

CHAPTER 5

SURVEY RESULTS: EMPLOYEE POINT OF VIEW

This and the next chapters present the results of statistical analysis of data collected for the study. Samples were selected from both employees and employers, and the responses from both the groups are analysed and presented separately.

Analysis of responses of 210 employees selected for the study were presented in this chapter. For comparison of responses subjects were divided into groups according to age, experience, education, sex, status, type of organisation and employee report. The results are presented according to the sequence of questions designed in the questionnaires, such as employees' desire for information, types of information demanded, methods of reporting, opinions on impact of employee reporting, legal provisions for employee reporting, copy of annual report, employee reports, reactions on employee report, reasons for producing and non-producing of employee report, opinions on claimed disadvantage of employee report, and employee report and job satisfaction.

5.1 Employees' Desire for Information

In response to the question whether employees demand information from their companies where they work, an overwhelming number of employees answered positively irrespective of their levels and groups. The response patterns are given in the table follows:

Table - 12

Employees' Desire for Information (N=210)

Groups	Employees want information		Chi-square	P
	Yes (%)	No. (%)		
Workers	97 (97.0)	3 (3.0)	3.83	N.S.
TU leaders	50 (100.0)	0 (0)		
Managers	56 (93.3)	4 (6.7)		
Private sector	125(96.9)	4(3.1)	0.06	N.S.
Public sector	78(96.3)	3(3.7)		
Low age	51(98.1)	1(1.9)	0.43	N.S.
High age	152(96.2)	6(3.8)		
Male	190(96.4)	7(3.6)	0.48	N.S.
Female	13(100.0)	0		
Lower Educated	94(97.9)	2(2.1)	0.86	N.S.
Higher Educated	109(95.6)	5(4.4)		
Lower Experience	95(95.0)	5(5.0)	1.65	N.S.
Higher Experience	108(98.2)	2(1.8)		
Receive ER	95(97.9)	2(2.1)	0.90	N.S.
Do not receive ER	108(95.6)	5(4.4)		
Total	203(96.7)	7(3.3)		

It is evident from the table-12 that respondents demand financial and other information from their companies, and there is no significant difference in responses by their levels and groups, as chi-square values are not significant.

5.2 Types of Information Demanded by the Employees

To identify the types of information desired by the employees from their companies an open ended question was added in the questionnaire, requesting to mention five items of information they want to get. The responses are processed and presented in the following table:

Table - 13

Types of Information Required by the Employees According to Their Levels

SL	Items of Information	Percent of responses		
		Workers	TU Leaders	Managers
1	Profit and loss	44	52	32
2	Production	42	36	25
3	Pay and benefits	40	32	24
4	Future plans	33	28	22
5	Product market	23	22	23
6	Competitors information	21	22	18
7	Manpower	18	30	12
8	Quarterly sales report	16	16	20
9	Future prospects	15	10	7
10	Financial	14	24	28
11	Cost of product and services	13	7	6
12	Productivity	10	20	18
13	Achievements	9	4	17
14	Performance of the company(unit/plant)	7	14	3
15	Working condition and environment	7	10	2
16	Policies and changes	6	18	8
17	Marketing strategies	6	4	8
18	Acts, statutes and rules with amendment	6	2	3
19	Development plans	5	4	7
20	Promotion prospects	5	3	4
21	Leaves	5	4	1
22	Individual and company targets	5	3	3
23	Organisation relation and grievance	5	8	4
24	Reasons for action	5	10	5
25	Company objectives	5	4	10

26	Company organisation and changes	4	5	3
27	Welfare activities and amenities	4	6	15
28	Modernization and expansion	6	4	3
29	Process of production/operation	4	2	2
30	Health services	4	2	2
31	Distributions of profits	1	20	3
32	World socio-economic scenario	1	2	3
33	Technology adopted	1	4	2
34	Problems of company and employees	2	2	3
35	Product development and diversification	2	2	3
36	Employee rights and duties	3	0	3
37	Customers and their satisfaction	2	2	2
38	Employees' contribution in profits	1	8	3
39	Challenges and relevant strategies	1	2	3
40	Assets	1	2	2
41	Loans and outstanding	2	0	2
42	Latest administrative decisions	1	8	2
43	Safety and awareness	1	2	2
44	Carrier development opportunity	1	0	2
45	Company progress	1	2	0
46	International operation	1	0	3
47	Input output position	1	2	2
48	Financial statements	0	14	3
49	Employee representation in Management	0	2	2
50	Disciplinary measures	0	2	0
51	Personnel policy and mission	0	8	3
52	Job analysis	0	2	2
53	Employment ratios	0	2	0
54	Cash management	0	0	4

55	Company mission and philosophy	0	0	3
56	Training and development	0	0	2
57	Budget estimates	1	0	4
58	Conflicts and resolutions	0	0	2
59	Labour cost and comparative figures	0	0	2
60	Maintenance	1	2	2

Note: 1) Some other information items excluded from the table considering less important.

2) Since more than one answer was allowed the figures given do not add up to 100%.

From the above table, it is seen that profit and loss information is desired by most of the employees (workers 44%, TU leaders 52% and managers 32%). Production information is preferred by 42% workers, 36% TU leaders and 25% managers. There is a little difference in the choices of information by levels of employees.

5.3 Methods of Reporting to Employees

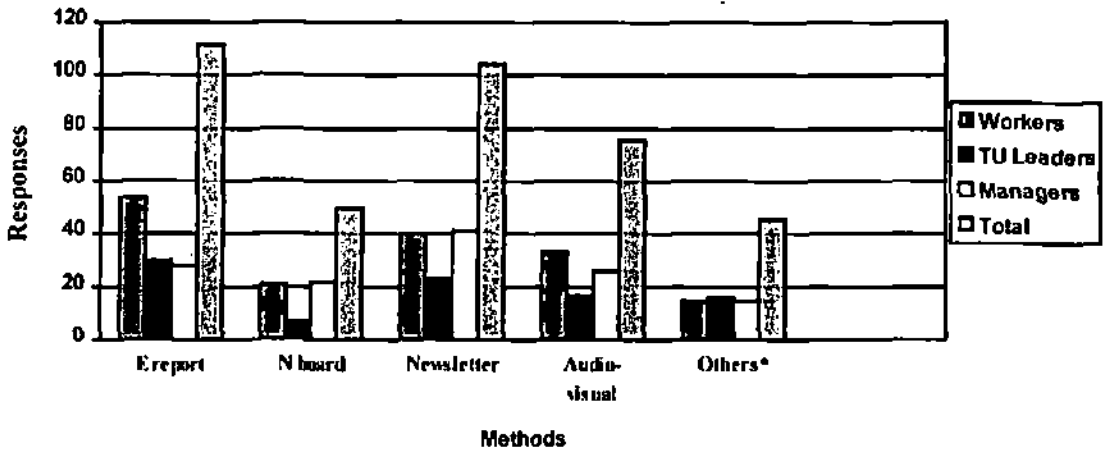
Table - 14

Reporting Methods to be Used by Levels of Employees

Methods	Number of responses			Total
	Workers	TU leaders	Managers	
Employee report	54	30	28	112
Notice board	21	7	22	50
Newsletter	40	23	41	104
Audio-visual aids	33	17	26	76
Others*	15	16	15	46
Total	97	49	59	205

* Others include: Direct oral communication, Consultative committee, Meetings, Training and Circulars.

Figure - 3:
Reporting Methods According to Levels of Respondents



It is evident from the table-14 and figure-3 that most of the workers and TU leaders preferred employee report but managers preferred newsletter as the most important method. On the basis of total responses employee report, newsletter and audio-visual aids are the first, second and third important methods to be followed. It is notable that most of the respondents argued that no single method is sufficient. therefore, combinations of methods should be used.

Table - 15

Methods of Reporting Rated by Private and Public Sector Respondents

Methods	Private sector respondents		Public sector respondents	
	Score	Rank order	Score	Rank order
Employee report	73	1	39	1
Notice board	25	4	25	4
Newsletter	67	2	37	2
Audio-visual aids	47	3	29	3
Others	20	5	26	5

Spearman's rank order correlation : 1.00, $P < .001$

The table-15 reveals that there is perfectly positive rank order correlation (1.00) between the ratings of relative importance of methods of reporting to employees by the subjects of private and public sectors. According to their ratings, Employee report, Newsletter and Audio-visual aids are the first, second and third important methods to be followed in employee reporting.

Table - 16

Methods of Reporting Rated by Lower and Higher Educated Respondents

Methods	Lower educated respondents		Higher educated respondents	
	Score	Rank order	Score	Rank order
Employee report	59	1	53	2
Notice board	19	3	31	4.5
Newsletter	37	2.5	67	1
Audio-visual aids	37	2.5	39	3
Others	15	4	31	4.5
Spearman's rank order correlation: .95, $P < .01$				

The table shows that Spearman's rank order correlation (.95) is significantly positive, i.e. ratings of methods of reporting by lower and higher educated respondents are correlated. Though lower educated respondents rated employee report but higher educated respondents rated newsletter as the most important method.

Table - 17

Methods of Reporting Rated by Receiver and Non-receiver of Employee Report

Methods	Receiver of employee report		Non-receiver of ER	
	Score	Rank order	Score	Rank order
Employee report	55	2	57	1
Notice board	28	4	22	4
Newsletter	62	1	42	2
Audio-visual aids	44	3	32	3
Others	23	5	23	5
Spearman's rank order correlation: .90, $P < .01$				

The results reveal that the respondents who receive employee report rated newsletter and non-receiver rated employee report as the most important methods. However, their rating is positively correlated.

Table - 18

Methods of Reporting Rated by Lower and Higher Experienced Respondents

Methods	Lower experienced		Higher experienced	
	Score	Rank order	Score	Rank order
Employee report	54	1	58	1
Notice board	21	4	29	4
Newsletter	53	2	51	2
Audio-visual aids	35	3	41	3
Others	20	5	26	5
Spearman's rank order correlation : 1.00, $P < .001$				

Both lower and higher experienced employee respondents rated Employee report as the most important methods to be followed. Their ratings are significantly and positively correlated.

5.4 Impact of Employee Reporting

Table - 19

Impact of Employee Reporting (N=210)

Employee reporting will improve	Responses of the subjects		
	Yes (%)	No (%)	Undecided (%)
Employee motivation	198 (94.3)	8 (3.8)	4 (1.9)
Industrial relations	194 (92.4)	9 (4.3)	7 (3.3)
Productivity	192 (91.4)	7 (3.3)	11 (5.2)
Employee commitment	195 (92.9)	6 (2.9)	9 (4.3)
Job satisfaction	193 (91.9)	11 (5.2)	6 (2.9)
Cost consciousness	192 (91.4)	11 (5.2)	7 (3.3)
Others*	2 (1.0)	0	0

*Others include: Sense of belongings, family peace, performance, punctuality.

It is evident from the above table that absolute majority of the respondents perceive that employee reporting will improve employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 20

Impact of Employee Reporting (N=210)

Employee reporting will reduce	Responses of the subjects		
	Yes (%)	No (%)	Undecided (%)
Employee turnover	109 (51.9)	85 (40.5)	16 (7.6)
Absenteeism	151 (71.9)	48 (22.9)	11 (5.2)
Grievance	174 (82.9)	32 (15.2)	4 (1.9)
Resistance to change	177 (84.3)	23 (11.0)	10 (4.8)
Industrial disputes	162 (77.1)	23 (11.0)	25 (11.9)
Others*	9 (4.3)	12 (5.7)	0

*Others include: Union rivalry and misunderstanding.

From the above table it is observed that majority of the subjects perceive that employee reporting will reduce employee turnover, absenteeism, grievance, resistance to change and industrial disputes.

Table - 21

Composite Chi-square Showing Impact of Employee Reporting on Employee Motivation, Industrial Relation, Productivity, Employee Commitment, Job Satisfaction and Cost Consciousness by Levels of Subjects

Employee reporting will improve	Workers			TU Leaders			Managers			Chi- square	P
	Yes	No	Undecided	Yes	No	Undecided	Yes	No	Undecided		
Employee motivation	98(98.0)	1 (1.0)	1 (1.0)	48(96.0)	1 (2.0)	1 (2.0)	52(87.0)	6 (10.0)	2 (3.0)	9.20	N.S.
Industrial relations	97(97.0)	1 (1.0)	2 (2.0)	46 (92)	2 (4.0)	2 (4.0)	51 (85)	6 (10.0)	3 (5.0)	8.69	N.S.
Productivity	96(96.0)	1 (1.0)	1 (1.0)	46(92.0)	2 (4.0)	2 (4.0)	50(83.0)	4 (7.0)	6 (10.0)	7.87	N.S.
Employee commitment	96(96)	1 (1.0)	3 (3.0)	47(94.0)	1 (2.0)	2 (4.0)	52(87.0)	4 (6.5)	4 (6.5)	5.45	N.S.
Job satisfaction	96(96.0)	3 (3.0)	1 (1.0)	48(96.0)	1 (2.0)	1 (2.0)	49(82.0)	7 (12.0)	4 (6.0)	10.89	N.S.
Cost consciousness	91(91.0)	4 (4.0)	5 (5.0)	46(92.0)	2 (4.0)	2 (4.0)	55(92.0)	5 (8.0)	0	4.44	N.S.

Chi-squares were computed to see the association among the responses of different levels of subjects on impact of employee reporting. The results show that there are no significant differences in responses by workers, TU leaders and managers. They perceive that employee reporting will improve employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 22

Composite Chi-square Showing Impact of Employee Reporting on Employee Turnover, Absenteeism, Grievance, Resistance to Change and Industrial Disputes by Levels of Subjects

Employee reporting will reduce	Workers			TU Leaders			Managers			Chi- square	P
	Yes	No	Undecided	Yes	No	Undecided	Yes	No	Undecided		
Employee turnover	45	49	6	42	7	1	22	29	9	31.6	P< .01
Absenteeism	71	27	2	43	5	2	37	16	7	13.9	P< .01
Grievance	83	16	1	47	3	0	44	13	3	10.27	N.S.
Resistance to change	80	16	4	47	1	2	50	6	4	7.46	N.S.
Industrial disputes	82	15	3	47	1	2	33	7	20	41.73	P< .01

Chi-squares were computed to see the association among the responses of different levels of subjects on impact of employee reporting. The results show that there are no significant difference in responses on grievance and resistance to change. But there are significant differences in opinion on employee turnover, absenteeism and industrial disputes. A number of managers(48%) argued that employee reporting will not reduce employee turnover.

Table - 23

Composite Chi-square Showing Impact of Employee Reporting on Employee Motivation, Industrial Relation, Productivity, Employee Commitment, Job Satisfaction and Cost Consciousness by Age of the Respondents

Employee reporting will improve	Lower aged respondent			Higher aged respondent			Chi-square	P
	Yes	No	Undecided	Yes	No	Undecided		
Employee motivation	51 (98.0)	1 (2.0)	0	147 (93.0)	7 (5.0)	4 (2.0)	2.07	N.S.
Industrial relations	49 (94.0)	2 (4.0)	1 (2.0)	145 (91.0)	7 (5.0)	6 (4.0)	.47	N.S.
Productivity	50 (96.0)	1 (2.0)	1 (2.0)	142 (90.0)	6 (4.0)	10 (6.0)	2.03	N.S.
Employee commitment	50 (96.0)	2 (4.0)	0	145 (92.0)	4 (2.0)	9 (6.0)	3.28	N.S.
Job satisfaction	50 (96.0)	2 (4.0)	0	143 (90.0)	9 (6.0)	6 (4.0)	2.37	N.S.
Cost consciousness	50 (96.0)	1 (2.0)	1 (2.0)	142 (90.0)	10 (6.0)	6 (4.0)	2.03	N.S.

Chi-squares were computed to see the significance of difference between the responses by low and high aged respondents, the results show that the values of chi-squares are not significant. That is, irrespective of age of the respondents, they perceive that employee reporting will improve employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 24

**Composite Chi-squares Showing Impact of Employee Reporting on Employee Motivation,
Industrial Relation, Productivity, Employee Commitment, Job Satisfaction and Cost
Consciousness by Sex of Respondents**

Employee reporting will improve	Male respondents			Female respondents			Chi- square	P
	Yes	No	Undecided	Yes	No	Undecided		
Employee motivation	185 (94.0)	8 (4.0)	4 (2.0)	13 (100.0)	0	0	.84	N.S.
Industrial relations	181 (92.0)	9 (5.0)	7 (3.0)	13 (100.0)	0	0	1.14	N.S.
Productivity	179 (91.0)	7 (3.0)	11 (6.0)	13 (100.0)	0	0	1.30	N.S.
Employee commitment	182 (92.0)	6 (3.0)	9 (5.0)	13 (100.0)	0	0	1.07	N.S.
Job satisfaction	180 (91.0)	11 (6.0)	6 (3.0)	13 (100.0)	0	0	1.22	N.S.
Cost consciousness	189 (91.0)	11 (6.0)	7 (3.0)	13 (100.0)	0	0	1.30	N.S.

A comparison was made between the responses by male and female subjects, the results show that there is no significant difference between their responses. That is both male and female respondents perceive that employee reporting will improve employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 25

Composite Chi-squares Showing Impact of Employee Reporting on Employee Motivation, Industrial Relation, Productivity, Employee Commitment, Job Satisfaction and Cost Consciousness by Education of the Respondents (N=210)

Employee reporting	Low educated			Higher educated			Chi-square	P
	Yes	No	Undecided	Yes	No	Undecided		
will improve								
Employee motivation	96 (100.0)	0	0	102 (89.0)	8 (7.0)	4 (4.0)	8.87	N.S.
Industrial relations	93 (97.0)	2 (2.0)	1 (1.0)	101 (88.0)	7 (6.0)	6 (6.0)	5.17	N.S.
Productivity	93 (97.0)	2 (2.0)	1 (1.0)	99 (87.0)	5 (4.0)	10 (9.0)	7.35	N.S.
Employee commitment	94 (98.0)	1 (1.0)	1 (1.0)	101 (89.0)	5 (4.0)	8 (7.0)	6.87	N.S.
Job satisfaction	94 (98.0)	2 (2.0)	0	99 (87.0)	9 (8.0)	6 (5.0)	9.10	N.S.
Cost consciousness	90 (94.0)	5 (5.0)	1 (1.0)	102 (90.0)	6 (5.0)	6 (5.0)	2.89	N.S.

The results of the table show that both lower and higher educated employees responded in the same way and there is no significant difference between their responses. That is, irrespective of education respondents perceive that employee reporting will improve employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 26

Composite Chi-squares Showing Impact of Employee Reporting on Employee Motivation, Industrial Relation, Productivity, Employee Commitment, Job Satisfaction and Cost Consciousness by Experience of the Respondents (N=210)

Employee reporting	Lower experienced			Higher experienced			Chi-square	P
	Yes	No	Undecided	Yes	No	Undecided		
will improve								
Employee motivation	92 (92.0)	6 (6.0)	2 (2.0)	106 (96.0)	2 (2.0)	2 (2.0)	2.52	N.S.
Industrial relations	93 (93.0)	5 (5.0)	2 (2.0)	101 (92.0)	4 (4.0)	5 (4.0)	1.25	N.S.
Productivity	89 (89.0)	5 (5.0)	6 (6.0)	103 (94.0)	2 (2.0)	5 (4.0)	1.92	N.S.
Employee commitment	92 (92.0)	5 (5.0)	3 (3.0)	103 (94.0)	1 (1.0)	6 (5.0)	3.82	N.S.
Job satisfaction	89 (89.0)	8 (8.0)	3 (3.0)	104 (94.0)	3 (3.0)	3 (3.0)	2.97	N.S.
Cost consciousness	92 (92.0)	6 (6.0)	2 (2.0)	100 (92.0)	5 (4.0)	5 (4.0)	1.24	N.S.

Non significant chi-square values indicate that higher and lower experienced employees' responses do not differ significantly. The respondents perceive that employee reporting will improve employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 27

Composite Chi-squares Showing Impact of Employee Reporting on Employee Motivation, Industrial Relation, Productivity, Employee Commitment, Job Satisfaction and Cost Consciousness by Receiver and Non-receiver of Employee report (N=210)

Employee reporting will improve	Receive ER			Do not receive ER			Chi- square	P
	Yes	No	Undecided	Yes	No	Undecided		
Employee motivation	93 (96.0)	3 (3.0)	1 (1.0)	105 (93.0)	5 (4.0)	3 (3.0)	1.01	N.S.
Industrial relations	89 (92.0)	3 (3.0)	5 (5.0)	105 (93.0)	6 (5.0)	2 (2.0)	2.40	N.S.
Productivity	89 (92.0)	3 (3.0)	5 (5.0)	103 (91.0)	4 (4.0)	6 (5.0)	.04	N.S.
Employee commitment	91 (94.0)	2 (2.0)	4 (4.0)	104 (93.0)	4 (3.0)	5 (4.0)	.43	N.S.
Job satisfaction	90 (93.0)	4 (4.0)	3 (3.0)	103 (91.0)	7 (6.0)	3 (3.0)	.41	N.S.
Cost consciousness	90 (93.0)	4 (4.0)	3 (3.0)	102 (90.0)	7 (6.0)	4 (4.0)	.49	N.S.

Chi-squares were computed to see the significance of differences of responses by employees receive and do not receive employee report. The results indicate that there is no difference between their responses. Both the groups of respondents perceive that employee reporting improves employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 28

Composite Chi-squares Showing Impact of Employee Reporting on Employee Motivation, Industrial Relation, Productivity, Employee Commitment, Job Satisfaction and Cost Consciousness by Private and Public Sector Respondents (N=210)

Employee reporting	Private sector			Public sector			Chi-square	P
	Yes	No	Undecided	Yes	No	Undecided		
will improve								
Employee motivation	121 (93.0)	6 (5.0)	2 (2.0)	77 (95.0)	2 (2.5)	2 (2.5)	.85	N.S.
Industrial relations	116 (90.0)	7 (5.0)	6 (5.0)	78 (96.0)	2 (3.0)	1 (1.0)	2.98	N.S.
Productivity	115 (89.0)	6 (5.0)	8 (6.0)	77 (95.0)	1 (1.0)	3 (4.0)	2.53	N.S.
Employee commitment	118 (91.0)	5 (4.0)	6 (5.0)	77 (95.0)	1 (1.0)	3 (4.0)	1.39	N.S.
Job satisfaction	116 (90.0)	9 (7.0)	4 (3.0)	77 (95.0)	2 (2.5)	2 (2.5)	2.14	N.S.
Cost consciousness	117 (91.0)	7 (5.0)	5 (4.0)	75 (93.0)	4 (5.0)	2 (2.0)	.35	N.S.

A comparison was made to see the association between the responses of private and public sector employees, the results reveal that there is no significant difference between the responses by the subjects according to types of organisations. Both the groups of respondents believe that employee reporting improves employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 29

Composite Chi-squares Showing Impact of Employee Reporting on Employee Turnover, Absenteeism, Grievance, Resistance to Change and Industrial Disputes by Types of Organisations of the Respondents (N=210)

Employee reporting will reduce	Private sector			Public sector			Chi- square	P
	Yes	No	Undecided	Yes	No	Undecided		
Employee turnover	66 (51.0)	52 (40.0)	11 (9.0)	43 (53.0)	33 (40.0)	5 (7.0)	.40	N.S.
Absenteeism	92 (71.0)	29 (23.0)	8 (6.0)	59 (73.0)	19 (23.0)	3 (4.0)	.63	N.S.
Grievance	109 (84.0)	18 (14.0)	2 (2.0)	65 (80.0)	14 (17.0)	2 (3.0)	.68	N.S.
Resistance to change	116 (90.0)	7 (5.0)	6 (5.0)	61 (75.0)	16 (20.0)	4 (5.0)	8.32	N.S.
Industrial disputes	100 (77.0)	9 (7.0)	20 (16.0)	62 (77.0)	14 (17.0)	5 (6.0)	8.47	N.S.

A comparison between responses of private and public sector employees was made and found that there is no significant difference in their responses, as chi-square values are not significant. That is, both private and public sector respondents perceive that employee reporting will reduce employee turnover, absenteeism, grievance, resistance to change and industrial disputes.

Table - 30

Composite Chi-squares Showing Impact of Employee Reporting on Employee Turnover, Absenteeism, Grievance, Resistance to Change and Industrial Disputes by Education of the Respondents (N=210)

Employee reporting will reduce	Lower educated			Higher educated			Chi- square	P
	Yes	No	Undecided	Yes	No	Undecided		
Employee turnover	60 (63.0)	34 (35.0)	2 (2.0)	49 (43.0)	51 (45.0)	14 (12.0)	12.06	P< .01
Absenteeism	74 (77.0)	20 (21.0)	2 (2.0)	77 (67.0)	28 (25.0)	9 (8.0)	4.34	N.S.
Grievance	87 (91.0)	9 (9.0)	0	87 (76.0)	23 (20.0)	4 (4.0)	8.65	N.S.
Resistance to change	86 (90.0)	7 (7.0)	3 (3.0)	91 (80.0)	16 (14.0)	7 (6.0)	3.75	N.S.
Industrial disputes	86 (90.0)	8 (8.0)	2 (2.0)	76 (67.0)	15 (13.0)	23 (20.0)	18.98	P< .01

A comparison was made between the responses of employees according to their education on impact of employee reporting, the results show that there are significant difference between the response patterns on employee turnover and industrial disputes. In case of absenteeism, grievance and resistance to change the responses are significantly associated. Among high educated employees 51% believe that employee reporting will not reduce employee turnover.

Table - 31

Composite Chi-squares Showing Impact of Employee Reporting on Employee Turnover, Absenteeism, Grievance, Resistance to Change and Industrial Disputes by Experience of the Respondents (N=210)

Employee reporting will reduce	Lower experienced			Higher experienced			Chi- square	P
	Yes	No	Undecided	Yes	No	Undecided		
Employee turnover	48 (48.0)	44 (44.0)	8 (8.0)	61 (56.0)	41 (37.0)	8 (7.0)	1.10	N.S.
Absenteeism	65 (65.0)	29 (29.0)	6 (6.0)	86 (78.0)	19 (17.0)	5 (5.0)	4.63	N.S.
Grievance	80 (80.0)	18 (18.0)	2 (2.0)	94 (85.0)	14 (13.0)	2 (2.0)	1.15	N.S.
Resistance to change	87 (87.0)	12 (12.0)	1 (1.0)	90 (82.0)	11 (10.0)	9 (8.0)	6.03	N.S.
Industrial disputes	75 (75.0)	12 (12.0)	13 (13.0)	87 (79.0)	11 (10.0)	12 (11.0)	.50	N.S.

It is evident from the above table that subjects of lower and higher experience responded in the similar manner. That is, there is no significant difference between their responses. Both lower and higher experienced respondents perceive that employee reporting will reduce employee turnover, absenteeism, grievance, resistance to change and industrial disputes.

Table - 32

Composite Chi-squares Showing Impact of Employee Reporting on Employee Turnover, Absenteeism, Grievance, Resistance to Change and Industrial Disputes by Receiver and Non-receiver of ER (N=210)

Employee reporting will reduce	Receiver of ER			Non-receive of ER			Chi-square	P
	Yes	No	Undecided	Yes	No	Undecided		
Employee turnover	46 (47.0)	48 (50.0)	3 (3.0)	63 (56.0)	37 (33.0)	13 (11.0)	9.15	N.S.
Absenteeism	68 (70.0)	27 (28.0)	2 (2.0)	83 (73.0)	21 (19.0)	9 (8.0)	5.50	N.S.
Grievance	77 (79.0)	19 (20.0)	1 (1.0)	97 (86.0)	13 (11.0)	3 (3.0)	3.22	N.S.
Resistance to change	79 (82.0)	13 (13.0)	5 (5.0)	98 (87.0)	10 (9.0)	5 (4.0)	1.22	N.S.
Industrial disputes	75 (78.0)	13 (13.0)	9 (9.0)	87 (77.0)	10 (9.0)	16 (14.0)	2.03	N.S.

From the above table, it is evident that there is no significant difference between the responses of the employees receiver and non-receiver of employee report.

5.5 Legislative Provision for Employee Reporting

Table - 33

Subjects' Responses on Legal Provisions for Employee Reporting

Legislative provisions	Responses	Percent
Required	153	72.9
Do not required	57	27.1
Total	210	100.0

From the above table it is evident that 73% respondents are in favour of legal provisions for employee reporting and 27% respondents are against legal provisions.

Table - 34

Responses of Sample Employees on legal provisions for Employee Reporting According to Their Levels and Groups (N=210)

Groups	Legislative provisions required			Chi-square	Signific.
	Yes	No	Undecided		
Workers	81 (81.0)	19 (19.0)	0	19.09	P< .001
TU Leaders	41 (82.0)	9 (18.0)	0		
Managers	31 (51.7)	29 (48.3)	0		
Private sector	102 (78.3)	27 (20.9)	0	6.53	N.S.
Public sector	51 (63.0)	30(37.0)	0		
Receive ER	67 (69.1)	30 (30.9)	0	1.31	N.S.
Do not receive ER	86 (76.1)	27 (23.9)	0		
Lower educated	84 (87.5)	12 (12.5)	0	19.17	P< .001
Higher educated	69 (61.5)	45 (39.5)	0		
Lower experience	72 (72.0)	28 (28.0)	0	.07	N.S.
Higher experience	81 (73.6)	29 (26.4)	1		

Note: For cell value less than 5 Yates correction is applied.

It is evident from the table that three of the five chi-square values are not significant. The insignificant chi-square values indicate that there is no difference in responses by subjects of private and public sector, lower and higher experience and receiver and non receiver of employee reports. On the other hand, responses of subjects according to levels and education differ significantly. That is, among workers 81%, TU leaders 82% but managers 52% are in favour of legal provisions. And lower educated 88% but higher educated 62% are in favour of legal provisions. After all majority of the respondents think that legal provisions are required for proper and continuous employee reporting.

5.6 Annual Report and Information Needs of Employees

Table - 35

Respondents Receive Copy of Annual Reports

Groups	Copy of annual report		Chi-square	Signific.
	Receive	Do not receive		
Workers	22 (22.0)	78 (78.0)	17.05	P< .001
TU Leaders	11 (22.0)	39 (78.0)		
Managers	31 (51.7)	29 (48.3)		
Private sector	29 (22.5)	100 (77.5)	9.14	P< .01
Public sector	35 (43.2)	46 (56.8)		
Receive ER	43 (44.3)	54 (55.7)	16.32	P< .001
Do not receive ER	21 (18.6)	92 (81.4)		
Total	64 (30.5)	146 (69.5)		

From the above table it is seen that chi-square values are significant, which indicate that there are significant difference in receiving copy of annual report by the subjects. Workers 22%, TU leaders 22% and managers 52% get annual report; 22.5% private and 44.3% public sector employees, and 44.3% receiver and 18.6% non receiver get annual report. In total only 30% employees get copy of annual report. It is notable that companies are legally liable to provide annual reports to shareholders only. The employees get annual report in the capacity of shareholder not as an employee except in a few cases, where, companies voluntarily provide annual report to employees.

Table - 36

Annual Report and Employees' Information Needs (N=64)

Groups	Employees Information needs		Chi-square	Signific.
	Satisfy	Do not satisfy		
Workers	7 (31.8)	15 (68.2)	2.81	N.S.
TU Leaders	2 (18.2)	9 (81.8)		
Managers	14 (45.2)	17 (54.8)		
Private sector	9 (31.0)	20 (69.0)	.55	N.S.
Public sector	14 (40.0)	21 (60.0)		
Receive ER.	19 (44.2)	24 (55.8)	3.87	N.S.
Do not receive ER.	4 (19.0)	17 (81.0)		
Total	23 (35.9)	41 (64.1)		

In the table three insignificant chi-square values are observed, which mean that there is no difference in the feelings of the respondents by their levels, types of organisations and employee report that annual reports do not satisfy employees' information needs.

5.7 Employee Reporting in India

Table - 37

Employee Report Receive According to Levels of Subjects (N=210)

Levels of respondents	Employee report		Total
	Receive	Do not receive	
Workers	42 (42.0)	58 (58.0)	100 (47.6)
TU Leaders	23 (46.0)	27 (54.0)	50 (23.8)
Managers	32 (53.3)	28 (46.7)	60 (28.6)
Total	97 (46.2)	113 (53.8)	210 (100.0)

Chi-square = 1.94,

DF - 2, N.S.

It is evident from the table that 46% respondents receive employee report from their companies. And there is no significant difference in receiving ER by levels of subjects

Table - 38

Employee Report Received by Subjects According to Type of Organisation

Types of organisations	Employee report		Total
	Receive	Do not receive	
Private sector	57 (44.2)	72 (55.8)	129 (61.4)
Public	40 (49.4)	41 (50.6)	81 (38.6)
Total	97 (46.2)	113 (53.8)	210 (100.0)

Chi-square - .54, DF - 1, N.S.

From the above table it is seen that 44% private and 49% public sector employees receive employee report. The difference is not statistically significant.

5.8 Subjects' Perception on Reasons for Not Issuing and Issuing Employee Reports

Table - 39

Reasons for Non-producing Employee Reports

Reasons	Number of respondents			Total
	Workers	TU leaders	Managers	
Not known	17	8	9	34 (30.0)
Lack of awareness	12	8	4	24 (21.0)
Company policy	9	4	4	17 (15.0)
System is not developed	5	3	4	12 (11.0)
No legal requirements	5	4	2	11 (10.0)
Reluctance to disclose	3	3	4	9 (7.0)
Poor communication	4	2	3	9 (7.0)
Lack of accountability	1	3	4	8 (6.0)
Causes of secrecy	3	2	3	8 (6.0)
Overlook global change	2	2	3	7 (5.0)

*Percent do not add up to 100 because more than one answer was allowed. ** Some other reasons are excluded.

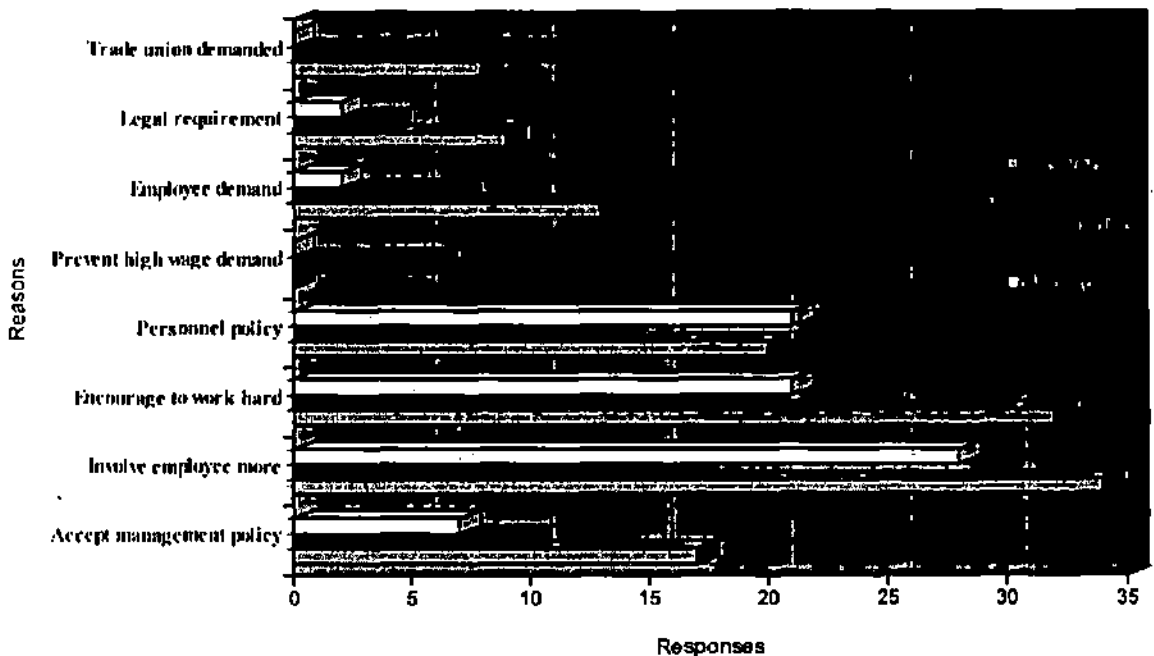
Table - 40

Reasons for Issuing Employee Reports as Perceived by the Subjects

Reasons	Number of responses			Total
	Workers	TU leaders	Managers	
Trade union demanded	8	12	0	20 (20.6)
Legal requirement	9	4	2	17 (17.2)
Employee demand	13	7	2	22 (22.7)
Prevent high wage demand	0	6	0	6 (6.2)
Personnel policy	20	14	21	55 (56.7)
Encourage to work hard	32	17	21	70 (72.2)
Involve employee more	34	17	28	79 (81.4)
Accept management policy	17	10	7	34 (35.1)
Others*	3	1	0	4 (4.1)

Note: Since more than one answer was possible the figures do not add up to 100%. *Others include: to encourage sense of responsibility, create homely atmosphere, and generate good faith.

Figure - 4:
Prime Objectives of Producing ER



The table-40 and figure-4 show that 81% respondents think employee report is issued to 'involve employee more in the company', and 72% believe it is for 'encouraging to work hard'.

Table - 41

Relative Importance Of Reasons for Employee Reporting as Perceived by the Private and Public Sector Employees

Reasons	Private sector		Public sector	
	Score	Rank order	Score	Rank order
Trade union demand	6	6	14	5.5
Legal requirements	3	8.5	14	5.5
Employees' demand	10	5	12	7
Prevent high wage demand	3	8.5	3	8
Personnel policy	30	3	25	2
Encourage to work hard	46	2	24	3
Involve employee more	52	1	27	1
Accept management policy	19	4	15	4
Spearman's rank order correlation = .85, n = 8, sigf. P < .01				

The table-41 shows that both the private and public sector employees rated 'involve employee more in the company' as the most important reason for producing employee report. 'Encourage to work hard' is rated second important reason by private sector employees but public sector employees rated 'personnel policy' as the second important reason. The Spearman's rank order correlation is positive and statistically significant, which indicate that rating by private and public sector employees are similar.

Table - 42

Relative Importance of Reasons for Employee Reporting as Perceived by the Lower and Higher Educated Employees

Reasons	Lower educated		Higher educated	
	Score	Rank order	Score	Rank order
Trade union demand	13	6	7	7
Legal requirements	4	7.5	13	5
Employees' demand	14	5	8	6
Prevent high wage demand	4	7.5	2	8
Personnel policy	17	4	38	2
Encourage to work hard	38	1.5	32	3
Involve employee more	38	1.5	41	1
Accept management policy	20	3	14	4
Spearman's rank order correlation = .93, n = 8, sigf. P < .01				

From the table - 42, it is evident that lower level employees rated 'involve employee more' and 'encourage to work hard' as the most important reason, but higher educated employees rated 'involve employee more' as the most important reason for issuing employee report. However, the Spearman's rank order correlation is positive and statistically significant. That is, rating by both the groups are similar.

Table - 43

Relative Importance of Reasons for Employee Reporting as Perceived by the Lower and Higher Experienced Employees

Reasons	Lower experienced		Higher experienced	
	Score	Rank order	Score	Rank order
Trade union demand	8	5.5	12	6
Legal requirements	7	7	10	7
Employees' demand	8	5.5	14	5
Prevent high wage demand	3	8	3	8
Personnel policy	29	3	26	3
Encourage to work hard	35	2	35	2
Involve employee more	40	1	39	1
Accept management policy	13	4	21	4
Spearman's rank order correlation = .99, n = 8, sigf. P < .01				

The table-43 shows that both lower and higher experienced respondents rated 'involve employee more,' 'encourage to work hard' and 'personnel policy' as the first, second and third important reason for issuing employee report. However, the Spearman's rank order correlation is positive and statistically significant. That is, ratings by both the groups are similar.

5.9 Reactions of Respondents on Employee Report Contents

Table - 44

Importance of Information in Employee Report to The Respondents by Their Levels

Levels of employees	Importance of information			Total
	Very important	Little important	Not important	
Workers	22 (52.4)	19 (45.2)	1 (2.4)	42 (43.3)
TU Leaders	9 (39.1)	12 (52.2)	2 (8.7)	23 (23.7)
Managers	25 (78.1)	7 (21.9)	-	32 (33.0)
Total	56 (57.7)	38 (39.2)	3 (3.1)	97 (100.0)
Chi-square = 11.11, DF = 4, Sigf.(at 1%) = N.S.				

From the table - 44, it is evident that 58% of the respondents considered the information provided in the employee report as very important and 38% considered as little important. The difference in responses are not statistically significant.

Table - 45

Importance of Information in Employee Report to The Respondents by Their Education, Experience and Type of Organisation (N=97)

Groups	Importance of information			Chi-square	P
	Very important	Little important	Not important		
Private sector	34 (59.6)	23 (40.4)	-	4.41	N.S.
Public sector	22 (55.0)	15 (37.5)	3 (7.5)		
Lower educated	18 (43.9)	21 (51.2)	2 (4.9)	5.71	N.S.
Higher educated	38 (67.8)	17 (30.4)	1 (1.8)		
Low experience	27 (54.0)	22 (44.0)	1 (2.0)	1.26	N.S.
High experience	29 (61.7)	16 (34.0)	2 (4.3)		

The results in the table - 45 reveal that chi-square values are not statistically significant. That means, the responses of the subjects do not vary significantly according to their education, experience and types of organisations. Most of them found that the information provided in employee report was very important.

Table - 46

Responses on Reliability of Information in Employee Report to The Respondents by Their Levels, Type of Organisation, Education and Experience (N=97)

Groups	Reliability of information		Chi-square	Signific.
	Always true	Seldom true		
Workers	35 (83.3)	7 (16.7)	9.74	P<.01
TU leaders	15 (65.2)	8 (34.8)		
Managers	31 (96.9)	1 (3.1)		
Private sector	54 (94.7)	3 (5.3)	12.66	P<.01
Public sector	27 (67.5)	13 (32.3)		
Lower educated	36 (87.8)	5 (12.2)	.95	N.S.
Higher educated	45 (80.4)	11 (19.6)		
Low experienced	45 (90.0)	5 (10.0)	3.16	N.S.
High experienced	36 (76.6)	11 (23.4)		
Total	81 (83.5)	16 (16.5)		

It is evident from the table-46 that 83% respondents found information in the report always true and 17% found seldom true. It is also evident that 97% managers and 65% TU leaders found information always true, 95% private sector but 67% public sector employees found information always true. There is no significant difference in responses of subjects according to education and experience.

Table - 47

Respondents' Satisfaction With the Contents of Employee Report According to their Levels, Education, Experience and Type of Organisation (N=97)

Groups	Satisfaction with information		Chi-square	Signific.
	Satisfied	Not satisfied		
Workers	19 (45.2)	23 (54.8)	17.04	P < .01
TU Leaders	3 (13.0)	20 (87.0)		
Managers	2 (6.2)	30 (93.8)		
Private sector	10 (17.5)	47(82.5)	3.8	N.S.
Public sector	14 (35.0)	26 (65.0)		
Lower educated	13 (31.7)	28 (68.3)	1.85	N.S.
Higher educated	11 (19.6)	45 (80.4)		
Lower experienced	8 (16.0)	42 (84.0)	4.23	N.S.
Higher experienced	16 (34.0)	31 (66.0)		
Total	24 (24.7)	73 (75.3)		

From the table it is evident that 75% respondents are not satisfied with the contents of employee report. They demanded more operational and financial information. It is also evident that there is no significant difference in responses by education, experience and type of organisation. Among the three levels of employees workers are satisfied in higher rate (35%) and managers are in lower rate (6%).

Table - 48

Understanding of Information in Employee Report by Users (N=97)

Understand information	Frequency	Percent
Fully	73	75.3
Partially	24	24.7
Not at all	0	0
Undecided	0	0
Total	97	100.0

The table shows that 75% respondents understand information in the employee report fully and 25% understand partially.

Table - 49

Understanding of information in the Employee Report by the Respondents According to Their Level, Type of Organisation, Education and Experience (N=97)

Groups of respondents	Understand information		Chi-square	Sigfic.
	Fully	Partially		
Workers	30 (71.4)	12 (28.6)	4.20	N.S.
TU Leaders	21 (91.3)	2 (8.7)		
Managers	22 (68.8)	10 (31.3)		
Private sector	50 (87.7)	7 (12.3)	11.53	P < .01
Public sector	23 (57.5)	17 (42.5)		
Lower educated	36 (87.8)	5 (12.2)	6.0	N.S.
Higher educated	37 (66.1)	19 (33.9)		
Lower experienced	42 (84.0)	8 (16.0)	4.23	N.S.
Higher experienced	31 (66.0)	16 (34.0)		

The table shows that three of the four chi-square values are not significant, which means that irrespective of level, education and experience respondents (66%-91%) understand information fully. Public sector employees in a lower rate (57.5%) fully understand than those of private sectors' (87.7%).

5.10 Respondents Perception on Claimed Disadvantages of Employee Reporting

Table - 50

Respondents' Perception on Claimed Disadvantages of Employee Reporting(N=210)

Employee reporting will cause	Employees' responses		
	Yes	No	Undecided
Excessive costs	16 (7.6)	183 (87.1)	11 (5.2)
Waste of employee time	13 (6.2)	191 (91.0)	6 (2.9)
Misunderstanding of information	9 (4.3)	193 (91.9)	8 (3.8)
Data leakage to competitors	8 (3.8)	191 (91.0)	11 (5.2)

Table - 50 shows that 87% - 92% respondents believe that employee reporting will not cause excessive costs, waste of employee time, misunderstanding and information leakage to competitors.

Table - 51

Respondents Perception on Claimed Disadvantages of Employee Reporting by Their Levels

Employee reporting will cause	Workers			TU Leaders			Managers			Chi- square	P
	Yes	No	Undecided	Yes	No	Undecided	Yes	No	Undecided		
Excessive costs	10(10.0)	87(87.0)	3 (3.0)	4(8.0)	44(88.0)	2 (4.0)	2(3.3)	52(86.7)	6(10.0)	5.87	N.S.
Misunderstanding of infor.	5(5.0)	94(94.0)	1(1.0)	5(10.0)	42(84.0)	3 (6.0)	3 (5.0)	55(91.7)	2 (3.3)	4.72	N.S.
Waste of employee time	4(4.0)	93(93.0)	3 (3.0)	3(6.0)	44(88.0)	3 (6.0)	2(3.3)	56(93.4)	2 (3.3.0)	1.33	N.S.
Data leakage to competitor	4(4.4)	93(93.0)	3 (3.0)	3(6.0)	43(86.0)	4 (8.0)	1(1.7)	55(91.7)	4 (6.7)	3.46	N.S.

The table -51 shows that chi-square values are not significant. That is, there is no significant difference between the responses by the subjects according to their levels. Most of the respondents perceive that employee reporting will not cause excessive costs, waste of employee time, misunderstanding and information leakage to competitors

Table - 52

Respondents' Perception on Claimed Disadvantages of Employee Reporting by Types of Organisations (N=210)

Employee reporting will cause	Private sector			Public sector			Chi-square	P
	Yes	No	Undecided	Yes	No	Undecided		
Excessive costs	8 (6.2)	144 (88.4)	7 (5.4)	8 (9.9)	69 (85.2)	4 (4.9)	.94	N.S.
Misunderstanding of information	7 (5.4)	119 (92.2)	3 (2.3)	6 (7.4)	72 (88.9)	3 (3.7)	.69	N.S.
Waste of employee time	8 (6.2)	118 (91.5)	3 (2.3)	1 (1.2)	75 (92.6)	5 (6.2)	4.80	N.S.
Information leakage to competitors	5 (3.9)	119 (92.2)	5 (3.9)	3 (3.7)	72 (88.9)	6 (7.4)	1.21	N.S.

Table - 53

Respondents' Perception on Claimed Disadvantages of Employee Reporting by Receiver and Non-receiver of ER (N=210)

Employee reporting will cause	Receiver of ER			Non-receiver of ER			Chi-square	P
	Yes	No	Undecided	Yes	No	Undecided		
Excessive costs	6 (6.2)	87 (89.7)	4 (4.1)	10 (8.8)	96 (85.0)	7 (6.2)	1.05	N.S.
Misunderstanding of information	4 (4.1)	91 (93.8)	2 (2.1)	9 (8.0)	100 (88.5)	4 (3.5)	1.81	N.S.
Waste of employee time	2 (2.1)	92 (94.8)	3 (3.1)	7 (6.2)	101 (89.4)	5 (4.4)	2.49	N.S.
Data leakage to competitors	1 (1.0)	9 (93.8)	5 (5.2)	7 (6.2)	100 (88.5)	6 (5.3)	3.82	N.S.

Table - 54

Respondents' Perception on Claimed Disadvantages of Employee Reporting by Their Education (N=210)

Employee reporting will cause	Lower educated			Higher educated			Chi-square	P
	Yes	No	Undecided	Yes	No	Undecided		
Excessive costs	7 (7.3)	88 (91.7)	1 (1.0)	9 (7.9)	95 (83.3)	10 (8.8)	6.39	N.S.
Misunderstanding of information	7 (7.3)	89 (92.7)	-	6 (5.3)	102 (89.5)	6 (5.3)	5.46	N.S.
Waste of employee time	5 (5.2)	90 (93.8)	1 (1.0)	4 (3.5)	103 (90.4)	7 (6.1)	3.97	N.S.
Information leakage to competitors	4 (4.2)	90 (93.8)	2 (2.1)	4 (3.5)	101 (88.6)	9 (7.9)	3.57	N.S.

Table - 54 shows that chi-square values are not significant, which indicate that there is no significant difference between the responses of lower and higher educated subjects. That is, irrespective of education respondents perceive that employee reporting will not cause excessive costs, misunderstanding of information, waste of employee time and information leakage to competitors.

Table - 55

Respondents' Perception on Claimed Disadvantages of Employee Reporting by Their Experience (N=210)

Employee reporting will cause	Lower experienced			Higher experienced			Chi-square	P
	Yes	No	Undecided	Yes	No	Undecided		
Excessive costs	9 (9.0)	88 (88.0)	3 (3.0)	7 (6.4)	95 (86.4)	8 (7.3)	2.32	N.S.
Misunderstanding of information	6 (6.0)	92 (92.0)	2 (2.0)	7 (6.4)	99 (90.0)	4 (3.6)	.53	N.S.
Waste of employee time	5 (5.0)	93 (93.0)	2 (2.0)	4 (3.6)	100 (90.9)	6 (5.5)	1.89	N.S.
Information leakage to competitors	6 (6.0)	90 (90.0)	4 (4.0)	2 (1.8)	101 (91.8)	7 (6.4)	2.98	N.S.

Table - 55 shows that chi-square values are not significant, which indicate that there is no significant difference between the responses of lower and higher experienced subjects. That is, irrespective of education respondents perceive that employee reporting will not cause excessive costs, misunderstanding of information, waste of employee time and information leakage to competitors.

5.11 Distribution of Employee reports: Employees' Preference

Table - 56

Responses on Distribution of Employee Reports at a Special Meeting According to Levels, Education, Experience and Type of Organisation of the Subjects

Groups of employees	Distribution at a special meeting			Chi-square	Signifi.
	Yes	No	Undecided		
Workers	77 (77.0)	23 (23.0)	-	21.50	P < .01
TU leaders	27 (54.0)	23 (46.0)	-		
Mangers	35 (58.3)	20 (33.3)	5 (8.4)		
Private sector	79 (61.2)	46 (35.7)	4 (3.1)	3.87	N.S.
Public sector	60 (74.1)	20 (24.7)	1 (1.2)		
Lower educated	65 (67.7)	31 (32.3)	-	4.31	N.S.
Higher educated	74 (64.9)	35 (30.7)	5 (4.4)		
Low experienced	67 (67.0)	29 (29.0)	4 (4.0)	2.45	N.S.
High experienced	72 (65.5)	37 (33.6)	1 (.9)		
Receive ER	58 (59.8)	38 (39.2)	1 (1.0)	5.94	N.S.
Do not receive ER	81 (71.7)	28 (24.8)	4 (3.5)		
Total	139 (66.2)	66 (31.4)	5 (2.4)		

Table - 56 shows that 66% respondents feel that distribution of employee report at a special meeting would be effective. Insignificant chi-squares indicate that subjects of different groups responded in a similar manner.

5.12 Results Relating to Inter Correlation, ANOVA, Mean Difference and Stepwise Multiple Regression of Some Variables

Table - 57

Inter Correlation Between Some Variables (Age, Experience, Education, Employee Reporting and Job Satisfaction) (N=210)

Variables	1	2	3	4	5
1. Age	1.00				
2. Experience	.81 P< .01	1.00			
3. Education	.01 N.S.	-.20 P< .01	1.00		
4. Employee report	-.16 P<.05	-.13 P< .05	.23 P<.01	1.00	
5. Job satisfaction	-.15 P<.05	-.15 P<.05	.19 P<.01	.40 P<.01	1.00

N.S. = Not significant. Two tailed test at 5%.

An observation of the table - 57 reveals the following relationship:

- (1) There is significant positive correlation between age and experience, and significant negative correlation between age and employee report and age and job satisfaction.
- (2) There is significant negative correlation between experience and education, experience and employee reporting and experience and job satisfaction.
- (3) There is significant positive correlation between education and employee report and education and job satisfaction.
- (4) There is significant positive correlation between employee report and job satisfaction.

Table - 58

Inter Correlation Among Some Variables of Private Sector Employees (N-129)

Variables	1	2	3	4	5
1. Age	1.00				
2. Experience	.72 P< .01	1.00			
3. Education	.06 N.S.	-.26 P<.01	1.00		
4. Employee report	-.15 N.S.	-.16 N.S.	.25 P<.01	1.00	
5. Job satisfaction	-.20 N.S.	-.21 P<.05	.09 N.S.	.39 P<.01	1.00

N.S. = Not significant. Two tailed test at 5%.

An observation of the table - 58 reveals the following relationship:

- (1) There is significant positive correlation between age and experience.
- (2) There exists significant negative correlation between experience and education and experience and job satisfaction.
- (3) There is significant positive correlation between education and employee report.
- (4) There is significant positive correlation between employee report and job satisfaction.

Table - 59

Inter Correlation Among Some Variables of Public Sector Employees (N -81)

Variables	1	2	3	4	5
1. Age	1.00				
2. Experience	.92 P< .01	1.00			
3. Education	-.26 P<.05	-.27 P<.05	1.00		
4. Employee report	-.22 P<.05	-.15 N.S.	.19 N.S.	1.00	
5. Job satisfaction	-.18 N.S.	-.21 N.S.	.38 P<.01	.42 P<.01	1.00

N.S. Not significant. Two tailed test at 5%.

An observation of the table - 59 reveals the following relationship:

- (1) There exists a significant positive correlation between age and experience and significant negative correlation between age and education and age and employee report.
- (2) There exists a significant negative correlation between experience and education.
- (3) There is a significant positive correlation between education and job satisfaction.
- (4) There is a significant positive correlation between employee report and job satisfaction.

Table - 60

Two-way ANOVA For Job Satisfaction According to Employee Report and Levels of Employees (N=210)

Sources of variation	Sum of squares	D.F.	Mean square	F	P
Main effects					
Levels of employees	45.512	2	22.756	23.648	P<.01
Employee report	43.324	1	43.324	45.022	P<.01
2-way interactions	.551	2	.276	.286	N.S.
Residual	196.308	204	.960	-	-
Total	285.695	209	1.367	-	-

It is evident from the table-60 that though 2-way interactions are not significant, both the main effects (Levels of employees and employee report) were significant. The significant results suggest that subjects' perception on job satisfaction differed according to levels on the one hand and employee report on the other.

Table - 61

Cell Means (including rows and columns) for the ANOVA Presented in table-60

Levels of employees	Employee report		Total
	Do not receive	Receive	
Workers	3.47 (58)	4.38 (42)	3.85 (100)
TU Leaders	2.41 (27)	3.48 (23)	2.90 (50)
Managers	3.71 (28)	4.50 (32)	4.13 (60)
Total	3.27 (113)	4.21 (97)	3.70 (210)

It is observed from the above table that the subjects receiving employee report have higher job satisfaction than those who do not receive such report. Among three levels, managers have higher job satisfaction than workers and leaders. Trade union leaders have lowest job satisfaction.

Table - 62

Two-way ANOVA For Job Satisfaction According to Employee Report and Type of Organisation (N=210)

Sources of variation	Sum of squares	D.F.	Mean square	F'	P
Main effects					
Types of companies	7.190	1	7.190	6.32	P<.05
Employees report	43.622	1	43.622	38.31	P<.01
2-way interactions	.344	1	.344	.303	N.S.
Residual	234.539	206	1.139	-	-
Total	285.695	209	1.367	-	-

An examination of the table-62 reveals that though 2-way interaction was not significant, both the main effects (type of company and employee report) were significant. The significant results suggest that subjects' perception on job satisfaction differed according to type of company on the one hand and employee report on the other. The results also suggest that type of company and employee report individually produce significant difference in job satisfaction of the respondents.

Table - 63

Cell Means (including rows and columns) for the ANOVA Presented in the Table-62

Types of organisations	Employee report		Total
	Receive	Do not receive	
Private sector	4.11 (57)	3.13 (72)	3.56 (129)
Public sector	4.35 (40)	3.54 (41)	3.94 (81)
Total	4.21 (97)	3.27 (113)	3.70 (210)

It is observed from the above table that the subjects receiving employee report have higher job satisfaction than those who do not receive such report. Public sector employees have higher job satisfaction than that of private sector employees. Further analysis reveals that public sector employees receiving employee reports have highest satisfaction than any other groups.

Table - 64

Two-way ANOVA For Job Satisfaction According to Types of Organisations and Levels of Employees (N=210)

Sources of variation	Sum of squares	D.F.	Mean square	F	P
Main effects					
Levels of employees	45.512	2	22.756	22.49	P<.01
Types of companies	5.470	1	5.470	5.41	P<.05
2-way interactions	28.261	2	14.131	13.96	P<.01
Residual	206.452	204	1.012	-	-
Total	285.695	209	1.367	-	-

It is evident from the table-64 that F - ratio for 2-way interactions and the main effects of levels of employees and types of organisations were statistically significant. The significant results suggest that subjects' perception on job satisfaction differed according to their levels on the one hand and types of organisations on the other. The results also suggest that types of companies and levels of employees individually and by interactions produce significant difference in job satisfaction.

Table - 65

Cell Means (including rows and columns) for the ANOVA Presented in Table-64

Levels of employees	Types of companies		Total
	Private	Public	
Workers	3.95 (56)	3.73 (44)	3.85 (100)
TU Leaders	2.35 (34)	4.06 (16)	2.90 (50)
Managers	4.05 (39)	4.29 (21)	4.13 (60)
Total	3.56 (129)	3.94 (81)	3.70 (210)

It is observed from the above table that among the subjects, managers of public sector have highest job satisfaction. Trade union leaders of private sector have lowest job satisfaction.

Table - 66

Mean Difference of Job Satisfaction According to Some Personal Factors (Age, Experience, Education and Sex) (N=210)

Groups	Number	Mean	S.D.	t-ratio	D.F.	P
Lower age	52	4.0	.84	2.12	208	P<.05
Higher age	158	3.6	1.25			
Low experience	100	3.84	1.01	1.60	208	N.S.
High experience	110	3.58	1.30			
Lower educated	96	3.45	1.27	-2.98	208	P<.01
Higher educated	114	3.92	1.03			
Male	197	3.68	1.19	-1.19	208	N.S.
Female	13	4.08	.64			

It is observed from the table that two out of four t-ratios are significant, the other two are not significant. Sex and experience have no significant impact on job satisfaction of the subjects. On the other hand age and education have significant impact on job satisfaction. Further analysis reveals that the subjects with low age are more satisfied than those of higher age, and high educated employees are more satisfied than low educated ones.

Table - 67

Mean Difference of Job Satisfaction According to Types of Organisations, Employee Report and Rank (N=210)

Groups	Number	Mean	S.D.	t-ratio	D.F.	P
Private sector	129	3.56	1.26	-2.32	208	P<.05
Public sector	81	3.94	.98			
Receive ER	97	4.21	1.03	6.26	208	P<.01
Do not receive	113	3.27	1.11			
Non-managers	150	3.53	1.23	-3.45	208	P<.01
Managers	60	4.13	.87			

The result in table 67 shows that three t ratios are significant, which means, public sector employees, receiver of ER and managers have higher job satisfaction than their counterparts.

Table - 68

Matrix Showing Bivariate Correlation between Some Selected Independent Variables (Age, Experience, Education, Type of company and Employee Report) and One Dependent Variable: Employee Job Satisfaction (N=210)

Variables	1	2	3	4	5
1. Age	1.00				
2. Experience	.81 P<.01	1.00			
3. Education	.01 N.S.	-.20 P<.01	1.00		
4. Employee report	-.16 P<.05	-.13 P<.05	.23 P<.01	1.00	
5. Type of company	.23 P<.01	.28 P<.01	.18 P<.01	.05 N.S.	1.00
6. Job satisfaction	-.15 P<.05	-.15 P<.05	.19 P<.01	.40 P<.01	.16 P<.01

N.S. = Not significant. Two tailed test at 5%. In case of sample size more than 30 t value is compared with table value of Z for the test of significance.

The analysis (table-68) shows that all the variables selected are significantly correlated with employees' job satisfaction and are relevant for explaining variation. It may be noted that the magnitude of relationship between job satisfaction and other variables is not uniform and ranges widely between -.15 (lowest) to .40 (highest). Of all the pairs of variables employee report and job satisfaction have highest correlation (.40). The table further reveals that job satisfaction has significant positive correlation with education and type of company (.19 & .16) and negative correlation with age and experience (-.15) .

Table.- 69

Summary of Step Wise Multiple Regression

(Dependent variable: Employees' Job Satisfaction)

Variation in the equation	Multiple R	R Square	F Equation	Signif. F	Beta
1. Employee report	.398	.159	39.22	P<.01	.398
2. Type of company	.422	.178	22.39	P<.01	.139
3. Experience	.446	.199	17.06	P<.01	-.153

The results show that three of independent variables were entered in the equation and the order of the inclusion was: employee report, type of company and experience. As each additional variable was entered, the multiple R and R^2 increased. This indicates that employee report, type of company and experience were the best set of predictors of job satisfaction having combined contribution of about 20 percent. Allowing one of the independent variables to operate while controlling the other variables in the equation, it was found that employee report has the highest contribution to job satisfaction (Beta = .398) followed by type of company (Beta = .139) and experience have a negative contribution (Beta = -.153). The individual contribution of these variables was, however, statistically significant.