/m..

In income range of 20-30 thousands p/m 'Praise and Blame' is rated high amongst the high and 'Favouritism' is relatively rated low. In income range of 30-40 thousands p/m 'Interest in Work' is rated high while 'Participation' is rated low. In income range of 40-45 thousands p/m since there are only three respondents, analysis would be not judicious.

Table 80

Company Wise Analysis of 'Consensus' Dimension of

Organizational Effectiveness
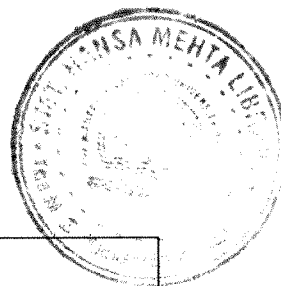
Table 80 : Organizational Effectiveness : - Consensus				
A study of, Organizational Effectiveness & Productivity, with Reference to Emotional Intelligence & Work Values		High	Low	Total
Reliance	Count	191	16	207
	Row %	92.27%	7.73%	100%
	Column %	53.65%	34.04%	
Essar	Count	101	13	114
	Row %	88.60%	11.40%	100%
	Column %	28.37%	27.66%	
Adani	Count	64	18	82
	Row %	78.05%	21.95%	100%
	Column %	17.98%	38.30%	
Total	Count	356	47	403
	Row %	88.34%	11.66%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d. f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	11.541	2	0.001	
Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed separately.				

Referring to above table it can be interpreted that in 'Consensus' dimension of Organizational Effectiveness:

- In Reliance Industries 92.27% i.e. 191 respondents out of 207 have rated high while only 7.73 % i.e. 16 respondents have rated low.

- In Essar Industries 78.05 % i.e. 64 respondents out of 114 have rated high while only 11.40 % i.e. 13 respondents have rated low.

- In Adani Group of Industries 78.05% i.e. 64 respondents out of 82 have rated high while only 21.95 % i.e. 18 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Consensus'.

Table 81

Industry wise analysis of 'Legitimization' dimensions of Organizational Effectiveness.

Table 81 : Organizational Effectiveness : - Legitimization		High	Low	Total
		High	Low	Total
Reliance	Count	178	29	207
	Row %	85.99%	14.01%	100%
	Column %	53.29%	42.03%	
Essar	Count	92	22	114
	Row %	80.70%	19.30%	100%
	Column %	27.54%	31.88%	
Adani	Count	64	18	82
	Row %	78.05%	21.95%	100%
	Column %	19.16%	26.09%	
Total	Count	334	69	403
	Row %	82.88%	17.12%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d. f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	3.14	2	0.22

Since Chi Square Cal is <= Chi Square tab = 5.991, at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted.
Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Legitimization' dimension of Organizational Effectiveness:

- In Reliance Industries 85.99% i.e. 178 respondents out of 207 have rated high while only 14.01 % i.e. 29 respondents have rated low.

- In Essar Industries 80.70 % i.e. 92 respondents out of 114 have rated high while only 19.30 % i.e. 22 respondents have rated low.

- In Adani Group of Industries 78.05% i.e. 64 respondents out of 82 have rated high while only 21.95 % i.e. 18 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Legitimization'.

Table 82

Industry wise analysis of 'Need for independence' dimension of

Organization Effectiveness

Table 82 : Organizational Effectiveness : - Need for independence				
		High	Low	Total
Reliance	Count	171	36	207
	Row %	82.61%	17.39%	100%
	Column %	54.46%	40.45%	
Essar	Count	81	33	114
	Row %	71.05%	28.95%	100%
	Column %	25.80%	37.08%	
Adani	Count	62	20	82
	Row %	75.61%	24.39%	100%
	Column %	19.75%	22.47%	
Total	Count	314	89	403
	Row %	77.92%	22.08%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	d. f.	Assymp. Sig. (2 sided)	
Pearson Chi-Square	6.0234	2	0.049	
Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed separately.				

Referring to above table it can be interpreted that in 'Need for Independence' dimension of Organizational Effectiveness:

- In Reliance Industries 82.61% i.e. 171 respondents out of 207 have rated high while only 17.39 % i.e. 36 respondents have rated low.

- In Essar Industries 71.05 % i.e. 81 respondents out of 114 have rated high while only 28.95 % i.e. 33 respondents have rated low.

- In Adani Group of Industries 75.61% i.e. 62 respondents out of 82 have rated high while only 24.39 % i.e. 20 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Need for Independence'.

Table 83

Industry wise analysis of 'Self Control' dimension of
Organization Effectiveness

Table 83 : Organizational Effectiveness : - Self control		High	Low	Total
Reliance	Count	155	52	207
Reliance	Row %	74.88%	25.12%	100%
Reliance	Column %	55.76%	41.60%	
Essar	Count	70	44	114
Essar	Row %	61.40%	38.60%	100%
Essar	Column %	25.18%	35.20%	
Adani	Count	53	29	82
Adani	Row %	64.63%	35.37%	100%
Adani	Column %	19.06%	23.20%	
Total	Count	278	125	403
Total	Row %	68.98%	31.02%	100%
Total	Column %	100%	100%	

Chi-Square Test

	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	7.149	2	0.029

Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed separately.

Referring to above table it can be interpreted that in 'Self-Control' dimension of Organizational Effectiveness:

- In Reliance Industries 74.88% i.e. 155 respondents out of 207 have rated high while only 25.12 % i.e. 52 respondents have rated low.

- In Essar Industries 61.40 % i.e. 70 respondents out of 114 have rated high while only 38.60 % i.e. 44 respondents have rated low.

- In Adani Group of Industries 64.93 % i.e. 53 respondents out of 82 have rated high while only 35.37 % i.e. 29 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Self-Control'.

Table 84

Industry wise analysis of 'Job Involvement' dimension of

Organization Effectiveness

Table 84 : Organizational Effectiveness : - Job involvement				
		High	Low	Total
Reliance	Count	150	57	207
	Row %	72.46%	27.54%	100%
	Column %	51.55%	50.89%	
Essar	Count	77	37	114
	Row %	67.54%	32.46%	100%
	Column %	26.46%	33.04%	
Adani	Count	64	18	82
	Row %	78.05%	21.95%	100%
	Column %	21.99%	16.07%	
Total	Count	291	112	403
	Row %	72.21%	27.79%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	d.f.	Assymp. Sig. (2 sided)	
Pearson Chi-Square	2.636	2	0.275	
Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.				

Referring to above table it can be interpreted that in 'Job Involvement' dimension of Organizational Effectiveness:

- In Reliance Industries 72.46% i.e. 150 respondents out of 207 have rated high while only 27.54 % i.e. 57 respondents have rated low.

- In Essar Industries 67.54 % i.e. 77 respondents out of 114 have rated high while only 32.46 % i.e. 37 respondents have rated low.

- In Adani Group of Industries 78.05 % i.e. 64 respondents out of 82 have rated high while only 21.95 % i.e. 18 respondents have rated low.

- Amongst all the three industries employees of Adani have rated highest in dimension of 'Job Involvement'.

Table 85

Industry wise analysis of 'Innovation' dimension of Organization Effectiveness

Table 85 : Organizational Effectiveness : - Innovation		High	Low	Total
Reliance	Count	163	44	207
	Row %	78.74%	21.26%	100%
	Column %	52.08%	48.89%	
Essar	Count	85	29	114
	Row %	74.56%	25.44%	100%
	Column %	27.16%	32.22%	
Adani	Count	65	17	82
	Row %	79.27%	20.73%	100%
	Column %	20.77%	18.89%	
Total	Count	313	90	403
	Row %	77.67%	22.33%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.89	2	0.652

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Innovation' dimension of Organizational Effectiveness:

- In Reliance Industries 78.74 % i.e. 163 respondents out of 207 have rated high while only 21.26 % i.e. 44 respondents have rated low.

- In Essar Industries 74.56 % i.e. 85 respondents out of 114 have rated high while only 25.24 % i.e. 29 respondents have rated low.

- In Adani Group of Industries 79.27% i.e. 65 respondents out of 82 have rated high while only 20.73 % i.e. 17 respondents have rated low.

- Amongst all the three industries employees of Adani have rated highest in dimension of 'Innovation'.

Table 86

Industry wise analysis of 'Organizational Commitment' dimension of

Organization Effectiveness

Table 86 : Organizational Effectiveness : - Organizational commitment				
		High	Low	Total
Reliance	Count	163	44	207
	Row %	78.74%	21.26%	100%
	Column %	58.01%	36.07%	
Essar	Count	71	43	114
	Row %	62.28%	37.72%	100%
	Column %	25.27%	35.25%	
Adani	Count	47	35	82
	Row %	57.32%	42.68%	100%
	Column %	16.73%	28.69%	
Total	Count	281	122	403
	Row %	69.73%	30.27%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	d.f.	Assymp. Sig. (2 sided)	
Pearson Chi-Square	16.951	2	0	
Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed separately.				

Referring to above table it can be interpreted that in 'Organizational Commitment' dimension of Organizational Effectiveness:

- In Reliance Industries 78.74% i.e. 163 respondents out of 207 have rated high while only 21.26 % i.e. 44 respondents have rated low.

- In Essar Industries 62.28 % i.e. 71respondents out of 114 have rated high while only 37.72 % i.e. 43 respondents have rated low.

- In Adani Group of Industries 57.32 % i.e. 47 respondents out of 82 have rated high while only 42.68 % i.e. 35 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Organizational Commitment'.

Table 87

Organization Effectiveness

Table 87 : Organizational Effectiveness : - Organizational attachment				
		High	Low	Total
Reliance	Count	174	33	207
	Row %	84.06%	15.94%	100%
	Column %	60.63%	28.45%	
Essar	Count	68	46	114
	Row %	59.65%	40.35%	100%
	Column %	23.69%	39.66%	
Adani	Count	45	37	82
	Row %	54.88%	45.12%	100%
	Column %	15.68%	31.90%	
Total	Count	287	116	403
	Row %	71.22%	28.78%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	34.772	2	0	
Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed seperately.				

Referring to above table it can be interpreted that in 'Organizational Attachment' dimension of Organizational Effectiveness:

- In Reliance Industries 84.06% i.e. 174 respondents out of 207 have rated high while only 15.94 % i.e. 33 respondents have rated low.

- In Essar Industries 59.65 % i.e. 68 respondents out of 114 have rated high while only 40.35 % i.e. 46 respondents have rated low.

- In Adani Group of Industries 54.88% i.e. 45 respondents out of 82 have rated high while only 45.12 % i.e. 37 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Organizational Attachment'.

Table 88

Industry wise analysis of 'Job Satisfaction' dimension of

Organization Effectiveness

Table 88 : Organizational Effectiveness : - Job satisfaction				
		High	Low	Total
Reliance	Count	**183**	**24**	**207**
	Row %	88.41%	11.59%	100%
	Column %	60.80%	23.53%	
Essar	Count	**74**	**40**	**114**
	Row %	64.91%	35.09%	100%
	Column %	24.58%	39.22%	
Adani	Count	**44**	**38**	**82**
	Row %	53.66%	46.34%	100%
	Column %	14.62%	37.25%	
Total	Count	**301**	**102**	**403**
	Row %	74.69%	25.31%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	**45.551**	**2**	0	
Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed separately.				

Referring to above table it can be interpreted that in 'Job Satisfaction' dimension of Organizational Effectiveness:

- In Reliance Industries 88.41% i.e. 183 respondents out of 207 have rated high while only 11.59 % i.e. 24 respondents have rated low.

- In Essar Industries 64.91 % i.e. 74 respondents out of 114 have rated high while only 35.09 % i.e. 40 respondents have rated low.

- In Adani Group of Industries 53.66 % i.e. 44 respondents out of 82 have rated high while only 46.34 % i.e. 38 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Job Satisfaction'.

Table 89

Industry wise analysis of 'Learning Attitude' dimension of Productivity

Table 89 : Productivity : - Learning attitude		High	Low	Total
Reliance	Count	175	32	207
	Row %	84.54%	15.46%	100%
	Column %	56.45%	34.41%	
Essar	Count	77	37	114
	Row %	67.54%	32.46%	100%
	Column %	24.84%	39.78%	
Adani	Count	58	24	82
	Row %	70.73%	29.27%	100%
	Column %	18.71%	25.81%	
Total	Count	310	93	403
	Row %	76.92%	23.08%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	14.188	2	0

Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed separately.

Referring to above table it can be interpreted that in 'Learning Attitude' dimension of Productivity:

- In Reliance Industries 84.54 % i.e. 175 respondents out of 207 have rated high while only 15.46 % i.e. 32 respondents have rated low.

- In Essar Industries 67.54 % i.e. 77 respondents out of 114 have rated high while only 32.46 % i.e. 37 respondents have rated low.

- In Adani Group of Industries 70.73 % i.e. 58 respondents out of 82 have rated high while only 29.27 % i.e. 24 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Learning Attitude'.

Table 90

Industry wise analysis of 'Motivational Morale' dimension of Productivity

Table 90 : Productivity : - Motivational morale		High	Low	Total
Reliance	Count	182	25	207
	Row %	87.92%	12.08%	100%
	Column %	59.48%	25.77%	
Essar	Count	71	43	114
	Row %	62.28%	37.72%	100%
	Column %	23.20%	44.33%	
Adani	Count	53	29	82
	Row %	64.63%	35.37%	100%
	Column %	17.32%	29.90%	
Total	Count	306	97	403
	Row %	75.93%	24.07%	100%
	Column %	100%	100%	

Chi-Square Test

	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	33.636	2	0

Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed seperately.

Referring to above table it can be interpreted that in 'Motivational Morale' dimension of Productivity:

- In Reliance Industries 87.92 % i.e. 182 respondents out of 207 have rated high while only 12.08 % i.e. 25 respondents have rated low.

- In Essar Industries 62.28 % i.e. 71 respondents out of 114 have rated high while only 37.72 % i.e. 43 respondents have rated low.

- In Adani Group of Industries 64.63 % i.e. 53 respondents out of 82 have rated high while only 35.37 % i.e. 29 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Motivational Morale'.

Table 91

Industry wise analysis of 'Discipline' dimension of Productivity

Table 91 : Productivity :- Discipline		High	Low	Total
Reliance	Count	167	40	207
	Row %	80.68%	19.32%	100%
	Column %	52.52%	47.06%	
Essar	Count	85	29	114
	Row %	74.56%	25.44%	100%
	Column %	26.73%	34.12%	
Adani	Count	66	16	82
	Row %	80.49%	19.51%	100%
	Column %	20.75%	18.82%	
Total	Count	318	85	403
	Row %	78.91%	21.09%	100%
	Column %	100%	100%	

Chi-Square Test

	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	**1.806**	**2**	**0.424**

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Discipline' dimension of Productivity:

- In Reliance Industries 80.68 % i.e. 167 respondents out of 207 have rated high while only 19.32 % i.e. 40 respondents have rated low.

- In Essar Industries 74.56 % i.e. 85 respondents out of 114 have rated high while only 25.44 % i.e. 29 respondents have rated low.

- In Adani Group of Industries 80.49 % i.e. 66 respondents out of 82 have rated high while only 19.51 % i.e. 16 respondents have rated low.

- Amongst all the three industries employees of Reliance and Adani have rated highest in dimension of 'Discipline'.

Table 92

Industry wise analysis of 'Working Conditions' dimension of Productivity

Table 92 : Productivity : - Working conditions				
		High	Low	Total
Reliance	Count	**178**	**29**	**207**
	Row %	85.99%	14.01%	100%
	Column %	56.69%	32.58%	
Essar	Count	**77**	**37**	**114**
	Row %	67.54%	32.46%	100%
	Column %	24.52%	41.57%	
Adani	Count	**59**	**23**	**82**
	Row %	71.95%	28.05%	100%
	Column %	18.79%	25.84%	
Total	Count	**314**	**89**	**403**
	Row %	77.92%	22.08%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	16.666	2	0	
Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed seperately.				

Referring to above table it can be interpreted that in 'Working Conditions' dimension of Productivity:

- In Reliance Industries 85.99 % i.e. 178 respondents out of 207 have rated high while only 14.01 % i.e. 29 respondents have rated low.

- In Essar Industries 67.54 % i.e. 77 respondents out of 114 have rated high while only 32.46 % i.e. 37 respondents have rated low.

- In Adani Group of Industries 71.95 % i.e. 59 respondents out of 82 have rated high while only 28.05 % i.e. 23 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Working Conditions'.

Table 93

Industry wise analysis of 'Work Methodology' dimension of Productivity

Table 93 : Productivity : - Work methodology				
		High	Low.	Total
Reliance	Count	177	30	207
	Row %	85.51%	14.49%	100%
	Column %	63.44%	24.19%	
Essar	Count	68	46	114
	Row %	59.65%	40.35%	100%
	Column %	24.37%	37.10%	
Adani	Count	34	48	82
	Row %	41.46%	58.54%	100%
	Column %	12.19%	38.71%	
Total	Count	279	124	403
	Row %	69.23%	30.77%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	60.337	2	0

Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed seperately.

Referring to above table it can be interpreted that in 'Work Methodology' dimension of Productivity:

- In Reliance Industries 85.51 % i.e. 177 respondents out of 207 have rated high while only 14.49 % i.e. 30 respondents have rated low.

- In Essar Industries 59.65 % i.e. 68 respondents out of 114 have rated high while only 40.35 % i.e. 46 respondents have rated low.

- In Adani Group of Industries 41.46 % i.e. 34 respondents out of 82 have rated high while only 58.54 % i.e. 48 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Work Methodology'.

Table 94

Industry wise analysis of 'Work' dimension of E.I.

Table 94 : Emotional Intelligence : - Work				
		High	Low	Total
Reliance	Count	**163**	**44**	**207**
	Row %	78.74%	21.26%	100%
	Column %	52.92%	46.32%	
Essar	Count	**86**	**28**	**114**
	Row %	75.44%	24.56%	100%
	Column %	27.92%	29.47%	
Adani	Count	**59**	**23**	**82**
	Row %	71.95%	28.05%	100%
	Column %	19.16%	24.21%	
Total	Count	**308**	**95**	**403**
	Row %	76.43%	23.57%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	**1.59**	**2**	**0.463**	
Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.				

Referring to above table it can be interpreted that in 'Work' dimension of Emotional Intelligence:

- In Reliance Industries 78.74 % i.e. 163 respondents out of 207 have rated high while only 21.26 % i.e. 44 respondents have rated low.

- In Essar Industries 75.44 % i.e. 86 respondents out of 114 have rated high while only 24.56 % i.e. 28 respondents have rated low.

- In Adani Group of Industries 71.95 % i.e. 59 respondents out of 82 have rated high while only 28.05 % i.e. 23 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Work'.

Table 95

Industry wise analysis of 'Emotional Self-awareness' dimension of E.I.

Table 95 : Emotional Intelligence : - Emotional Self-awareness				
		High	Low	Total
Reliance	Count	**164**	**43**	**207**
	Row %	79.23%	20.77%	100%
	Column %	54.30%	42.57%	
Essar	Count	**80**	**34**	**114**
	Row %	70.18%	29.82%	100%
	Column %	26.49%	33.66%	
Adani	Count	**58**	**24**	**82**
	Row %	70.73%	29.27%	100%
	Column %	19.21%	23.76%	
Total	Count	**302**	**101**	**403**
	Row %	74.94%	25.06%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	4.177	2	0.135	
Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.				

Referring to above table it can be interpreted that in 'Emotional Self-awareness' dimension of Emotional Intelligence:

- In Reliance Industries 79.23 % i.e. 164 respondents out of 207 have rated high while only 21.77 % i.e. 43 respondents have rated low.

- In Essar Industries 70.18 % i.e. 80 respondents out of 114 have rated high while only 29.82 % i.e. 34 respondents have rated low.

- In Adani Group of Industries 70.73 % i.e. 58 respondents out of 82 have rated high while only 29.27 % i.e. 24 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Emotional Self-awareness'.

Table 96

Industry wise analysis of 'Emotional Expression' dimension of E.I.

Table 96 : Emotional Intelligence : - Emotional Expression		High	Low	Total
		High	Low	Total
Reliance	Count	137	70	207
	Row %	66.18%	33.82%	100%
	Column %	53.73%	47.30%	
Essar	Count	69	45	114
	Row %	60.53%	39.47%	100%
	Column %	27.06%	30.41%	
Adani	Count	49	33	82
	Row %	59.76%	40.24%	100%
	Column %	19.22%	22.30%	
Total	Count	255	148	403
	Row %	63.28%	36.72%	100%
	Column %	100%	100%	

Chi-Square Test

	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.56	2	0.468

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Emotional Expression' dimension of Emotional Intelligence:

- In Reliance Industries 66.18 % i.e. 137 respondents out of 207 have rated high while only 33.82 % i.e. 70 respondents have rated low.

- In Essar Industries 60.53 % i.e. 69 respondents out of 114 have rated high while only 39.46 % i.e. 55 respondents have rated low.

- In Adani Group of Industries 59.76 % i.e. 49 respondents out of 82 have rated high while only 40.24 % i.e. 33 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Emotional Expression'.

Table 97

Industry wise analysis of 'Emotional Awareness of Others' dimension of E.I.

Table 97 : Emotional Intelligence :- Emotional Awareness of Others		High	Low	Total
Reliance	Count	154	53	207
	Row %	74.40%	25.60%	100%
	Column %	51.68%	50.48%	
Essar	Count	85	29	114
	Row %	74.56%	25.44%	100%
	Column %	28.52%	27.62%	
Adani	Count	59	23	82
	Row %	71.95%	28.05%	100%
	Column %	19.80%	21.90%	
Total	Count	298	105	403
	Row %	73.95%	26.05%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	0.213	2	0.899	

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Emotional Awareness of Others' dimension of Emotional Intelligence:

- In Reliance Industries 74.40 % i.e. 154 respondents out of 207 have rated high while only 25.0% i.e. 53 respondents have rated low.

- In Essar Industries 74.56 % i.e. 85 respondents out of 114 have rated high while only 25.44 % i.e. 29 respondents have rated low.

- In Adani Group of Industries 71.95 % i.e. 59 respondents out of 82 have rated high while only 28.05 % i.e. 23 respondents have rated low.

- Amongst all the three industries employees of Essar and Reliance have rated highest in dimension of 'Emotional Awareness of Others'.

Table 98

Industry wise analysis of 'EQ Competencies Internationality' dimension of E.I.

Table 98 : Emotional Intelligence : - EQ Competencies Internationality		High	Low	Total
Reliance	Count	162	45	207
	Row %	78.26%	21.74%	100%
	Column %	53.29%	45.45%	
Essar	Count	83	31	114
	Row %	72.81%	27.19%	100%
	Column %	27.30%	31.31%	
Adani	Count	59	23	82
	Row %	71.95%	28.05%	100%
	Column %	19.41%	23.23%	
Total	Count	304	99	403
	Row %	75.43%	24.57%	100%
	Column %	100%	100%	

Chi-Square Test

	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.854	2	0.416

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'EQ Competencies Internationality' dimension of Emotional Intelligence:

- In Reliance Industries 78.26 % i.e. 162 respondents out of 207 have rated high while only 21.74 % i.e. 45 respondents have rated low.

- In Essar Industries 72.81 % i.e. 83 respondents out of 114 have rated high while only 27.19 % i.e. 31 respondents have rated low.

- In Adani Group of Industries 71.95 % i.e. 59 respondents out of 82 have rated high while only 28.05 % i.e. 23 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'EQ Competencies Internationality'.

Table 99

Industry wise analysis of 'Creativity' dimension of E.I.

Table 99 : Emotional Intelligence :- Creativity				
		High	Low	Total
Reliance	Count	**183**	**24**	**207**
	Row %	88.41%	11.59%	100%
	Column %	53.98%	37.50%	
Essar	Count	**89**	**25**	**114**
	Row %	78.07%	21.93%	100%
	Column %	26.25%	39.06%	
Adani	Count	**67**	**15**	**82**
	Row %	81.71%	18.29%	100%
	Column %	19.76%	23.44%	
Total	Count	**339**	**64**	**403**
	Row %	84.12%	15.88%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	**6.3269**	**2**	**0.044**	

Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed seperately.

Referring to above table it can be interpreted that in 'Creativity' dimension of Emotional Intelligence:

- In Reliance Industries 88.41 % i.e. 183 respondents out of 207 have rated high while only 11.59 % i.e. 24 respondents have rated low.

- In Essar Industries 78.07 % i.e. 89 respondents out of 114 have rated high while only 21.93 % i.e. 25 respondents have rated low.

- In Adani Group of Industries 81.71 % i.e. 67 respondents out of 82 have rated high while only 18.29 % i.e. 15 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Creativity'.

Table 100

Industry wise analysis of 'Resilience' dimension of E.I.

Table 100 : Emotional Intelligence : -Resilience		High	Low	Total
Reliance	Count	150	57	207
	Row %	72.46%	27.54%	100%
	Column %	50.17%	54.81%	
Essar	Count	87	27	114
	Row %	76.32%	23.68%	100%
	Column %	29.10%	25.96%	
Adani	Count	62	20	82
	Row %	75.61%	24.39%	100%
	Column %	20.74%	19.23%	
Total	Count	299	104	403
	Row %	74.19%	25.81%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.677	2	0.719

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Resilience' dimension of Emotional Intelligence:

- In Reliance Industries 72.46 % i.e. 150 respondents out of 207 have rated high while only 27.54 % i.e. 57 respondents have rated low.

- In Essar Industries 76.32 % i.e. 87 respondents out of 114 have rated high while only 23.68 % i.e. 27 respondents have rated low.

- In Adani Group of Industries 75.61 % i.e. 62 respondents out of 82 have rated high while only 24.39 % i.e. 20 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Resilience'.

Table 101

Industry wise analysis of 'Interpersonal Connection' dimension of E.I.

Table 101 : Emotional Intelligence :- Interpersonal Connection		High	Low	Total
		High	Low	Total
Reliance	Count	144	63	207
	Row %	69.57%	30.43%	100%
	Column %	52.36%	49.22%	
Essar	Count	76	38	114
	Row %	66.67%	33.33%	100%
	Column %	27.64%	29.69%	
Adani	Count	55	27	82
	Row %	67.07%	32.93%	100%
	Column %	20.00%	21.09%	
Total	Count	275	128	403
	Row %	68.24%	31.76%	100%
	Column %	100%	100%	

Chi-Square Test

	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	**0.349**	**2**	**0.843**

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Interpersonal Connection' dimension of Emotional Intelligence:

- In Reliance Industries 69.57 % i.e. 144 respondents out of 207 have rated high while only 30.43 % i.e. 63 respondents have rated low.

- In Essar Industries 66.67 % i.e. 76 respondents out of 114 have rated high while only 33.33 % i.e. 38 respondents have rated low.

- In Adani Group of Industries 67.07 % i.e. 55 respondents out of 82 have rated high while only 32.93 % i.e. 27 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Interpersonal Connection'.

Table 102

Industry wise analysis of 'Constructive Discontent' dimension of E.I.

Table 102 : Emotional Intelligence : - Constructive Discontent				
		High	Low	Total
Reliance	Count	151	56	207
	Row %	72.95%	27.05%	100%
	Column %	51.36%	51.38%	
Essar	Count	84	30	114
	Row %	73.68%	26.32%	100%
	Column %	28.57%	27.52%	
Adani	Count	59	23	82
	Row %	71.95%	28.05%	100%
	Column %	20.07%	21.10%	
Total	Count	294	109	403
	Row %	72.95%	27.05%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	d.f.	Assymp. Sig. (2 sided)	
Pearson Chi-Square	0.0726	2	0.964	
Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.				

Referring to above table it can be interpreted that in 'Constructive Discontent' dimension of Emotional Intelligence:

- In Reliance Industries 72.95 % i.e. 151 respondents out of 207 have rated high while only 27.05 % i.e. 56 respondents have rated low.

- In Essar Industries 73.68 % i.e. 84 respondents out of 114 have rated high while only 26.32 % i.e. 30 respondents have rated low.

- In Adani Group of Industries 71.95 % i.e. 59 respondents out of 82 have rated high while only 28.05 % i.e. 23 respondents have rated low.

- Amongst all the three industries employees of Essar have rated highest in dimension of 'Constructive Discontent'.

Table 103

Industry wise analysis of 'EQ Values and Beliefs Comparison' dimension of E.I.

Table 103 : Emotional Intelligence : - EQ Values and Beliefs Comparison		High	Low	Total
Reliance	Count	152	55	207
	Row %	73.43%	26.57%	100%
	Column %	53.52%	46.22%	
Essar	Count	75	39	114
	Row %	65.79%	34.21%	100%
	Column %	26.41%	32.77%	
Adani	Count	57	25	82
	Row %	69.51%	30.49%	100%
	Column %	20.07%	21.01%	
Total	Count	284	119	403
	Row %	70.47%	29.53%	100%
	Column %	100%	100%	

Chi-Square Test

	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	2.1078	2	0.37

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'EQ Values and Beliefs Comparison' dimension of Emotional Intelligence:

- In Reliance Industries 73.43 % i.e. 152 respondents out of 207 have rated high while only 26.57 % i.e. 55 respondents have rated low.

- In Essar Industries 65.79 % i.e. 75 respondents out of 114 have rated high while only 34.21 % i.e. 39 respondents have rated low.

- In Adani Group of Industries 69.51 % i.e. 57 respondents out of 82 have rated high while only 30.49 % i.e. 25 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'EQ Values and Beliefs Comparison'.

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Table 104

Industry wise analysis of 'Outlook' dimension of E.I.

Table 104 : Emotional Intelligence :- Outlook		High	Low	Total
		High	**Low**	**Total**
Reliance	Count	**158**	**49**	**207**
	Row %	76.33%	23.67%	100%
	Column %	51.47%	51.04%	
Essar	Count	**87**	**27**	**114**
	Row %	76.32%	23.68%	100%
	Column %	28.34%	28.13%	
Adani	Count	**62**	**20**	**82**
	Row %	75.61%	24.39%	100%
	Column %	20.20%	20.83%	
Total	Count	**307**	**96**	**403**
	Row %	76.18%	23.82%	100%
	Column %	100%	100%	

Chi-Square Test

	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	0.018	2	0.991

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Outlook' dimension of Emotional Intelligence:

- In Reliance Industries 76.33 % i.e. 158 respondents out of 207 have rated high while only 23.67 % i.e. 49 respondents have rated low.

- In Essar Industries 76.32 % i.e. 87 respondents out of 114 have rated high while only 23.68 % i.e. 27 respondents have rated low.

- In Adani Group of Industries 75.61 % i.e. 62 respondents out of 82 have rated high while only 24.39 % i.e. 20 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Outlook'.

Table 105

Industry wise analysis of 'Trust Radius' dimension of E.I.

Table 105 : Emotional Intelligence : - Trust Radius		High	Low	Total
		High	Low	Total
Reliance	Count	134	73	207
	Row %	64.73%	35.27%	100%
	Column %	51.74%	50.69%	
Essar	Count	75	39	114
	Row %	65.79%	34.21%	100%
	Column %	28.96%	27.08%	
Adani	Count	50	32	82
	Row %	60.98%	39.02%	100%
	Column %	19.31%	22.22%	
Total	Count	259	144	403
	Row %	64.27%	35.73%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	0.52	2	0.772	

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Trust Radius' dimension of Emotional Intelligence:

- In Reliance Industries 64.73 % i.e. 134 respondents out of 207 have rated high while only 35.27 % i.e. 73 respondents have rated low.

- In Essar Industries 65.79 % i.e. 75 respondents out of 114 have rated high while only 34.21 % i.e. 39 respondents have rated low.

- In Adani Group of Industries 60.98 % i.e. 50 respondents out of 82 have rated high while only 39.02 % i.e. 32 respondents have rated low.

- Amongst all the three industries employees of Essar have rated highest in dimension of 'Trust Radius'.

Table 106

Industry wise analysis of 'Personal Power' dimension of E.I.

Table 106 : Emotional Intelligence : - Personal Power		High	Low	Total
Reliance	Count	119	88	207
	Row %	57.49%	42.51%	100%
	Column %	52.42%	50.00%	
Essar	Count	64	50	114
	Row %	56.14%	43.86%	100%
	Column %	28.19%	28.41%	
Adani	Count	44	38	82
	Row %	53.66%	46.34%	100%
	Column %	19.38%	21.59%	
Total	Count	227	176	403
	Row %	56.33%	43.67%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.352	2	0.842

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Personal Power' dimension of Emotional Intelligence:

- In Reliance Industries 57.49 % i.e. 119 respondents out of 207 have rated high while only 42.51 % i.e. 88 respondents have rated low.

- In Essar Industries 56.14 % i.e. 64 respondents out of 114 have rated high while only 43.86 % i.e. 50 respondents have rated low.

- In Adani Group of Industries 53.66 % i.e. 44 respondents out of 82 have rated high while only 46.34 % i.e. 38 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Personal Power'.

Table 107

Industry wise analysis of 'Integrity' dimension of E.I.

Table 107 : Emotional Intelligence : - Integrity		High	Low	Total
		High	Low	Total
Reliance	Count	114	93	207
	Row %	55.07%	44.93%	100%
	Column %	52.78%	49.73%	
Essar	Count	62	52	114
	Row %	54.39%	45.61%	100%
	Column %	28.70%	27.81%	
Adani	Count	40	42	82
	Row %	48.78%	51.22%	100%
	Column %	18.52%	22.46%	
Total	Count	216	187	403
	Row %	53.60%	46.40%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	0.9746	2	0.627

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Integrity' dimension of Emotional Intelligence:

- In Reliance Industries 55.07 % i.e. 114 respondents out of 207 have rated high while only 44.93 % i.e. 93 respondents have rated low.

- In Essar Industries 54.39 % i.e. 62 respondents out of 114 have rated high while only 45.61 % i.e. 52 respondents have rated low.

- In Adani Group of Industries 48.78 % i.e. 40 respondents out of 82 have rated high while only 51.22 % i.e. 42 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Integrity'.

Table 108

Industry wise analysis of 'General Health' dimension of E.I.

Table 108 : Emotional Intelligence : - General Health				
		High	Low	Total
Reliance	Count	190	17	207
	Row %	91.79%	8.21%	100%
	Column %	54.29%	32.08%	
Essar	Count	93	21	114
	Row %	81.58%	18.42%	100%
	Column %	26.57%	39.62%	
Adani	Count	67	15	82
	Row %	81.71%	18.29%	100%
	Column %	19.14%	28.30%	
Total	Count	350	53	403
	Row %	86.85%	13.15%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	**9.0899**	**2**	**0.011**	
Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed seperately.				

Referring to above table it can be interpreted that in 'General Health' dimension of Emotional Intelligence:

- In Reliance Industries 91.79 % i.e. 190 respondents out of 207 have rated high while only 8.21 % i.e. 17 respondents have rated low.

- In Essar Industries 81.58 % i.e. 93 respondents out of 114 have rated high while only 18.42 % i.e. 21 respondents have rated low.

- In Adani Group of Industries 81.71 % i.e. 67 respondents out of 82 have rated high while only 18.29 % i.e. 15 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'General Health'.

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Table 109

Industry wise analysis of 'Quality of Life' dimension of E.I.

Table 109 : Emotional Intelligence :- Quality of Life				
		High	Low	Total
Reliance	Count	161	46	207
	Row %	77.78%	22.22%	100%
	Column %	53.67%	44.66%	
Essar	Count	83	31	114
	Row %	72.81%	27.19%	100%
	Column %	27.67%	30.10%	
Adani	Count	56	26	82
	Row %	68.29%	31.71%	100%
	Column %	18.67%	25.24%	
Total	Count	300	103	403
	Row %	74.44%	25.56%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	3.0006	2	0.231	
Since Chi Square Cal is <= Chi Square tab = 5.991, at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.				

Referring to above table it can be interpreted that in 'Quality of Life' dimension of Emotional Intelligence:

- In Reliance Industries 77.78 % i.e. 161 respondents out of 207 have rated high while only 22.22 % i.e. 46 respondents have rated low.

- In Essar Industries 72.81 % i.e. 83 respondents out of 114 have rated high while only 27.19 % i.e. 31 respondents have rated low.

- In Adani Group of Industries 68.29 % i.e. 56 respondents out of 82 have rated high while only 31.71 % i.e. 26 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Quality of Life'.

Table 110

Industry wise analysis of 'Relationship Quotients' dimension of E.I.

Table 110 : Emotional Intelligence : - Relationship Quotients				
		High	Low	Total
Reliance	Count	**193**	**14**	**207**
	Row %	93.24%	6.76%	100%
	Column %	52.30%	41.18%	
Essar	Count	**105**	**9**	**114**
	Row %	92.11%	7.89%	100%
	Column %	28.46%	26.47%	
Adani	Count	**71**	**11**	**82**
	Row %	86.59%	13.41%	100%
	Column %	19.24%	32.35%	
Total	Count	**369**	**34**	**403**
	Row %	91.56%	8.44%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	**d.f.**	**Assymp. Sig. (2 sided)**
Pearson Chi-Square	3.424	2	0.197

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Relationship Quotients' dimension of Emotional Intelligence:

- In Reliance Industries 93.24 % i.e. 193 respondents out of 207 have rated high while only 6.76 % i.e. 14 respondents have rated low.

- In Essar Industries 92.11 % i.e. 105 respondents out of 114 have rated high while only 7.89 % i.e. 9 respondents have rated low.

- In Adani Group of Industries 86.59 % i.e. 71 respondents out of 82 have rated high while only 13.41 % i.e. 11 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Relationship Quotients'.

Table 111

Industry wise analysis of 'Optional Performance' dimension of E.I.

Table 111 : Emotional Intelligence : - Optional Performance				
		High	Low	Total
Reliance	Count	135	72	207
	Row %	65.22%	34.78%	100%
	Column %	53.57%	47.68%	
Essar	Count	69	45	114
	Row %	60.53%	39.47%	100%
	Column %	27.38%	29.80%	
Adani	Count	48	34	82
	Row %	58.54%	41.46%	100%
	Column %	19.05%	22.52%	
Total	Count	252	151	403
	Row %	62.53%	37.47%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.39	2	0.499

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Optional Performance' dimension of Emotional Intelligence:

- In Reliance Industries 65.22 % i.e. 135 respondents out of 207 have rated high while only 34.78 % i.e. 72 respondents have rated low.

- In Essar Industries 60.53 % i.e. 69 respondents out of 114 have rated high while only 39.47 % i.e. 45 respondents have rated low.

- In Adani Group of Industries 58.54 % i.e. 48 respondents out of 82 have rated high while only 41.46 % i.e. 34 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Optional Performance'.

Table 112

Industry wise analysis of 'Personality Traits' dimension of E.I.

Table 112 : Emotional Intelligence : - Personality Traits				
		High	Low	Total
Reliance	Count	149	58	207
	Row %	71.98%	28.02%	100%
	Column %	52.10%	49.57%	
Essar	Count	76	38	114
	Row %	66.67%	33.33%	100%
	Column %	26.57%	32.48%	
Adani	Count	61	21	82
	Row %	74.39%	25.61%	100%
	Column %	21.33%	17.95%	
Total	Count	286	117	403
	Row %	70.97%	29.03%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	1.59	2	0.463

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Personality Traits' dimension of Emotional Intelligence:

- In Reliance Industries 71.98 % i.e. 149 respondents out of 207 have rated high while only 28.02 % i.e. 58 respondents have rated low.

- In Essar Industries 66.67 % i.e. 76 respondents out of 114 have rated high while only 33.33 % i.e. 38 respondents have rated low.

- In Adani Group of Industries 74.39 % i.e. 61 respondents out of 82 have rated high while only 25.61 % i.e. 21 respondents have rated low.

- Amongst all the three industries employees of Adani have rated highest in dimension of 'Personality Traits'.

Table 113

Industry wise analysis of 'Interest in Work' dimension of Work Values

Table 113 : Work Values : - Interest in work		High	Low	Total
Reliance	Count	185	22	207
	Row %	89.37%	10.63%	100%
	Column %	56.92%	28.21%	
Essar	Count	86	28	114
	Row %	75.44%	24.56%	100%
	Column %	26.46%	35.90%	
Adani	Count	54	28	82
	Row %	65.85%	34.15%	100%
	Column %	16.62%	35.90%	
Total	Count	325	78	403
	Row %	80.65%	19.35%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	23.57	2	0

Since Chi Square Cal is > Chi Square tab = 5.991, at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed separately.

Referring to above table it can be interpreted that in 'Interest in Work' dimension of Work Values:

- In Reliance Industries 89.37 % i.e. 185 respondents out of 207 have rated high while only 10.63 % i.e. 22 respondents have rated low.

- In Essar Industries 75.44 % i.e. 86 respondents out of 114 have rated high while only 24.46 % i.e. 28 respondents have rated low.

- In Adani Group of Industries 65.85 % i.e. 54 respondents out of 82 have rated high while only 34.15 % i.e. 28 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Interest in Work'.

Table 114

Industry wise analysis of 'Supervisory Treatment' dimension of Work Values

Table 114 : Work Values : - Supervisory Treatment				
		High	Low	Total
Reliance	Count	**175**	**32**	**207**
	Row %	84.54%	15.46%	100%
	Column %	55.56%	36.36%	
Essar	Count	**92**	**22**	**114**
	Row %	80.70%	19.30%	100%
	Column %	29.21%	25.00%	
Adani	Count	**48**	**34**	**82**
	Row %	58.54%	41.46%	100%
	Column %	15.24%	38.64%	
Total	Count	**315**	**88**	**403**
	Row %	78.16%	21.84%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	**d.f.**	**Assymp. Sig. (2 sided)**	
Pearson Chi-Square	**23.87**	**2**	**0**	
Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed separately.				

Referring to above table it can be interpreted that in 'Supervisory Treatment' dimension of Work Values:

- In Reliance Industries 84.54 % i.e. 175 respondents out of 207 have rated high while only 15.46 % i.e. 32 respondents have rated low.

- In Essar Industries 80.70 % i.e. 92 respondents out of 114 have rated high while only 19.30 % i.e. 22 respondents have rated low.

- In Adani Group of Industries 58.54 % i.e. 48 respondents out of 82 have rated high while only 41.46 % i.e. 34 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Supervisory Treatment'.

Table 115

Industry wise analysis of 'Participation' dimension of Work Values

Table 115 : Work Values : - Participation					
		High	Low	Total	
Reliance	Count	115	92	207	
	Row %	55.56%	44.44%	100%	
	Column %	49.36%	54.12%		
Essar	Count	73	41	114	
	Row %	64.04%	35.96%	100%	
	Column %	31.33%	24.12%		
Adani	Count	45	37	82	
	Row %	54.88%	45.12%	100%	
	Column %	19.31%	21.76%		
Total	Count	233	170	403	
	Row %	57.82%	42.18%	100%	
	Column %	100%	100%		
Chi-Square Test					
	Value	d.f.	Assymp. Sig. (2 sided)		
Pearson Chi-Square	2.531	2	0.293		
Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.					

Referring to above table it can be interpreted that in 'Participation' dimension of Work Values:

- In Reliance Industries 55.56 % i.e. 115 respondents out of 207 have rated high while only 44.44 % i.e. 92 respondents have rated low.

- In Essar Industries 64.04 % i.e. 73 respondents out of 114 have rated high while only 35.96 % i.e. 41 respondents have rated low.

- In Adani Group of Industries 54.88 % i.e. 45 respondents out of 82 have rated high while only 45.12 % i.e. 37 respondents have rated low.

- Amongst all the three industries employees of Essar have rated highest in dimension of 'Participation'.

Table 116

Industry wise analysis of 'Rewards and Punishment' dimension of
Work Values

Table 116 : Work Values : - Rewards and Punishment				
		High	Low	Total
Reliance	Count	158	49	207
	Row %	76.33%	23.67%	100%
	Column %	56.63%	39.52%	
Essar	Count	67	47	114
	Row %	58.77%	41.23%	100%
	Column %	24.01%	37.90%	
Adani	Count	54	28	82
	Row %	65.85%	34.15%	100%
	Column %	19.35%	22.58%	
Total	Count	279	124	403
	Row %	69.23%	30.77%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	11.188	2	0.00426

Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed separately.

Referring to above table it can be interpreted that in 'Rewards and Punishment' dimension of Work Values:

- In Reliance Industries 76.33 % i.e. 158 respondents out of 207 have rated high while only 23.67 % i.e. 49 respondents have rated low.

- In Essar Industries 58.77 % i.e. 67 respondents out of 114 have rated high while only 41.23 % i.e. 47 respondents have rated low.

- In Adani Group of Industries 65.85 % i.e. 54 respondents out of 82 have rated high while only 34.15 % i.e. 28 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Rewards and Punishment'.

Table 117

Industry wise analysis of 'Praise and Blame' dimension of Work Values

Table 117 : Work Values : - Praise and Blame		High	Low	Total
Reliance	Count	143	64	207
	Row %	69.08%	30.92%	100%
	Column %	49.31%	56.64%	
Essar	Count	86	28	114
	Row %	75.44%	24.56%	100%
	Column %	29.66%	24.78%	
Adani	Count	61	21	82
	Row %	74.39%	25.61%	100%
	Column %	21.03%	18.58%	
Total	Count	290	113	403
	Row %	71.96%	28.04%	100%
	Column %	100%	100%	

Chi-Square Test			
	Value	d.f.	Assymp. Sig. (2 sided)
Pearson Chi-Square	2.978	2	0.233

Since Chi Square Cal is <= Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Accepted. Hence a common decision may be taken.

Referring to above table it can be interpreted that in 'Praise and Blame' dimension of Work Values:

- In Reliance Industries 69.08 % i.e. 143 respondents out of 207 have rated high while only 30.92 % i.e. 64 respondents have rated low.

- In Essar Industries 75.44 % i.e. 86 respondents out of 114 have rated high while only 24.56 % i.e. 28 respondents have rated low.

- In Adani Group of Industries 74.39 % i.e. 61 respondents out of 82 have rated high while only 25.61 % i.e. 21 respondents have rated low.

- Amongst all the three industries employees of Essar have rated highest in dimension of 'Praise and Blame'.

Table 118

Industry wise analysis of 'Favouritism' dimension of Work Values

Table 118 : Work Values : - Favouritism				
		High	Low	Total
Reliance	Count	163	44	207
	Row %	78.74%	21.26%	100%
	Column %	60.37%	33.08%	
Essar	Count	63	51	114
	Row %	55.26%	44.74%	100%
	Column %	23.33%	38.35%	
Adani	Count	44	38	82
	Row %	53.66%	46.34%	100%
	Column %	16.30%	28.57%	
Total	Count	270	133	403
	Row %	67.00%	33.00%	100%
	Column %	100%	100%	
Chi-Square Test				
	Value	d.f.	Assymp. Sig. (2 sided)	
Pearson Chi-Square	26.615	2	0	
Since Chi Square Cal is > Chi Square tab = 5.991 , at 5 % level of significance and at two degrees of freedom, the Chi Square test is Rejected. Hence each company's results needs to be analysed separately.				

Referring to above table it can be interpreted that in 'Favouritism' dimension of Work Values:

- In Reliance Industries 78.74 % i.e. 163 respondents out of 207 have rated high while only 21.26 % i.e. 44 respondents have rated low.

- In Essar Industries 55.26 % i.e. 63 respondents out of 114 have rated high while only 44.74 % i.e. 51 respondents have rated low.

- In Adani Group of Industries 53.66 % i.e. 44 respondents out of 82 have rated high while only 46.34 % i.e. 38 respondents have rated low.

- Amongst all the three industries employees of Reliance have rated highest in dimension of 'Favouritism'.

Table 119

At a glance – Status of high average rating of four variables in 3 organizations

Average Values	High Ratings					
	Reliance		Essar		Adani	
Parameter	Avg high	% of 207	Avg high	% of 114	Avg high	% of 82
Emotional Intelligence	155.32	75.03%	81.37	71.38%	56.00	68.29%
Organizational effectiveness	169.78	82.02%	79.89	70.08%	56.44	68.83%
Work Values	156.83	75.76%	75.83	66.52%	53.00	64.63%
Productivity	175.80	84.93%	75.60	66.32%	54.00	65.85%
Overall Grand Average	**164.43**	**79.44%**	**78.17**	**68.57%**	**54.86**	**66.90%**

Graph – 8
Graph showing status of high average rating of four variables in 3 organizations

290
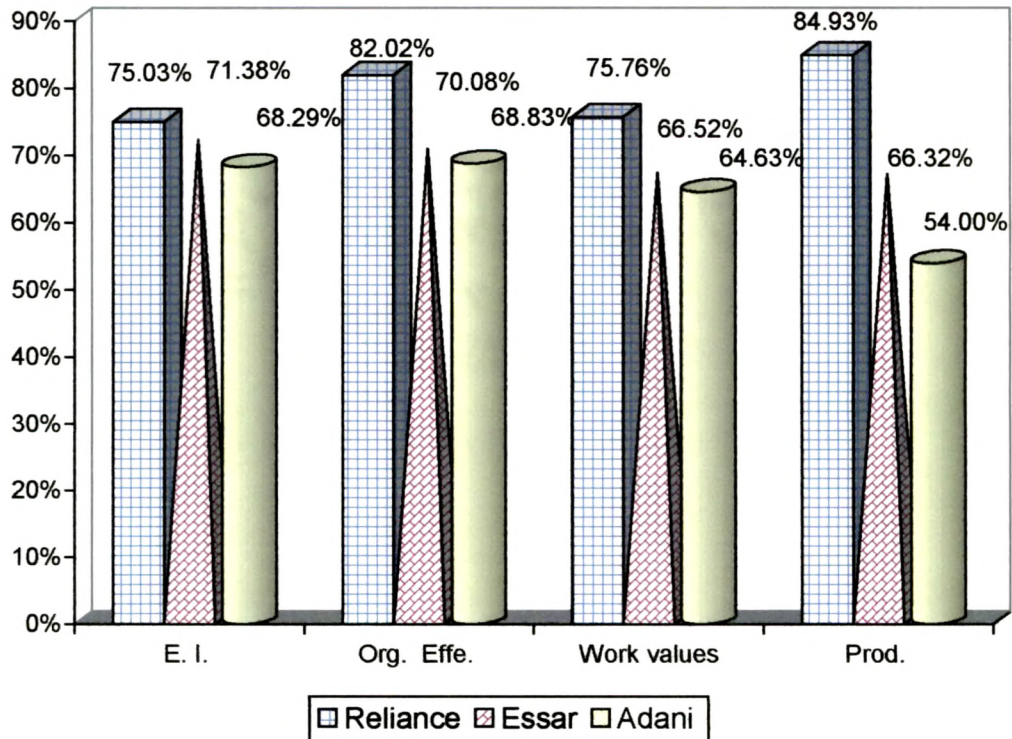
Table 120

At a glance – Status of low average rating of four variables in 3 organizations

Average Values	Low Ratings					
	Reliance		Essar		Adani	
Parameter	Avg high	% of 207	Avg high	% of 114	Avg high	% of 82
Emotional Intelligence	51.68	24.97%	32.63	28.62%	26.00	31.71%
Organizational effectiveness	37.22	17.98%	34.11	29.92%	25.56	31.17%
Work Values	50.17	24.24%	38.17	33.48%	29.00	35.37%
Productivity	31.20	15.07%	38.40	33.68%	28.00	34.15%
Overall Grand Average	**42.57**	**20.56%**	**35.83**	**31.43%**	**27.14**	**33.10%**

Graph – 9
Graph showing status of low average rating of four variables in 3 organizations
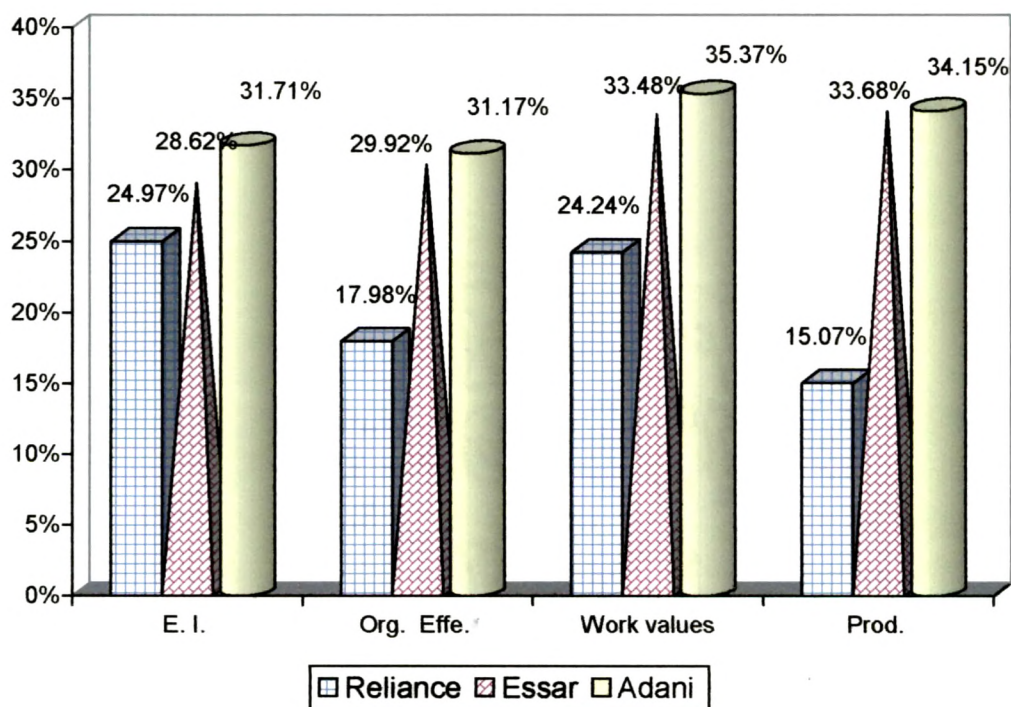
Table – 121

At a glance – Status of chi-square test of respondent's profile

not accepted in 3 organizations

The following are the main highlights of the chi square tables prepared parameter wise within company

1. Reliance

Here all the chi square tables for all parameters are showing acceptance. Hence it may be concluded that irrespective of the categories classified for the purpose of detailed analysis, common decisions may be taken based on the overall company wise analysis done separately.

2. Essar

Here out of 24 tables, 5 tables show non acceptance [20.8 %] Except for the tables mentioned below, the conclusions for other 19 tables is same as that done for Reliance

No.	Parameter	Area of consideration	Chi cal	Chi tab
1	Productivity	Age	40.31	15.5
2	Work values	Age	29.94	18.3
3	Organisational effectiveness	Age	68.79	26.29
4	Productivity	Total experience	31.66	15.5
5	Organisational effectiveness	Total experience	51.75	26.29

3. Adani

Here out of 24 tables, 7 tables show non acceptance [29.17 %] Except for the tables mentioned below, the conclusions for other 17 tables is same as that done for Reliance

No.	Parameter	Area of consideration	Chi cal	Chi tab
1	Work values	Age	19.8	18.3
2	Organisational effectiveness	Age	52.54	26.29
3	Organisational effectiveness	Category [T / NT]	44.23	15.5
4	Productivity	Tenure	29.88	15.5
5	Work values	Tenure	41.78	18.3
6	Organisational effectiveness	Tenure	32.51	26.29
7	Organisational effectiveness	Total experience	60.28	26.29

Note : For the parameter Emotional Intelligence, for tenure, Chi square cal = 41.36 <= Chi square tabl = 50.96, but is near border which may be noted, even though chi square is accepted.

Table – 122

At a glance – Status of chi-square test not accepted of different dimensions for all 4 variables in descending order.

No	Dimension	Variable	Value
1	Work Methodology	Productivity	60.34
2	Job Satisfaction	Organizational Effectiveness	45.55
3	Organizational Attachment	Organizational Effectiveness	34.77
4	Motivational Morale	Productivity	33.64
5	Favouritisms	Work Values	26.62
6	Supervisory treatment	Work Values	23.87
7	Interest in Work	Work Values	23.57
8	Organizational Commitment	Organizational Effectiveness	16.95
9	Working Conditions	Productivity	16.67
10	Learning Attitude	Productivity	14.18
11	Consensus	Organizational Effectiveness	11.54
12	Rewards and Punishment	Work Values	11.18
13	General Health	Emotional Intelligence	9.09
14	Self-control	Organizational Effectiveness	7.15
15	Creativity	Emotional Intelligence	6.33
16	Need for Independence	Organizational Effectiveness	6.02

Graph-10

Graph showing status of chi-square test not accepted of different dimensions for all 4 variables in descending order.
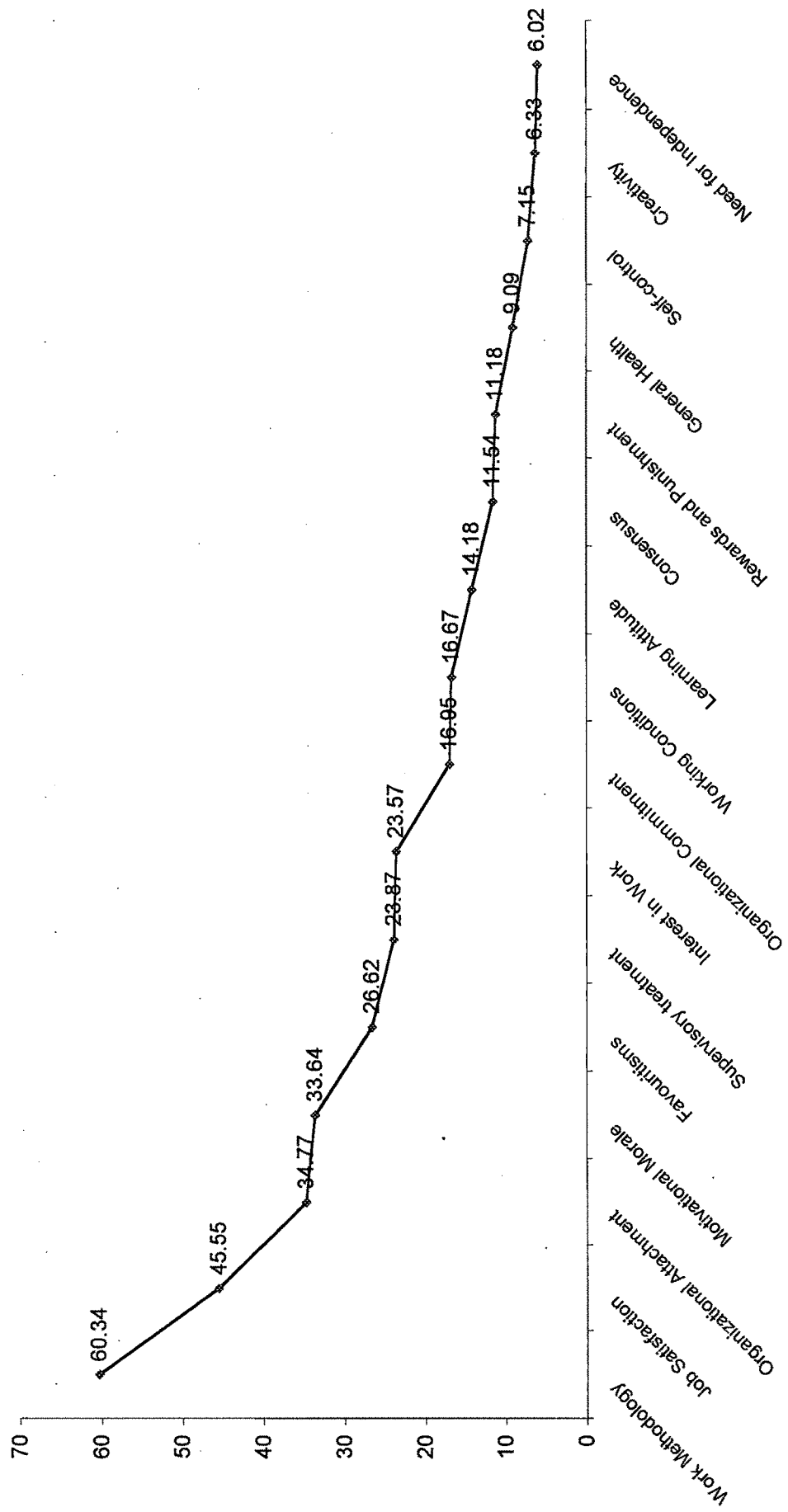
Table – 123

At a glance – Status of chi-square test for different dimensions of Emotional Intelligence in descending order

Parameter	Value
General health	9.09
Creativity	6.33
Emotional self awareness	4.17
Relationship quotient	3.42
Quality of life	3
EQ values & beliefs comparison	2.11
EQ competencies internationality	1.85
Work	1.59
Personality traits	1.59
Emotional expression	1.56
Optional performance	1.39
Integrity	0.97
Resilience	0.68
Trust radius	0.52
Interpersonal connection	0.35
Personal power	0.35
Emotional awareness of others	0.21
Constructive discontent	0.07
Outlook	0.018

Graph-11

Graph showing status of chi-square test for different dimensions of Emotional Intelligence in descending order.
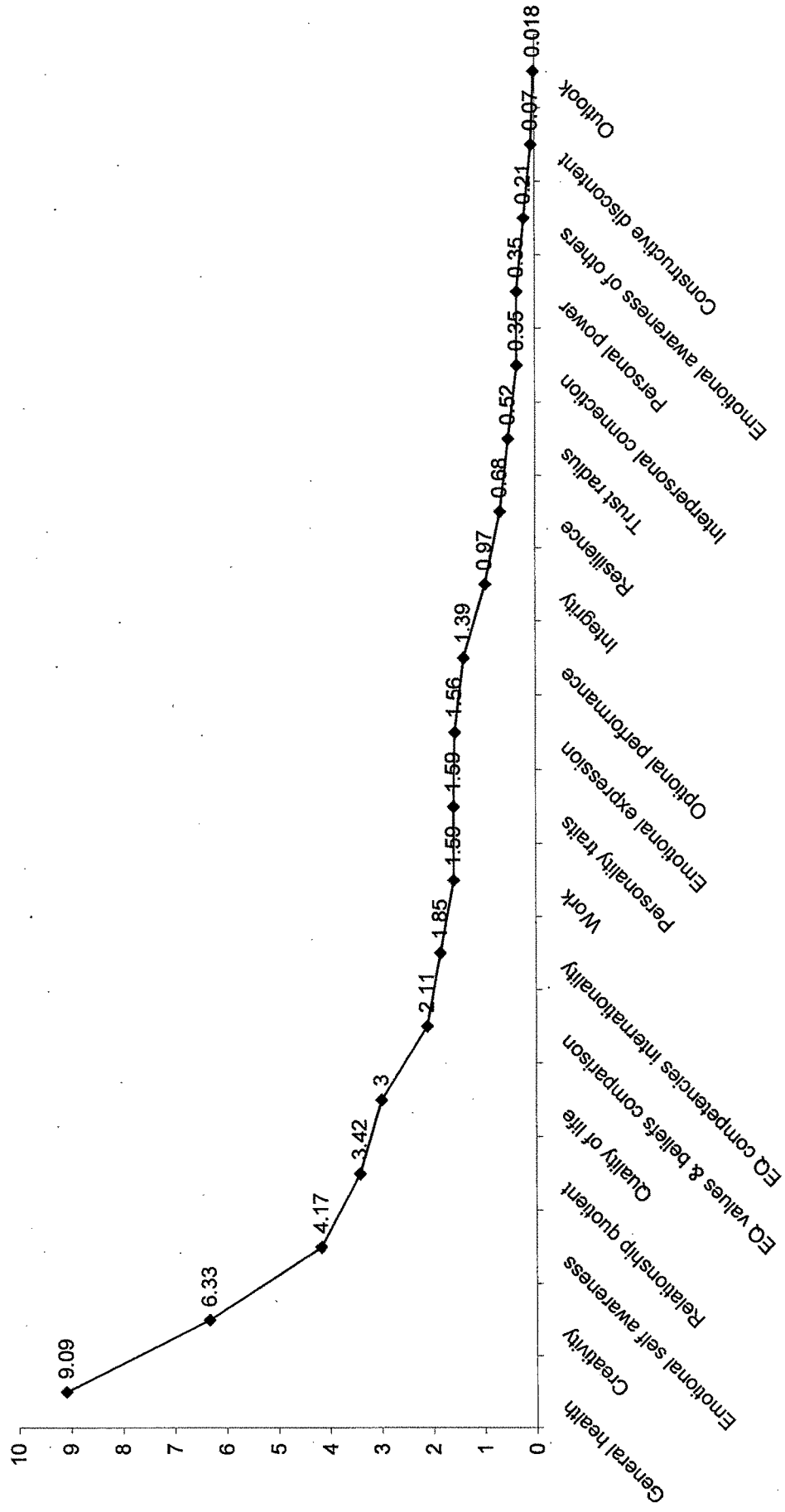
Table -124

At a glance – Status of chi-square test of different dimensions of

Organizational Effectiveness.

Parameter	Value
Consensus	11.54
Legitimization	3.14
Need for independence	6.02
Self control	7.15
Job involvement	2.64
Innovation	0.89
Organizational commitment	16.95
Organizational attachment	34.77
Job satisfaction	45.55

Graph-12

Graph showing Status of chi-square test of different dimensions of

Organizational Effectiveness in descending order.
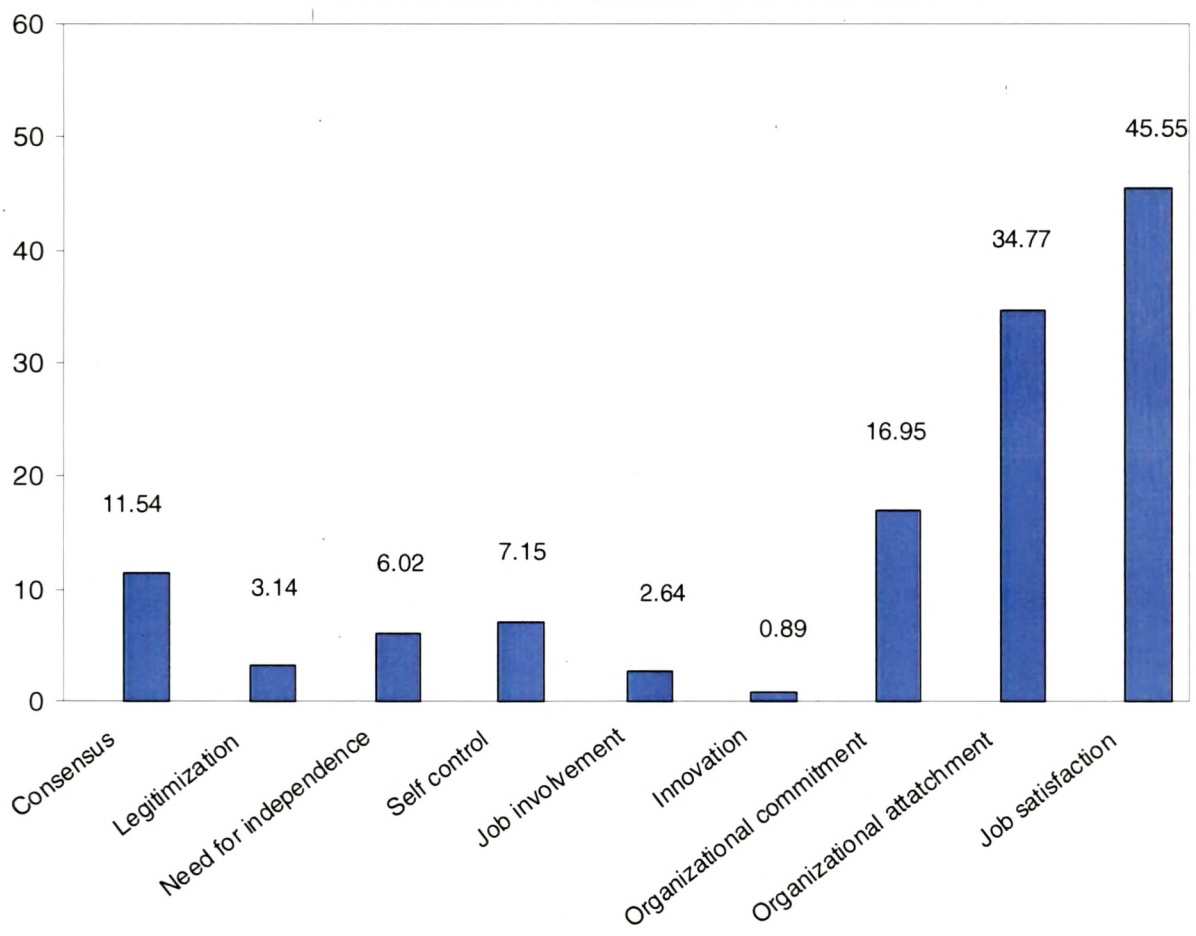
Table – 125

At a glance – Status of chi-square test for different dimensions of Productivity.

Parameter	Value
Learning attitude	14.18
Motivational morale	33.64
Discipline	1.81
Working conditions	16.67
Work methodology	60.34

Graph-13

Graph showing status of chi-square test for different dimensions of Productivity in descending order.
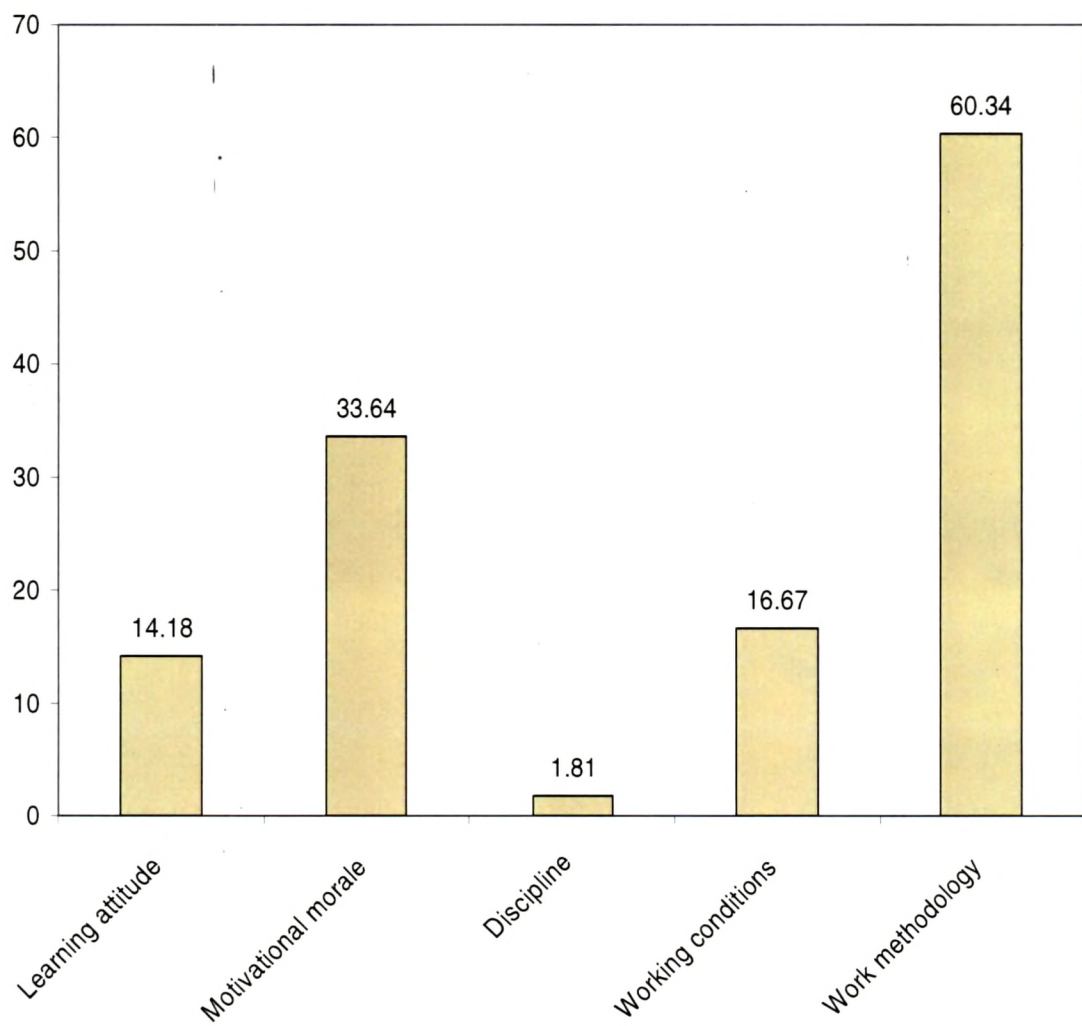
Table - 126

At a glance – Status of chi-square test for different dimensions of Work Values.

Parameter	Value
Interest in work	23.57
Supervisory treatment	23.87
Participation	2.53
Rewards & punishment	11.18
Praise & blame	2.98
Favouritism	26.62

Graph – 14

Graph showing status of chi-square test for different dimensions of Work Values in descending order.
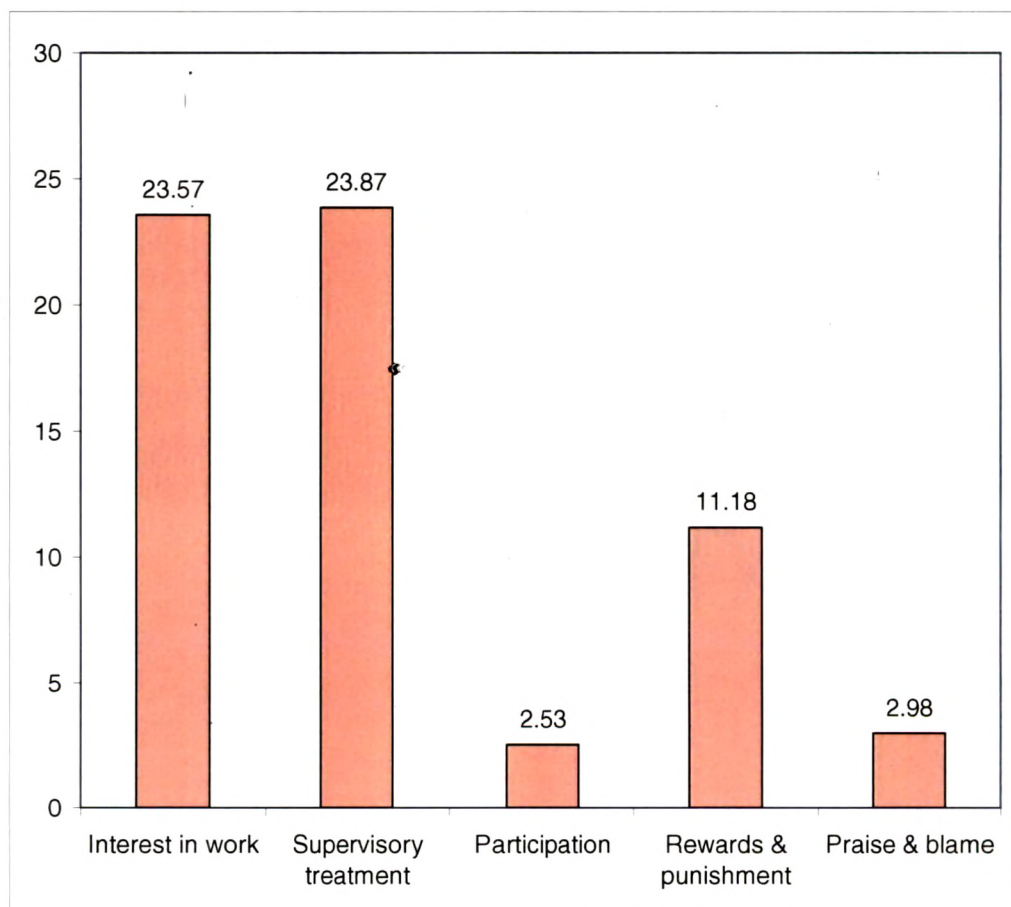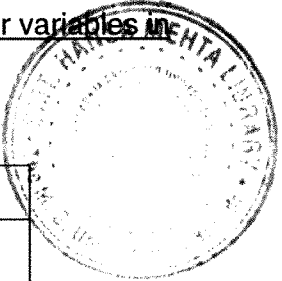
Table – 127-1

At a glance – Status of chi-square test of all 39 dimensions of four variables in descending order.

Parameter	Value
Work methodology	60.34
Job satisfaction	45.55
Organizational attachment	34.77
Motivational morale	33.64
Favouritism	26.62
Supervisory treatment	23.87
Interest in work	23.57
Organizational commitment	16.95
Working conditions	16.67
Learning attitude	14.18
Consensus	11.54
Rewards & punishment	11.18
General health	9.09
Self control	7.15
Creativity	6.33
Need for independence	6.02
Emotional self awareness	4.17
Relationship quotient	3.42
Legitimization	3.14

Table – 127-2

At a glance – Status of chi-square test of all 39 dimensions of four variables in descending order.

Parameter	Value
Quality of life	3
Praise & blame	2.98
Job involvement	2.64
Participation	2.53
EQ values & beliefs comparison	2.11
EQ competencies internationality	1.85
Discipline	1.81
Personality traits	1.59
Work	1.59
Emotional expression	1.56
Optional performance	1.39
Integrity	0.97
Innovation	0.89
Resilience	0.68
Trust radius	0.52
Interpersonal connection	0.35
Personal power	0.35
Emotional awareness of others	0.21
Constructive discontent	0.07
Outlook	0.018

Table – 128

At a glance status of average percentage of positive rating of Reliance industries for Emotional Intelligence in descending order as compared with average percentage of Essar and Adani.

Parameters of EI	Reliance	Essar	Adani
	Average	Average	Average
Relationship quotient	93.2	91.7	87
General Health	92	81.3	81.3
Creativity	88.5	78.1	81.5
Emotional self awareness	79.1	70.5	70.3
Work	78.8	75	71.7
EQ competencies internationality	78.3	73	71.4
Quality of life	77.7	73	68.7
Outlook	76.2	76.1	75
Emotional awareness of others	74.3	74.2	71.8
EQ values & beliefs comparison	73.4	66	69.7
Constructive discontent	72.8	73.6	72
Resilience	72.5	76.6	75
Personality traits	72.1	66.8	74.3
Interpersonal connection	69.6	66.5	66.5
Emotional expression	66.3	60.5	59.3
Optional performance	65.3	60.5	58
Trust radius	64.5	65.8	61.1
Personal power	57.5	55.8	53.8
Integrity	55.2	54.4	48.6

Table – 129

At a glance status for percentage CV ascending order of Reliance as compared with Essar and Adani .

Parameters of EI	Reliance	Essar	Adani
	%CV	%CV	%CV
General Health	13.3%	23.4%	25.5%
Relationship Quotient	14.1%	15.9%	20.8%
EQ competencies internationality	18.0%	24.5%	28.5%
Quality of life	18.1%	22.4%	25.0%
Creativity	19.2%	24.8%	24.0%
Emotional Awareness of Other	21.9%	21.6%	28.9%
Resilience	22.3%	33.1%	26.1%
Work	22.5%	18.3%	20.7%
Emotional self Awareness	23.6%	21.0%	22.3%
Optional Performance	24.2%	34.0%	35.6%
Interpersonal Connection	25.1%	24.4%	30.1%
Outlook	26.8%	22.1%	25.2%
Constructive Discontent	28.7%	28.8%	26.3%
EQ Values & Beliefs Comparison	29.2%	23.4%	21.8%
Personality Traits	30.4%	23.8%	32.6%
Trust Radius	30.7%	30.9%	27.9%
Emotional Expression	31.8%	31.8%	32.9%
Integrity	37.5%	32.5%	41.6%
Personal Power	40.9%	35.7%	40.7%

Table – 130

At a glance status of highly positive result of different dimensions of E.I.(> =80 %)

of Reliance in descending order.

Parameters of EI	100%	for>=80%	for>=80%	for>=80%
Relationship Quotient	151	185	72.9%	89.4%
Creativity	113	179	54.6%	86.5%
General Health	98	172	47.3%	83.1%
Emotional Self Awareness	57	134	27.5%	64.7%
Quality of Life	26	131	12.6%	63.3%
EQ Competencies Internationality	9	130	4.3%	62.8%
Work	17	122	8.2%	58.9%
Constructive Discontent	36	92	17.4%	44.4%
Resilience	29	81	14.0%	39.1%
Emotional Awareness of Other	25	79	12.1%	38.2%
EQ values & Beliefs Comparison	54	78	26.1%	37.7%
Emotional Expression	20	74	9.7%	35.7%
Interpersonal Connection	20	73	9.7%	35.3%
Personality Traits	47	72	22.7%	34.8%
Outlook	67	67	32.4%	32.4%
Trust Radius	21	48	10.1%	23.2%
Personal Power	18	44	8.7%	21.3%
Integrity	16	35	7.7%	16.9%
Optional Performance	17	17	8.2%	8.2%

Table – 131

At a glance status of highly positive result of different dimensions of E.I.(> =80 %)
of Essar in descending order.

Parameters of EI	100%	for>=80%	for>=80%	for>=80%
Relationship Quotient	78	100	68.4%	87.7%
Creativity	30	69	26.3%	60.5%
General Health	22	76	19.3%	66.7%
Emotional Self Awareness	17	53	14.9%	46.5%
Quality of Life	19	45	16.7%	39.5%
EQ Competencies Internationality	5	47	4.4%	41.2%
Work	6	49	5.3%	43.0%
Constructive Discontent	10	48	8.8%	42.1%
Resilience	17	70	14.9%	61.4%
Emotional Awareness of Other	16	47	14.0%	41.2%
EQ values & Beliefs Comparison	5	20	4.4%	17.5%
Emotional Expression	10	23	8.8%	20.2%
Interpersonal Connection	4	31	3.5%	27.2%
Personality Traits	1	36	0.9%	31.6%
Outlook	19	19	16.7%	16.7%
Trust Radius	15	28	13.2%	24.6%
Personal Power	6	12	5.3%	10.5%
Integrity	1	12	0.9%	10.5%
Optional Performance	11	11	9.6%	9.6%

Table – 132

At a glance status of highly positive result of different dimensions of E.I.(> =80 %) of Adani in descending order.

Parameters of EI	100%	for>=80%	for>=80%	for>=80%
Relationship Quotient	46	64	56.1%	78.0%
Creativity	31	59	37.8%	72.0%
General Health	18	54	22.0%	65.9%
Emotional Self Awareness	8	35	9.8%	42.7%
Quality of Life	13	34	15.9%	41.5%
EQ Competencies Internationality	6	32	7.3%	39.0%
Work	6	30	7.3%	36.6%
Constructive Discontent	7	33	8.5%	40.2%
Resilience	9	46	11.0%	56.1%
Emotional Awareness of Other	9	31	11.0%	37.8%
EQ values & Beliefs Comparison	7	26	8.5%	31.7%
Emotional Expression	7	18	8.5%	22.0%
Interpersonal Connection	8	28	9.8%	34.1%
Personality Traits	7	36	8.5%	43.9%
Outlook	15	15	18.3%	18.3%
Trust Radius	6	15	7.3%	18.3%
Personal Power	5	10	6.1%	12.2%
Integrity	5	7	6.1%	8.5%
Optional Performance	3	3	3.7%	3.7%

Table – 133

At a glance – comparison of dimensions of E.I. in all the 3 organizations

Parameter	X	Y	Z	Difference		
	Reliance	Essar	Adani	X-Y	Y-Z	X-Z
Work	78.80	75.00	71.70	3.80	3.30	7.10
Emotional self-awareness	79.10	70.50	70.30	8.60	0.20	8.80
Emotional expression	66.30	60.50	59.30	5.80	1.20	7.00
Emotional awareness of others	74.30	74.20	71.80	0.10	2.40	2.50
EQ competencies internationality	78.30	73.00	71.40	5.30	1.60	6.90
Creativity	88.50	78.10	81.50	10.40	-3.40	7.00
Resilience	72.50	76.60	75.00	-4.10	1.60	-2.50
Interpersonal connection	69.60	66.50	66.50	3.10	0.00	3.10
Constructive discontent	72.80	73.60	72.00	-0.80	1.60	0.80
EQ values & beliefs comparison	73.40	66.00	69.70	7.40	-3.70	3.70
Outlook	76.20	76.10	75.00	0.10	1.10	1.20
Trust radius	64.50	65.80	61.10	-1.30	4.70	3.40
Personal power	57.50	55.80	53.80	1.70	2.00	3.70
Integrity	55.20	54.40	48.60	0.80	5.80	6.60
General health	92.00	81.30	81.30	10.70	0.00	10.70
Quality of life	77.70	73.00	68.70	4.70	4.30	9.00
Relationship quotient	93.20	91.70	87.00	1.50	4.70	6.20
Optional performance	65.30	60.50	58.00	4.80	2.50	7.30
Personality traits	72.10	66.80	74.30	5.30	-7.50	-2.20
Minimum	55.20	54.40	48.60	-4.10	-7.50	-2.50
Maximum	93.20	91.70	87.00	10.70	5.80	10.70
Average	74.07	70.49	69.32			
% Coefficient of Variation	13.75	12.93	13.99			

Table – 134

At a glance – Coefficient of correlation values for Reliance.

Coefficient of correlation	Reliance
Organizational effectiveness Vs Productivity	69.3
Organizational effectiveness Vs Work Values	67.5
Organizational effectiveness Vs Emotional Intelligence	-21.3
Productivity Vs Work Values	64.4
Productivity Vs Emotional Intelligence	-17.6
Work Values Vs Emotional Intelligence	-4.9

Graph-15

Graph showing coefficient of correlation values for Reliance
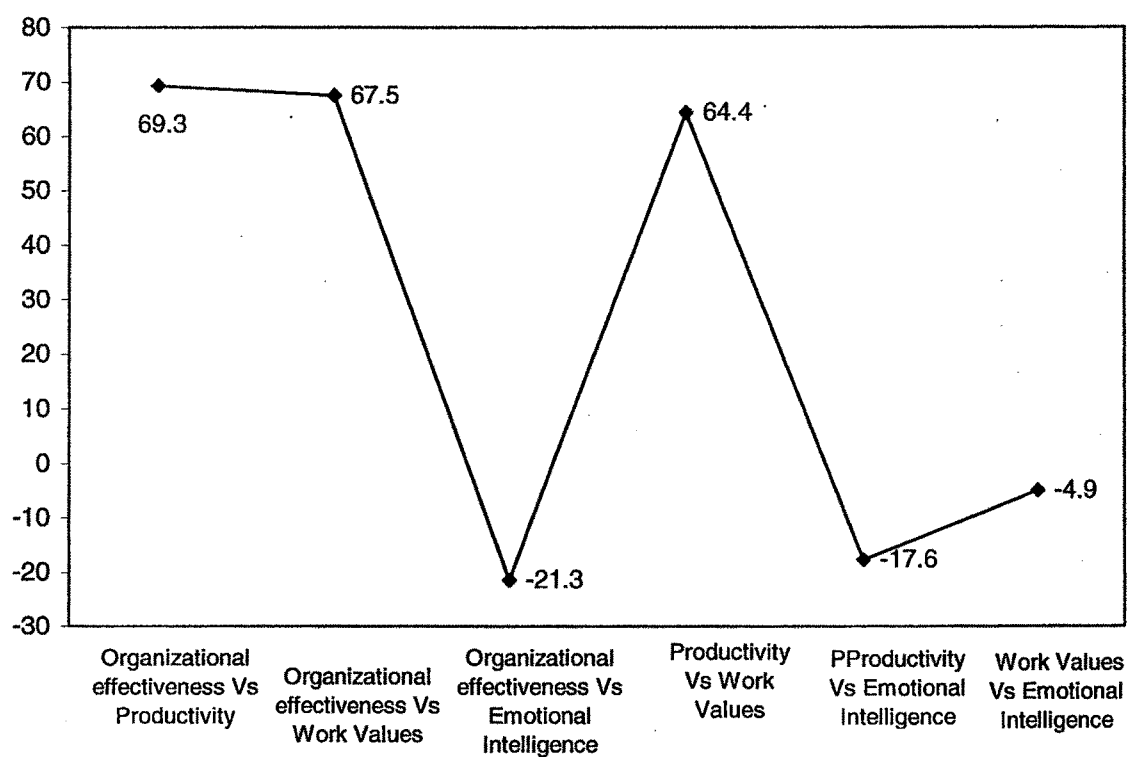
Table – 135

At a glance – Coefficient of correlation values for Essar.

Coefficient of correlation	Essar
Organizational effectiveness Vs Productivity	58.8
Organizational effectiveness Vs Work Values	62.3
Organizational effectiveness Vs Emotional Intelligence	-14.7
Productivity Vs Work Values	63.8
Productivity Vs Emotional Intelligence	-26.5
Work Values Vs Emotional Intelligence	-27.4

Graph-16

Graph showing coefficient of correlation values for Essar
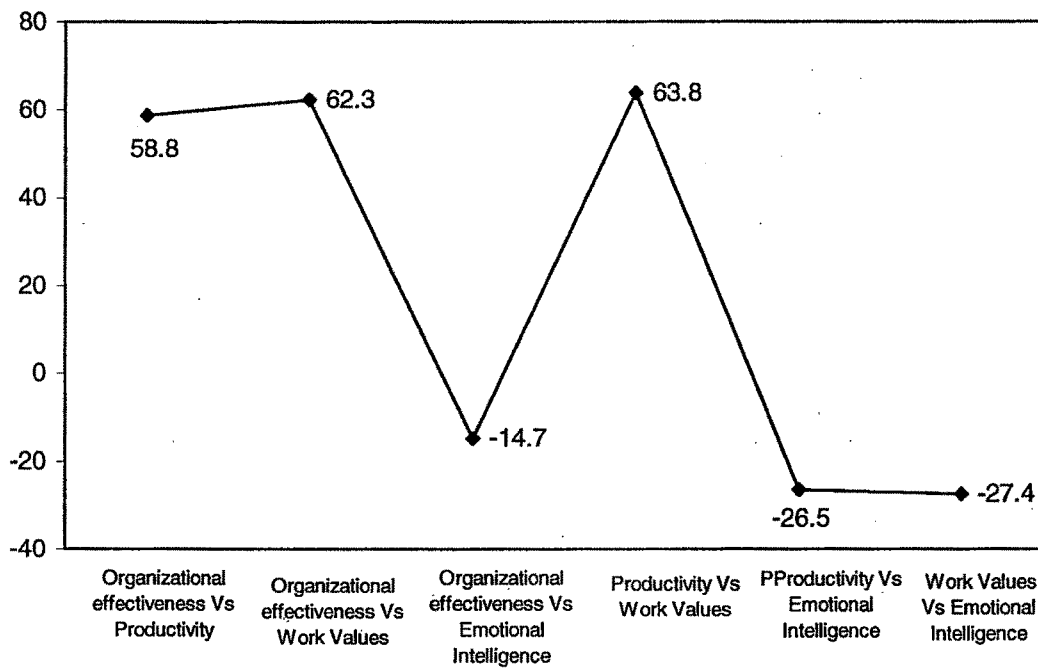
Table – 136

At a glance – Coefficient of correlation values for Adani.

Coefficient of correlation	Adani
Organizational effectiveness Vs Productivity	97.2
Organizational effectiveness Vs Work Values	97.4
Organizational effectiveness Vs Emotional Intelligence	94.9
Productivity Vs Work Values	96.5
Productivity Vs Emotional Intelligence	93.9
Work Values Vs Emotional Intelligence	93.7

Graph-17

Graph showing coefficient of correlation values for Adani
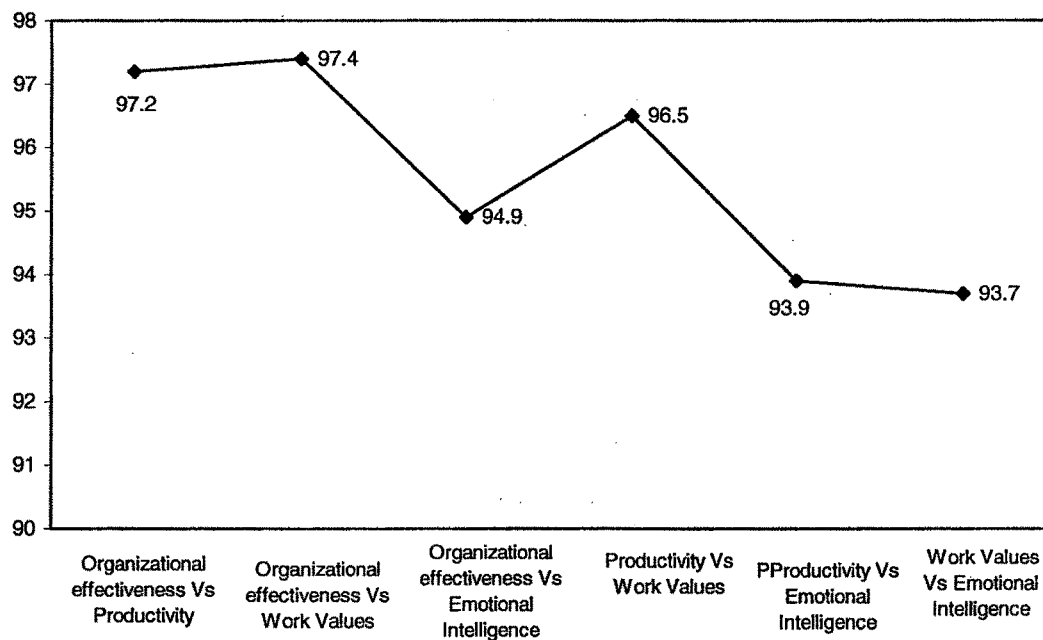
Table – 137

Testing a Hypothesis using Paired 't' Test for variable of Emotional Intelligence as compared between Reliance and Essar.

Parameter	Reliance	Essar	Difference
Work	78.80	75	3.8
Emotional self-awareness	79.10	70.5	8.6
Emotional expression	66.30	60.5	5.8
Emotional awareness of others	74.30	74.2	0.1
EQ competencies internationality	78.30	73	5.3
Creativity	88.50	78.1	10.4
Resilience	72.50	76.6	-4.1
Interpersonal connection	69.60	66.5	3.1
Constructive discontent	72.80	73.6	-0.8
EQ values & beliefs comparison	73.40	66	7.4
Outlook	76.20	76.1	0.1
Trust radius	64.50	65.8	-1.3
Personal power	57.50	55.8	1.7
Integrity	55.20	54.4	0.8
General health	92.00	81.3	10.7
Quality of life	77.70	73	4.7
Relationship quotient	93.20	91.7	1.5
Optional performance	65.30	60.5	4.8
Personality traits	72.10	66.8	5.3

Graph– 18

Graph showing testing of Hypothesis using Paired 't' Test for variable of
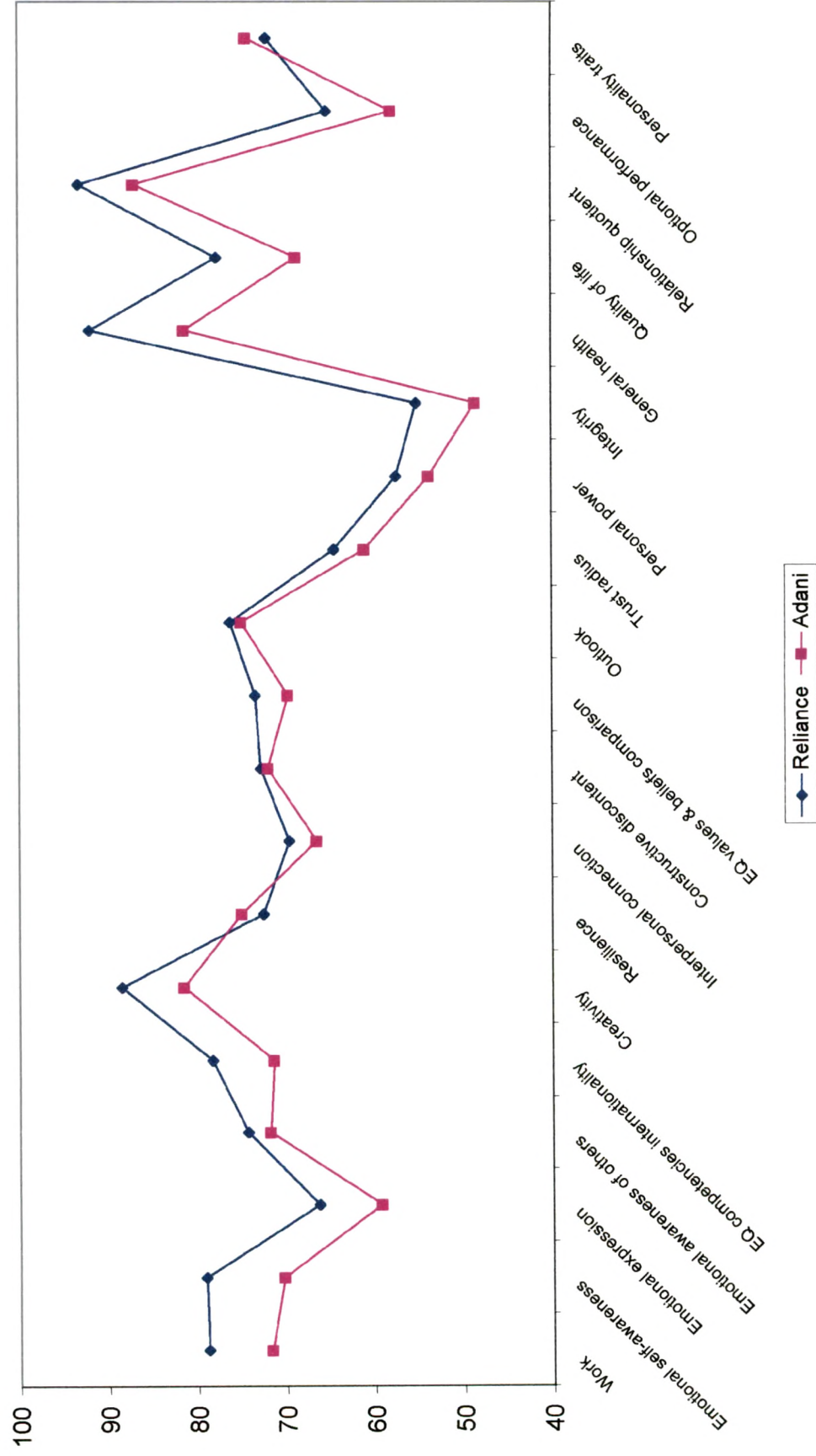Emotional Intelligence as compared between Reliance and Essar.

Legend: Reliance (diamond), Essar (square)

313
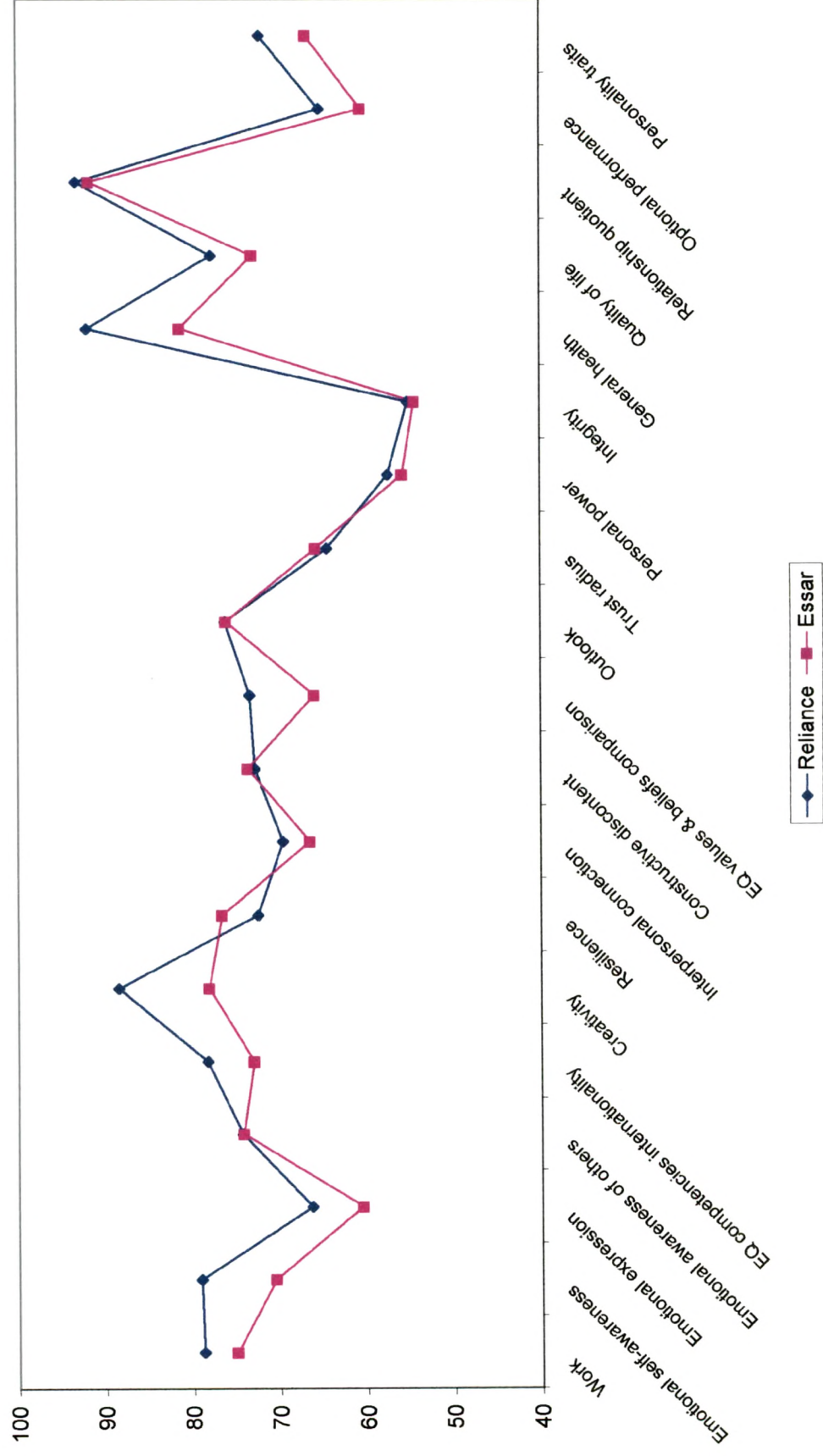
Table – 138

Testing a Hypothesis using Paired 't' Test for variable of Emotional Intelligence as compared between Reliance and Adani

Parameter	Reliance	Adani	Difference
Work	78.80	71.70	7.1
Emotional self-awareness	79.10	70.30	8.8
Emotional expression	66.30	59.30	7
Emotional awareness of others	74.30	71.80	2.5
EQ competencies internationality	78.30	71.40	6.9
Creativity	88.50	81.50	7
Resilience	72.50	75.00	-2.5
Interpersonal connection	69.60	66.50	3.1
Constructive discontent	72.80	72.00	0.8
EQ values & beliefs comparison	73.40	69.70	3.7
Outlook	76.20	75.00	1.2
Trust radius	64.50	61.10	3.4
Personal power	57.50	53.80	3.7
Integrity	55.20	48.60	6.6
General health	92.00	81.30	10.7
Quality of life	77.70	68.70	9
Relationship quotient	93.20	87.00	6.2
Optional performance	65.30	58.00	7.3
Personality traits	72.10	74.30	-2.2

Graph – 19

Graph showing testing of Hypothesis using Paired 't' Test for variable of Emotional Intelligence as compared between Reliance and Adani

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Table – 139

Testing a Hypothesis using Paired 't' Test for variable of Emotional Intelligence as compared between Essar and Adani.

Parameter	Essar	Adani	Difference
Work	75	71.70	3.3
Emotional self-awareness	70.5	70.30	0.2
Emotional expression	60.5	59.30	1.2
Emotional awareness of others	74.2	71.80	2.4
EQ competencies internationality	73	71.40	1.6
Creativity	78.1	81.50	-3.4
Resilience	76.6	75.00	1.6
Interpersonal connection	66.5	66.50	0
Constructive discontent	73.6	72.00	1.6
EQ values & beliefs comparison	66	69.70	-3.7
Outlook	76.1	75.00	1.1
Trust radius	65.8	61.10	4.7
Personal power	55.8	53.80	2
Integrity	54.4	48.60	5.8
General health	81.3	81.30	0
Quality of life	73	68.70	4.3
Relationship quotient	91.7	87.00	4.7
Optional performance	60.5	58.00	2.5
Personality traits	66.8	74.30	-7.5

Graph – 20

Graph showing testing of Hypothesis using Paired 't' Test for variable of Emotional Intelligence as compared between Essar and Adani.
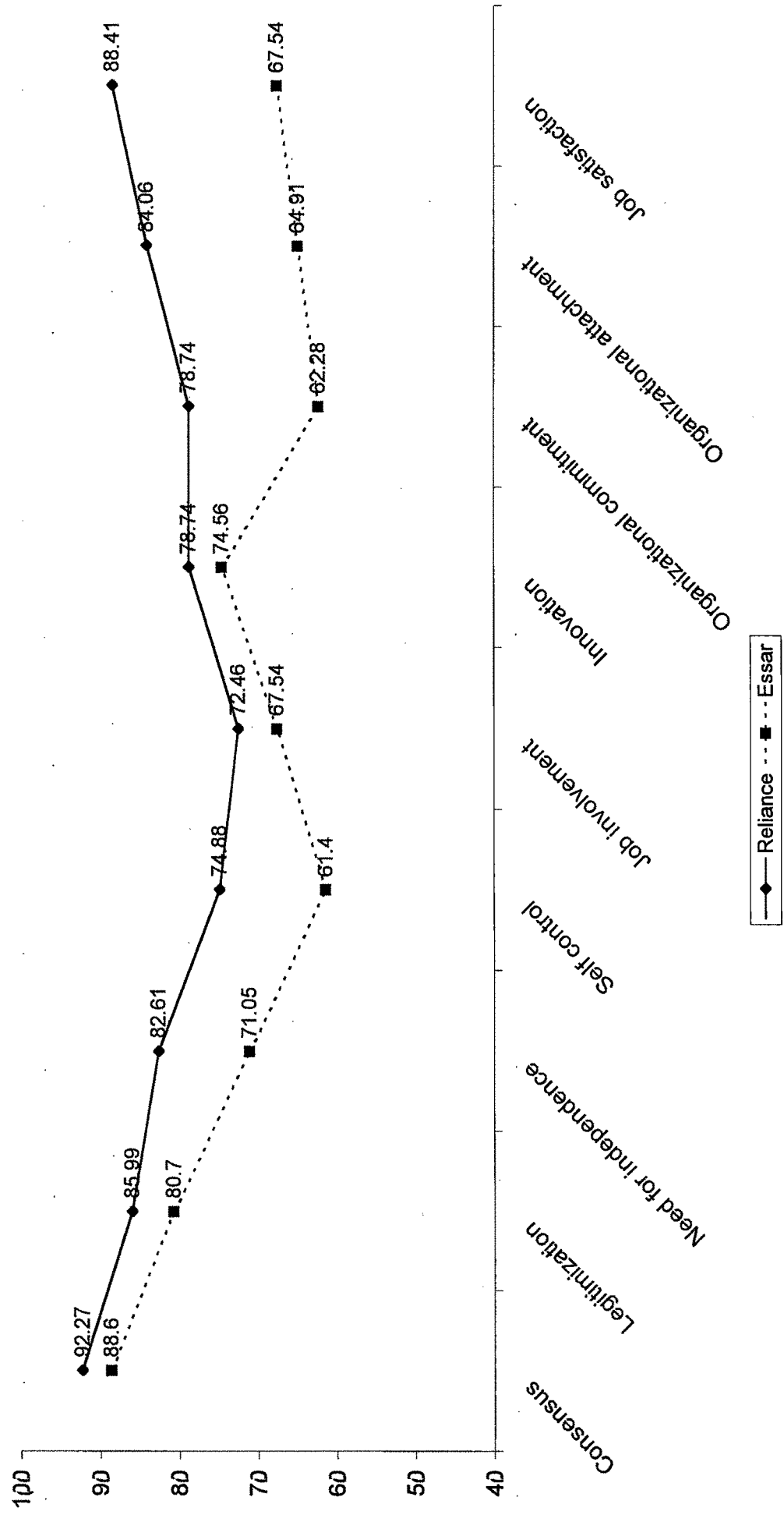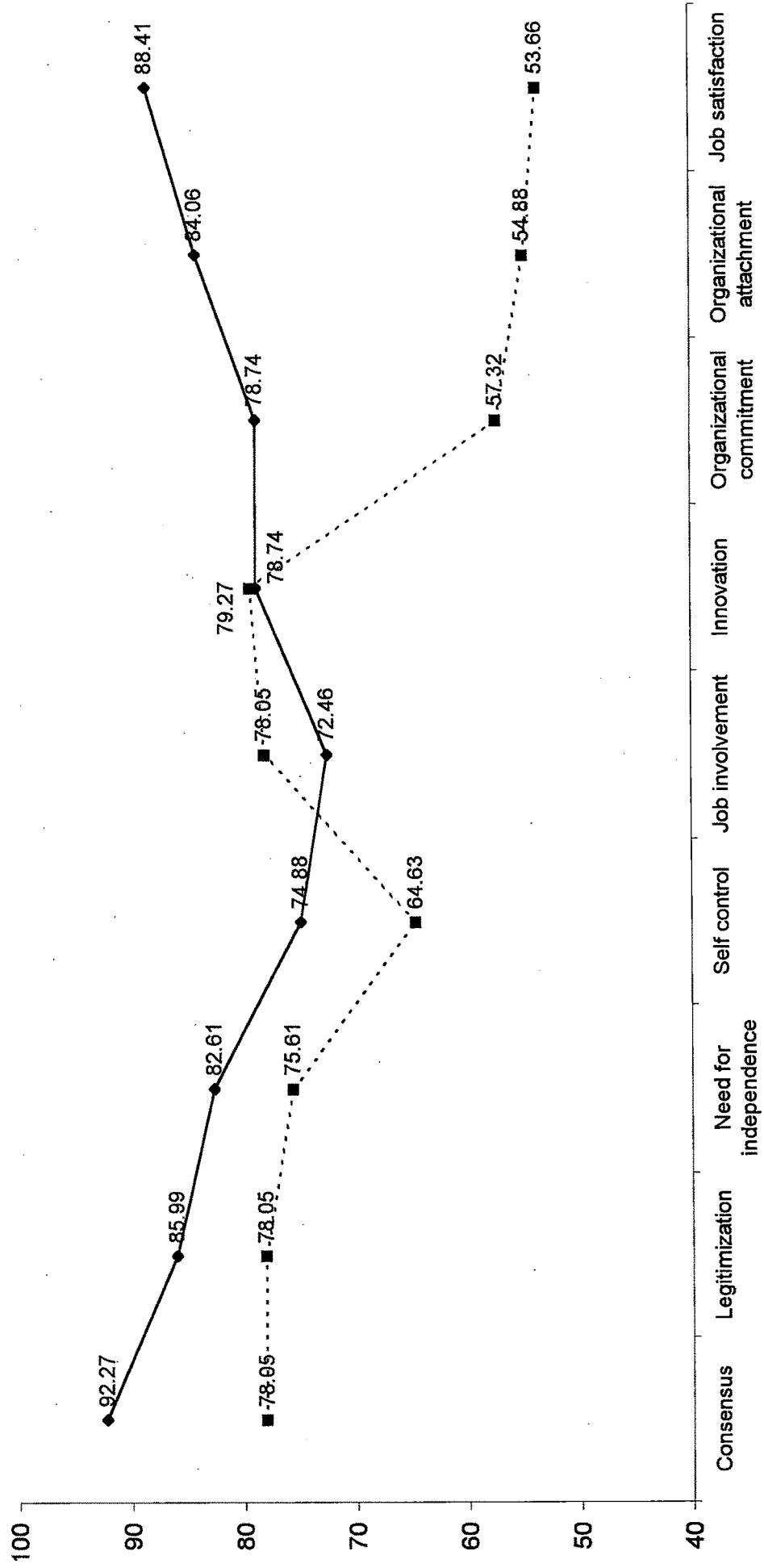
317
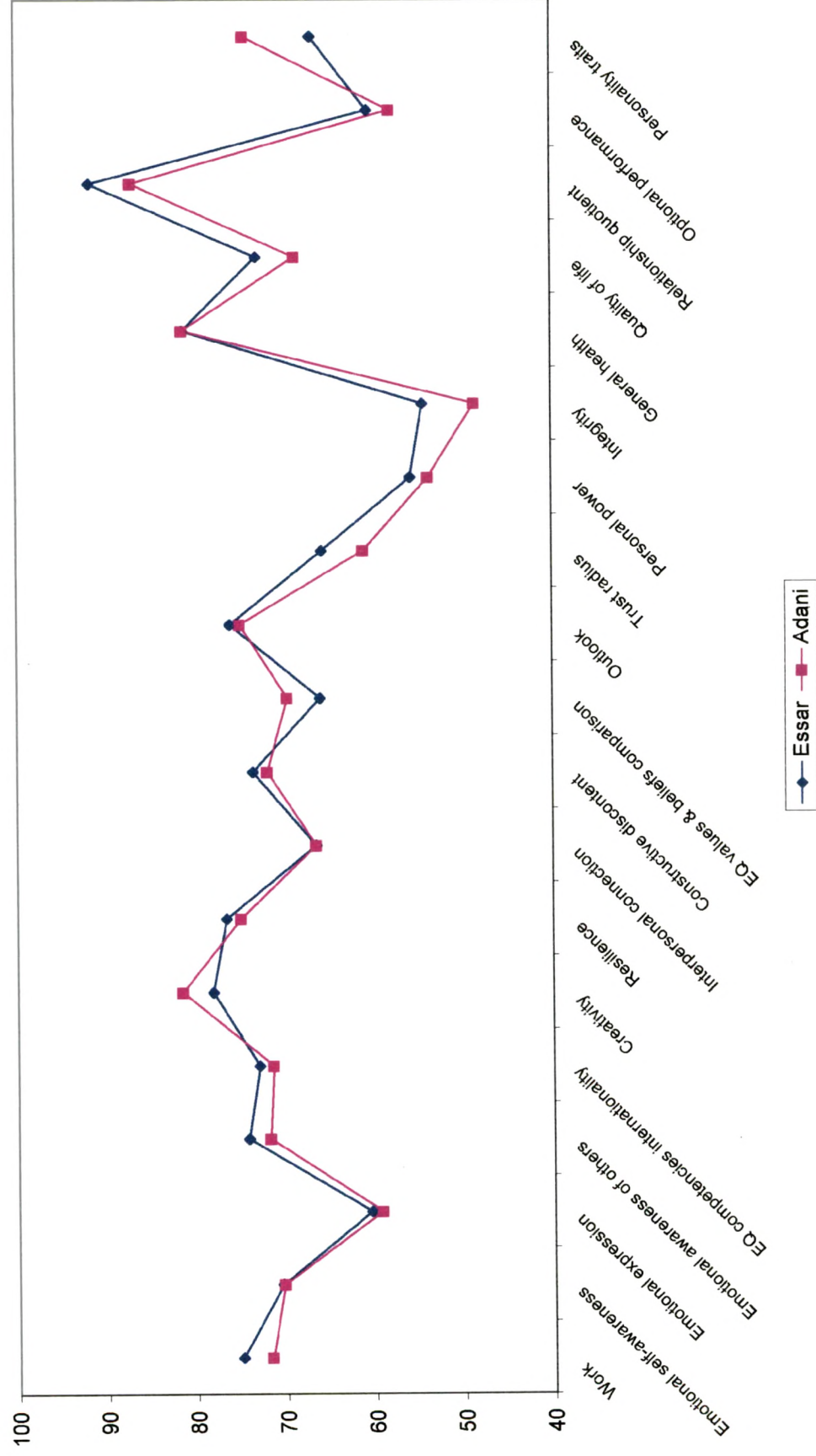
Table – 140

Testing a Hypothesis using Paired 't' Test for variable of Organizational Effectiveness as compared between Reliance and Essar.

Parameter	Reliance	Essar	Difference
Consensus	92.27	88.60	3.674
Legitimization	85.99	80.70	5.2886
Need for independence	82.61	71.05	11.56
Self control	74.88	61.40	13.476
Job involvement	72.46	67.54	4.9199
Innovation	78.74	74.56	4.1826
Organizational commitment	78.74	62.28	16.463
Organizational attachment	84.06	64.91	19.146
Job satisfaction	88.41	67.54	20.862

Graph – 21

Graph showing testing of Hypothesis using Paired 't' Test for variable of Organizational Effectiveness as compared between Reliance and Essar.

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Table – 141

Testing a Hypothesis using Paired 't' Test for variable of Organizational
Effectiveness as compared between Reliance and Adani.

Parameter	Reliance	Adani	Difference
Consensus	92.27	78.05	14.222
Legitimization	85.99	78.05	7.9416
Need for independence	82.61	75.61	6.9989
Self control	74.88	64.63	10.245
Job involvement	72.46	78.05	-5.585
Innovation	78.74	79.27	-0.524
Organizational commitment	78.74	57.32	21.427
Organizational attachment	84.06	54.88	29.18
Job satisfaction	88.41	53.66	34.747

Graph – 22

Graph showing testing of Hypothesis using Paired 't' Test for variable of Organizational Effectiveness as compared between Reliance and Adani.

Reliance ▬◆▬ Adani - - ■ - -

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Table – 142

Testing a Hypothesis using Paired 't' Test for variable of Organizational Effectiveness as compared between Essar and Adani.

Parameter	Essar	Adani	Difference
Consensus	88.60	78.05	10.548
Legitimization	80.70	78.05	2.653
Need for independence	71.05	75.61	-4.557
Self control	61.40	64.63	-3.231
Job involvement	67.54	78.05	-10.5
Innovation	74.56	79.27	-4.707
Organizational commitment	62.28	57.32	4.9636
Organizational attachment	64.91	54.88	10.034
Job satisfaction	67.54	53.66	13.885

Graph – 23

Graph showing testing of Hypothesis using Paired 't' Test for variable of
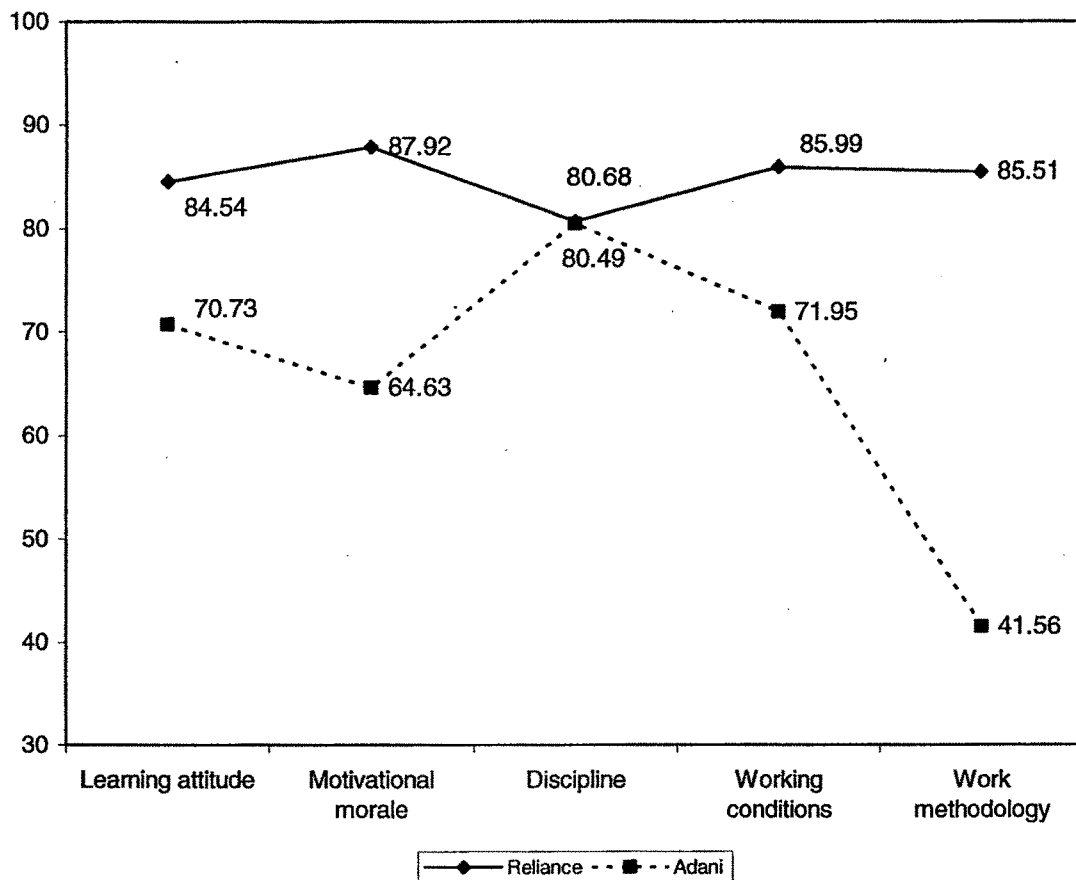Organizational Effectiveness as compared between Essar and Adani.

- - ◆ - - Essar ——■—— Adani
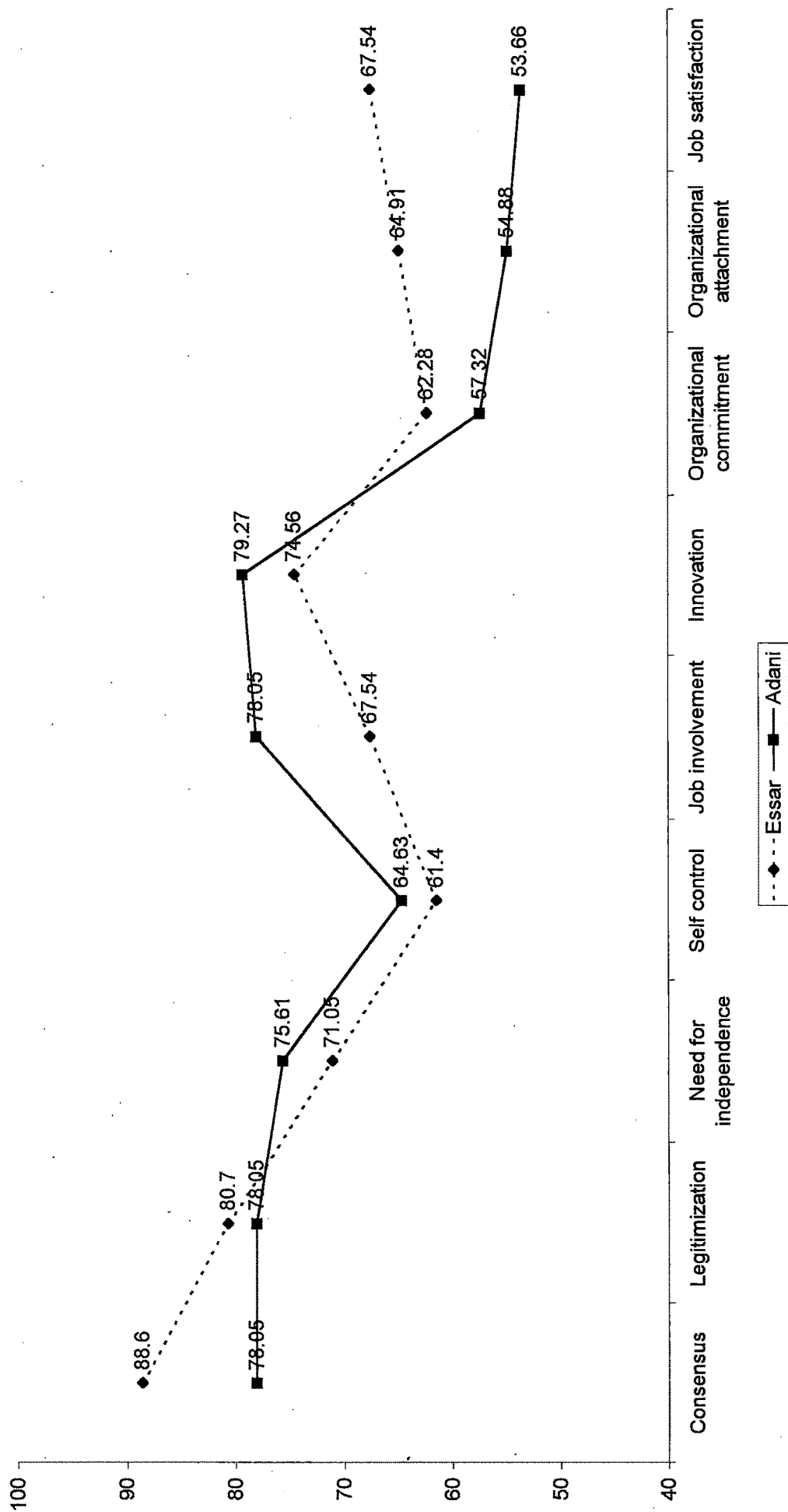
Table – 143

Testing a Hypothesis using Paired 't' Test for variable of Productivity as compared between Reliance and Essar.

Parameter	Reliance	Essar	Difference
Learning attitude	84.54	67.54	16.997
Motivational morale	87.92	62.28	25.642
Discipline	80.68	74.56	6.1149
Working conditions	85.99	67.54	18.446
Work methodology	85.51	59.65	25.858

Graphs-24

Graph showing testing of Hypothesis using Paired 't' Test for variable of Productivity as compared between Reliance and Essar.
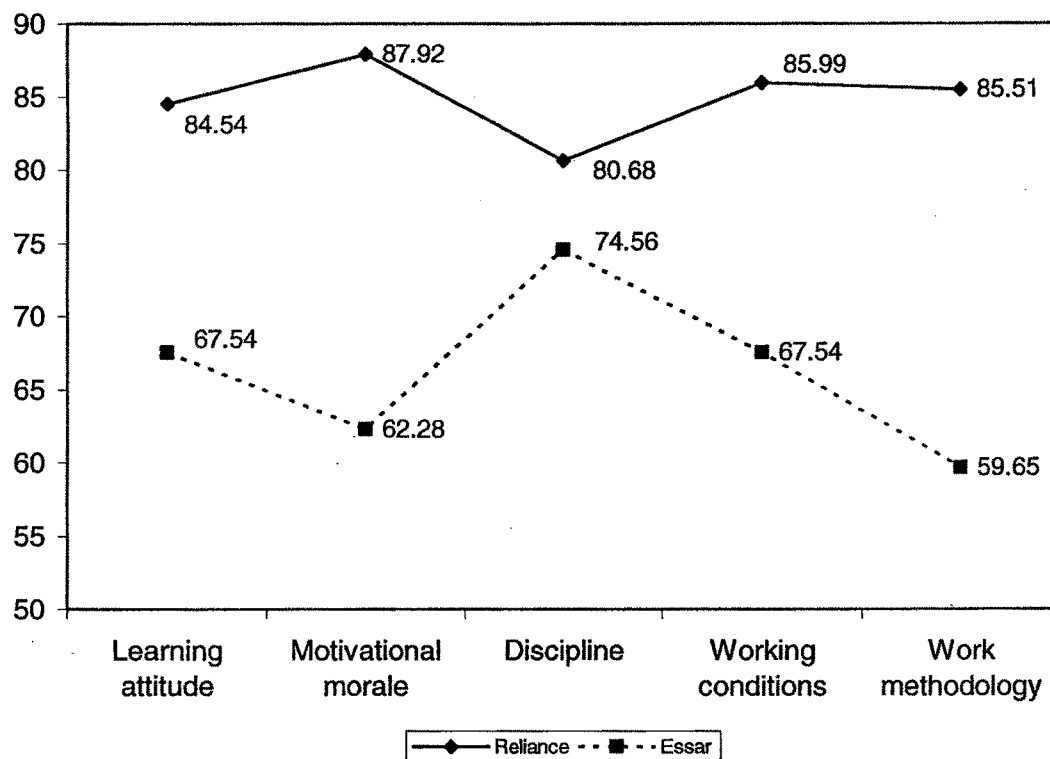
Table – 144

Testing a Hypothesis using Paired 't' Test for variable of Productivity as compared between Reliance and Adani.

Parameter	Reliance	Adani	Difference
Learning attitude	84.54	70.73	13.809
Motivational morale	87.92	64.63	23.289
Discipline	80.68	80.49	0.1885
Working conditions	85.99	71.95	14.039
Work methodology	85.51	41.46	44.044

Graph-25

Graph showing testing of Hypothesis using Paired 't' Test for variable of Productivity as compared between Reliance and Adani.
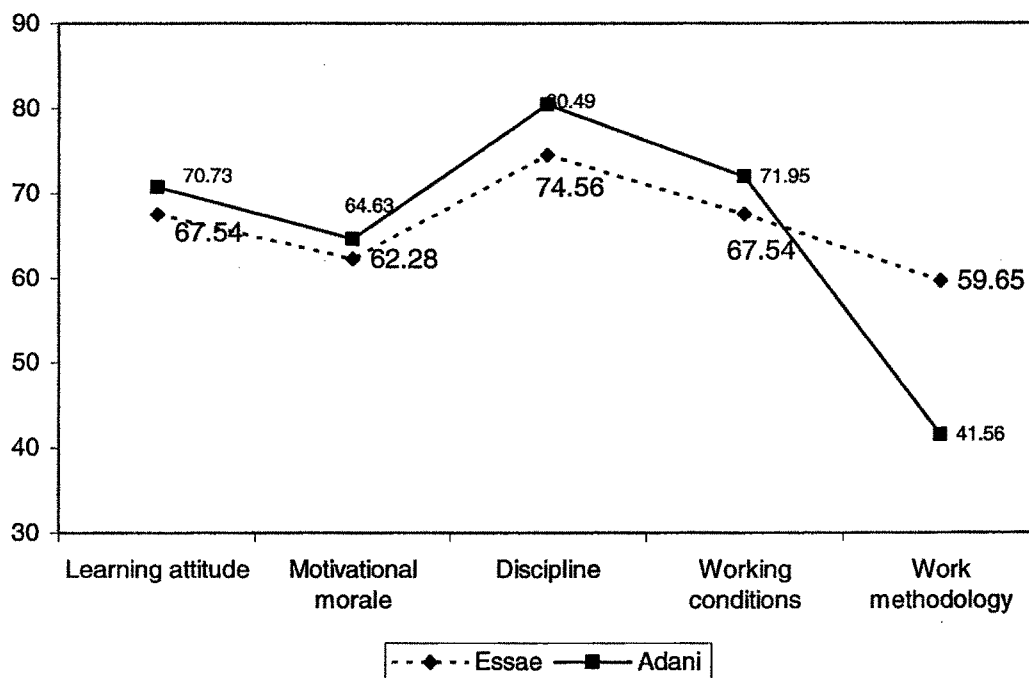
Table – 145

Testing a Hypothesis using Paired 't' Test for variable of Productivity as compared between Essar and Adani.

Parameter	Essar	Adani	Difference
Learning attitude	67.54	70.73	-3.188
Motivational morale	62.28	64.63	-2.353
Discipline	74.56	80.49	-5.926
Working conditions	67.54	71.95	-4.407
Work methodology	59.65	41.46	18.186

Graph-26

Graph showing testing of Hypothesis using Paired 't' Test for variable of Productivity as compared between Essar and Adani.
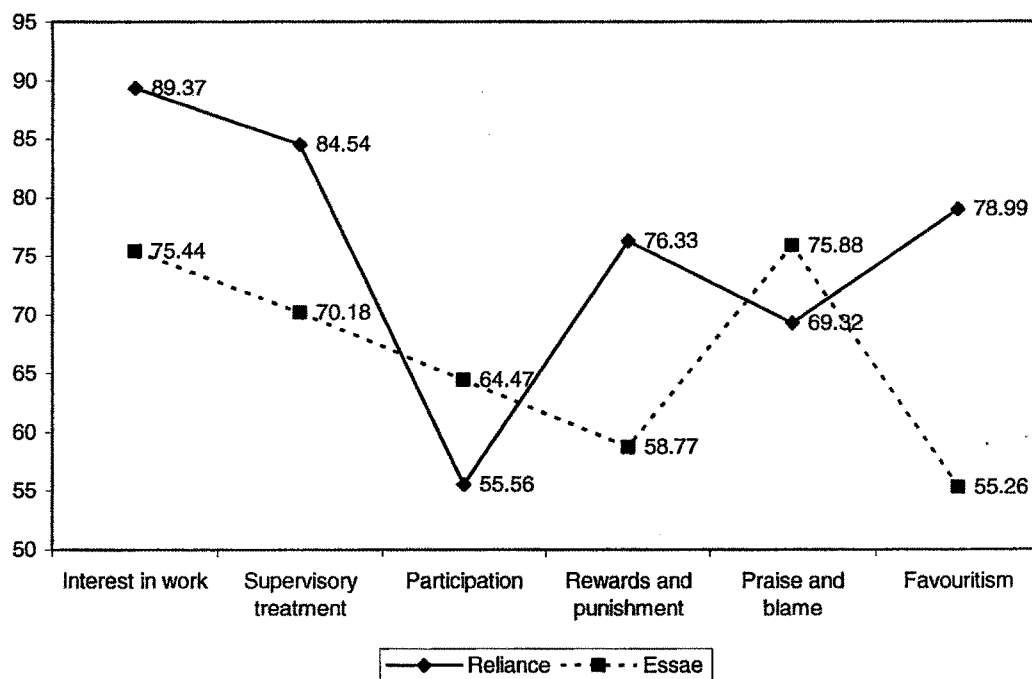
Table – 146

Testing a Hypothesis using Paired 't' Test for variable of Work Values as compared between Reliance and Essar.

Parameter	Reliance	Essar	Difference
Interest in work	89.37	75.44	13.933
Supervisory treatment	84.54	70.18	14.366
Participation	55.56	64.47	-8.918
Rewards and punishment	76.33	58.77	17.557
Praise and blame	69.32	75.88	-6.554
Favouritism	78.99	55.26	23.722

Graph-27

Graph showing testing of Hypothesis using Paired 't' Test for variable of Work Values as compared between Reliance and Essar.

Table – 147

Testing a Hypothesis using Paired 't' Test for variable of Work Values as compared between Reliance and Adani.

Parameter	Reliance	Adani	Difference
Interest in work	89.37	65.85	23.518
Supervisory treatment	84.54	73.17	11.37
Participation	55.56	54.88	0.6775
Rewards and punishment	76.33	65.85	10.475
Praise and blame	69.32	75.00	-5.676
Favoritism	78.99	53.66	25.327

Graph-28

Graph showing testing of Hypothesis using Paired 't' Test for variable of Work Values as compared between Reliance and Adani.
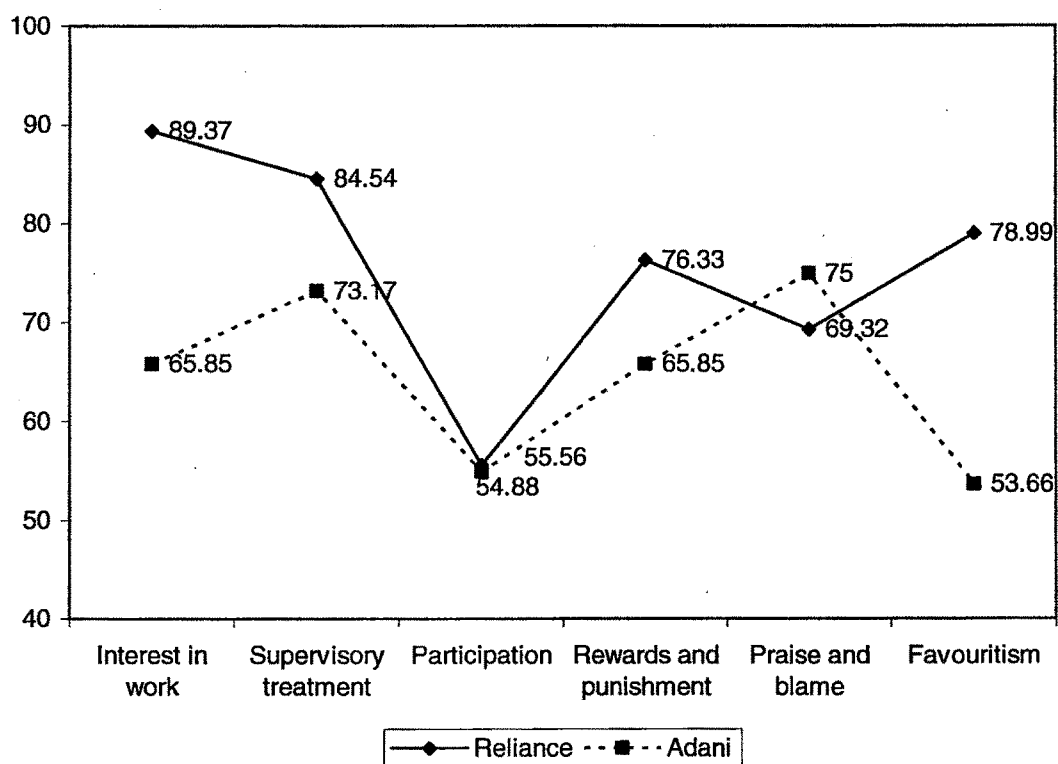
Table – 148

Testing a Hypothesis using Paired 't' Test for variable of Work Values as compared between Essar and Adani.

Parameter	Essar	Adani	Difference
Interest in work	75.44	65.85	9.5849
Supervisory treatment	70.18	73.17	-2.995
Participation	64.47	54.88	9.5956
Rewards and punishment	58.77	65.85	-7.082
Praise and blame	75.88	75.00	0.8772
Favoritism	55.26	53.66	1.6046

Graph-29

Graph showing testing of Hypothesis using Paired 't' Test for variable of Work Values as compared between Essar and Adani.
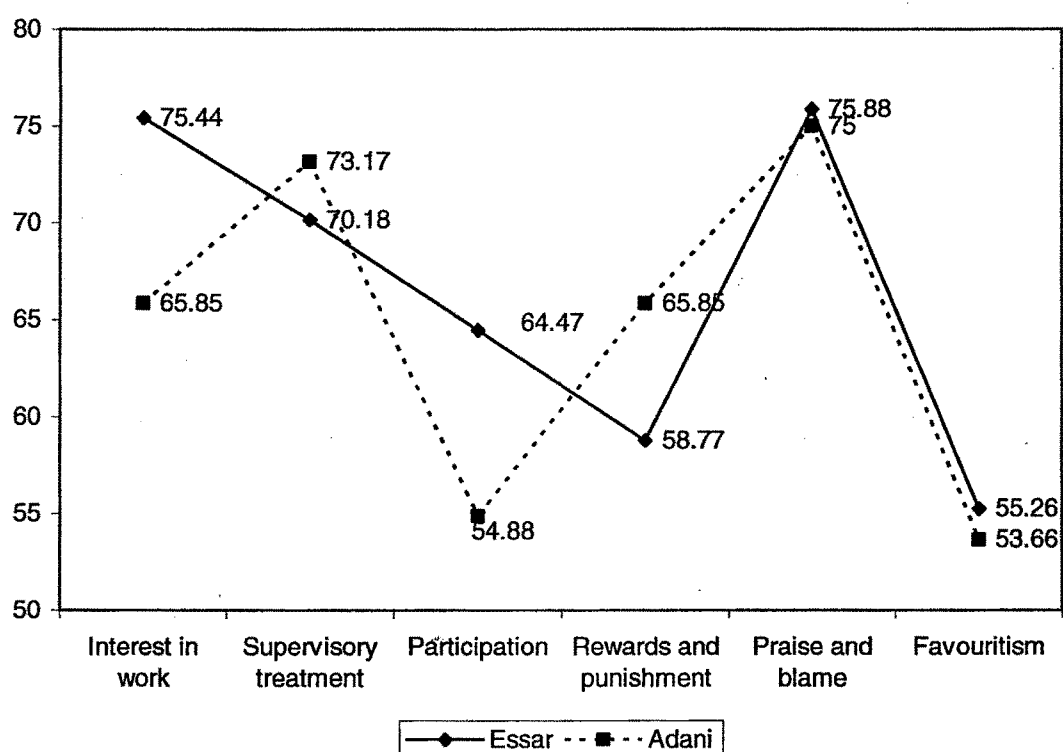
Table – 149

At a glance status of Paired 't' Test results of all four variables

At a glance status of paired t test results for Emotional Intelligence

Company X	Company Y	Average for X	Average for Y	t cal.	t tab	Status
Reliance	Essar	74.07	70.49	3.863	2.093	Significant difference
Reliance	Adani	74.07	69.316	5.637	2.093	Significant difference
Essar	Adani	70.49	69.316	1.587	2.093	Small difference

At a glance status of paired t test results for Organizational Effectiveness

Company X	Company Y	Average for X	Average for Y	t cal.	t tab	Status
Reliance	Essar	82.018	70.95	4.883	2.262	Significant difference
Reliance	Adani	82.018	68.83	2.985	2.262	Significant difference
Essar	Adani	70.95	68.83	0.76	2.262	Small difference

At a glance status of paired t test results for Productivity

Company X	Company Y	Average for X	Average for Y	t cal.	t tab	Status
Reliance	Essar	84.927	66.315	5.15	2.571	Significant difference
Reliance	Adani	84.927	65.85	2.631	2.571	Significant difference
Essar	Adani	66.315	65.85	0.103	2.571	Small difference

At a glance status of paired t test results for Work Values

Company X	Company Y	Average for X	Average for Y	t cal.	t tab	Status
Reliance	Essar	75.68	66.67	1.64	2.447	Small difference
Reliance	Adani	75.68	64.73	2.194	2.447	Small difference
Essar	Adani	66.67	64.73	0.706	2.447	Small difference

At a glance data for graphs [Average % positive values]

Company	Reliance	Essar	Adani
Emotional Intelligence	74.07	70.49	69.316
Organizational effectiveness	82.018	70.95	68.83
Productivity	84.927	66.315	65.85
Work values	75.68	66.67	64.735

Table -150 – 1

At a glance - Table showing High and Low rating of different dimensions of Organizational Effectiveness with reference to classification based on respondents profile of all the 3 organizations.

	Profile	RELIANCE		ESSAR		ADANI	
		High	Low	High	Low	High	Low
	Age						
1	25 - 34 years	Consensus	Job Involvement	Job satisfaction	Job Involvement	Consensus & Legitimization	Self control
2	35 - 44 years	Consensus & Job Satisfaction	Job Involvement & Self control	Organizational Commitment & Job Satisfaction	Job Involvement	Consensus	Self control & Innovation
3	45 & > 45 years	Consensus	Organizational commitment	Consensus	Organizational Commitment & Job Satisfaction	Innovation	Organizational Commitment & Job satisfaction
	Education						
1	Graduate	Consensus	Job Involvement	Consensus	Organizational attachment	Innovation	Job satisfaction
2	Post-graduate	Consensus	Innovation	Consensus	Innovation	Consensus	Legitimization, Self control & Innovation
	Category						
1	Technical	Consensus	Job Involvement	Consensus	Organizational attachment	Innovation	Job satisfaction
2	Non-technical	Job Satisfaction	Job Involvement	Job satisfaction & Organizational attachment	Need for independence & Self control	Job Satisfaction	Self control

Table -150 – 2

At a glance - Table showing High and Low rating of different dimensions of Organizational Effectiveness with reference to

classification based on respondents profile of all the 3 organizations.

Profile	RELIANCE High	RELIANCE Low	ESSAR High	ESSAR Low	ADANI High	ADANI Low
Tenure						
1 3 to 10 years	Consensus	Job Involvement	Consensus	Organizational attachment	Consensus & Legitimization	Job satisfaction
2 11 to 20 years	Consensus	Job Involvement	Consensus	Self control	Consensus & Need for independence	Innovation
3 21 & > 21 years	No respondents	No respondents	Legitimization	Self control	Innovation	Organizational Commitment & Job satisfaction
Total Experience						
1 3 to 10 years	Consensus	Job Involvement	Job Satisfaction	Job Involvement & Self control	Legitimization & Job satisfaction	Self control
2 11 to 20 years	Job Satisfaction	Job Involvement	Job Satisfaction & Organizational attachment	Job involvement & Self control	Consensus & Organizational Commitment	Self control & Innovation
3 21 & > 21 years	Consensus	Self Control & Organization Commitment	Consensus	Organizational attachment	Innovation	Job satisfaction
Monthly Income						
1 20 to 30 Thousand	Consensus	Job Involvement	Consensus	Organizational Commitment	Legitimization & Innovation	Job satisfaction
2 31 to 40 Thousand	Job Satisfaction	Self Control	Job Satisfaction & Organizational commitment	Self control	Organizational attachment & Job satisfaction	Innovation
3 41 to 45 Thousand	Only 2 respondents	Only2 respondents	Only 2 respondents	Only 2 respondents	Consensus & Innovation	Legitimization & Self control

Table -151 – 1

At a glance - Table showing High and Low rating of different dimensions of Productivity with reference to classification based on respondents profile of all the 3 organizations.

Profile		RELIANCE		ESSAR		ADANI	
		High	Low	High	Low	High	Low
Age							
1	25 - 34 years	Learning attitude	Work methodology	Learning attitude & Working conditions	Discipline	Motivational morale	Work methodology
2	35 - 44 years	Work methodology	Learning attitude	Motivational morale	Learning attitude	Motivational morale	Working methodology
3	45 & > 45 years	Motivational morale	Discipline	Discipline	Work methodology	Discipline	Motivational morale
Education							
1	Graduate	Motivational morale	Discipline	Discipline	Work methodology	Discipline	Work methodology
2	Post-graduate	Motivational morale	Discipline	Motivational morale	Learning attitude & working conditions	Motivational morale	Discipline
Category							
1	Technical	Motivational morale	Discipline	Discipline	Work methodology	Discipline	Motivational morale
2	Non-technical	Motivational morale	Discipline	Motivational morale & working conditions	Discipline	Motivational morale	Work methodology

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Table -151 – 2

At a glance - Table showing High and Low rating of different dimensions of Productivity with reference to classification based

on respondents profile of all the 3 organizations.

Profile		RELIANCE		ESSAR		ADANI	
		High	Low	High	Low	High	Low
Tenure							
1	3 to 10 years	Motivational morale	Discipline	Discipline	Motivational morale & Work methodology	Motivational morale	Work methodology
2	11 to 20 years	Motivational morale	Learning attitude	Discipline	Learning attitude & working conditions	Working conditions	Work methodology
3	21 & > 21 years	No respondents	No respondents	Motivational morale	Discipline	Discipline	Work methodology & Motivational morale
Total Experience							
1	3 to 10 years	Learning attitude	Discipline	Working conditions	Learning attitude	Motivational morale	Discipline and Work methodology
2	11 to 20 years	Work methodology	Discipline	Work methodology	Discipline	Motivational morale	Work methodology
3	21 & > 21 years	Motivational morale	Work methodology	Discipline	Work methodology	Discipline	Work methodology
Monthly Income							
1	20 to 30 Thousand	Motivational morale	Discipline	Discipline	Motivational morale & Work methodology	Discipline	Work methodology
2	31 to 40 Thousand	Motivational morale	Discipline	Working conditions	Learning attitude, Discipline & Work methodology	Discipline	All other are rated equal
3	41 to 45 Thousand	Only 2 respondents	Only 2 respondents	Only 2 respondents	Only 2 respondents	Only 4 respondents	Only 4 respondents

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Table -152 – 1

At a glance - Table showing High and Low rating of different dimensions of E.I. with reference to classification based on

respondents profile of all the 3 organizations.

Profile		RELIANCE		ESSAR		ADANI	
		High	Low	High	Low	High	Low
Age							
1	25 - 34 years	Creativity	Integrity	General Health	Integrity	Relationship quotients	Integrity
2	35 - 44 years	Relationship quotients	Personal power	General Health	Integrity	General Health	Integrity
3	45 & > 45 years	Personality Traits	Integrity	Relationship quotients	Personal power	Resilience	Integrity and Personal power
Education							
1	Graduate	Relationship quotients	**Integrity**	Relationship quotients	Integrity	Relationship quotients	Integrity
2	Post-graduate	Relationship quotients	Integrity	General Health	EQ values and beliefs comparison & Integrity & Innovation	Relationship quotients	Integrity
Category							
1	Technical	Relationship quotients	**Integrity**	Relationship quotients	Personal power	Relationship quotients	Integrity
2	Non-technical	Relationship quotients	Integrity	General Health	Integrity	Relationship quotients & General Health	Integrity

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Table -152 – 2

At a glance - Table showing High and Low rating of different dimensions of E.I. with reference to classification based on respondents profile of all the 3 organizations.

Profile	RELIANCE		ESSAR		ADANI	
	High	Low	High	Low	High	Low
Tenure						
1 3 to 10 years	Relationship quotients	Integrity	Relationship quotients	Personal power	General Health	Integrity
2 11 to 20 years	Personality traits	Integrity	General Health	Integrity	General Health	Integrity
3 21 & > 21 years	No respondents	No respondents	General Health	Emotional expression, Integrity & Optional performance	No respondents	No respondents
Total Experience						
1 3 to 10 years	Relationship quotients	Integrity	General Health	Integrity	Relationship quotients & Personality traits	Integrity
2 11 to 20 years	Relationship quotients	Integrity	General Health	Integrity	General Health	Integrity
3 21 & > 21 years	General Health	Integrity	Relationship quotients	Personal power	Constructive discontent	Integrity
Monthly Income						
1 20 to 30 Thousand	Relationship quotients	Integrity	Relationship quotients	Work	Relationship quotients	Integrity
2 31 to 40 Thousand	Relationship quotients	Integrity	General Health	Integrity	General Health	Integrity
3 41 to 45 Thousand	Only 2 respondents	Only 2 respondents	Only 3 respondents	Only 3 respondents	Only 4 respondents	Only 4 respondents

Table -153 – 1

At a glance - Table showing High and Low rating of different dimensions of Work values with reference to classification

based on respondents profile of all the 3 organizations.

	Profile	RELIANCE		ESSAR		ADANI	
		High	Low	High	Low	High	Low
	Age						
1	25 - 34 years	Interest in work	Participation	Interest in work	Participation	Interest in work & Supervisory treatment	Participation
2	35 - 44 years	Interest in work	Participation	Interest in work	Participation	Interest in work	Participation
3	45 & > 45 years	Interest in work	Participation	Praise & blame	Favoritism	Praise & blame	Favoritism
	Education						
1	Graduate	Interest in work	Participation	Praise & blame	Favoritism	Praise & blame	Favoritism
2	Post-graduate	Interest in work	Praise & blame	Interest in work	Praise & blame	Supervisory treatment	Participation
	Category						
1	Technical	Interest in work	Participation	Interest in work	Favoritism	Praise & blame	Favoritism
2	Non-technical	Interest in work	Participation	Supervisory treatment	Interest in work	Interest in work & Supervisory treatment	Participation

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Table -153 – 2

At a glance - Table showing High and Low rating of different dimensions of Work values with reference to classification

based on respondents profile of all the 3 organizations.

Profile		RELIANCE		ESSAR		ADANI	
		High	Low	High	Low	High	Low
Tenure							
1	3 to 10 years	Interest in work	Participation	Praise & blame	Favoritism	Rewards & punishment	Participation
2	11 to 20 years	Supervisory treatment	Participation	Supervisory treatment	Participation	Interest in work & Supervisory treatment	Participation
3	21 & > 21 years	No respondents	No respondents	Rewards & punishment	Participation	Praise & blame	Rewards & punishment & Favouritism
Total Experience							
1	3 to 10 years	Interest in work	Participation	Supervisory treatment	Participation	Favoritism	Participation & Praise & blame
2	11 to 20 years	Interest in work	Participation	Interest in work	Participation	Interest in work & Supervisory treatment	Participation
3	21 & > 21 years	Interest in work	Participation	Praise & blame	Favoritism	Praise & blame	Favoritism
Monthly Income							
1	20 to 30 Thousand	Interest in work	Participation	Praise & blame	Favoritism	Praise & blame	Favoritism
2	31 to 40 Thousand	Supervisory treatment	Participation	Interest in work	Supervisory treatment	Interest in work	Participation
3	41 to 45 Thousand	Only 2 participants	Only 2 participants	Only 2 participants	Only 2 participants	Only 3 participants	Only 3 participants

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