

CHAPTER 6

SURVEY RESULTS: COMPANY POINT OF VIEW

Responses of the selected companies collected for the study were analysed and presented in this chapter. For comparison of different aspects respondent companies were grouped according to type of organisation (private and public), size of the company (small and large: in terms of number of employees) and employee report (producer and non-producer).

The results are presented according to the sequence of questions designed in the questionnaire such as companies' views on information disclosure to employees, types of information to be disclosed, methods to be followed, impact of employee reporting, legal provisions required for employee reporting, copy of annual report and employees' information needs, present practices of employee reporting, reasons for non-issuing and issuing of employee reports, types of report, distribution system, reactions on employee report, and employee reporting and firm performance, employee turnover, industrial disputes and others.

6.1 Respondent Companies' Views on Information Disclosure to Employees and Types of Information

Table - 70

Company Respondents' Intention to Disclose Information to Employees According to Types, Sizes and Employee Report (N=60)

Groups	Information to be given to employees		Chi- square	P
	Yes	No		
Private sector	39 (97.5)	1 (2.5)	.26	N.S.
Public sector	19 (95.0)	1 (5.0)		
Small company	39 (97.5)	1 (2.5)	.26	N.S.
Large company	19 (95.0)	1 (5.0)		
Producer of ER	30 (100.0)	0	2.07	N.S.
Non-producer	28 (93.3)	2 (6.7)		
Total	58 (96.7)	2 (3.3)		

It is evident from the table-70 that 97% respondents intend that information should be given to the employees. Only 3% respondents are against the disclosure to employees. The companies against disclosure to employees argued that it will create management problems. It is also evident that chi-square values are not significant, that is, the responses by the subjects are significantly associated.

Table - 71

Types of Information Should be Given to Employees

SL.	Items of Information	Frequency	Percent
1	Achievements of the company	22	36.7
2	Production details	20	33.3
3	Market condition	19	31.7
4	Profits and loss	18	30.0
5	Performance	17	28.3
6	Work instruction	16	26.7
7	Future plans	15	25.0
8	Financial information	14	23.3
9	Business goals and objectives	13	21.6
10	Recreational activities	12	20.0
11	Personnel/Manpower details	11	18.3
12	Pay and benefits	10	16.7
13	New product/service development	9	15.0
14	Sales	8	13.3
15	Future changes	7	11.7
16	Company policies	7	11.7
17	Functions and processes	7	11.7
18	Welfare activities for the employees	6	10.0
19	Productivity	6	10.0
20	Company mission and philosophy	5	8.3
21	Growth of the company	5	8.3
22	Working condition	5	8.3
23	Personnel policy	5	8.3
24	Strategies in changing environment	4	6.7
25	Changes in policies	4	6.7
26	Future prospects	4	6.7
27	Promotion prospect and incentives	4	6.7
28	Environmental changes	3	5.0

29	Quality parameter and customer satisfaction	3	5.0
30	Comparative information of other company	3	5.0
31	Training and development program	3	5.0
32	Employees contribution to the results	2	3.3
33	Causes of low performance	2	3.3
34	Employee right and duties	2	3.3
35	Individual employees target	2	3.3
36	Competitors position	2	3.3
37	Disciplinary measures	2	3.3
38	Balance sheet	2	3.3
39	Technology adopted	2	3.3
40	Latest administrative decisions	2	3.3
41	Grievance handling procedure	2	3.3
42	Social involvement of the company	2	3.3
43	Costs of inputs and outputs	2	3.3
44	Areas of wastage	2	3.3
45	Safety of life and equipment	2	3.3
46	Budget variances	2	3.3
47	Sources and uses of funds	2	3.3
48	Modernization and expansion	1	1.7
49	Maintenance	1	1.7
50	Expectations from the employees	1	1.7

Note: 1) Some other information items excluded from the table. 2) Since more than one items mentioned by the respondents, the figures do not add up to 100%.

6.2 Methods of Reporting to Employees

Table - 72

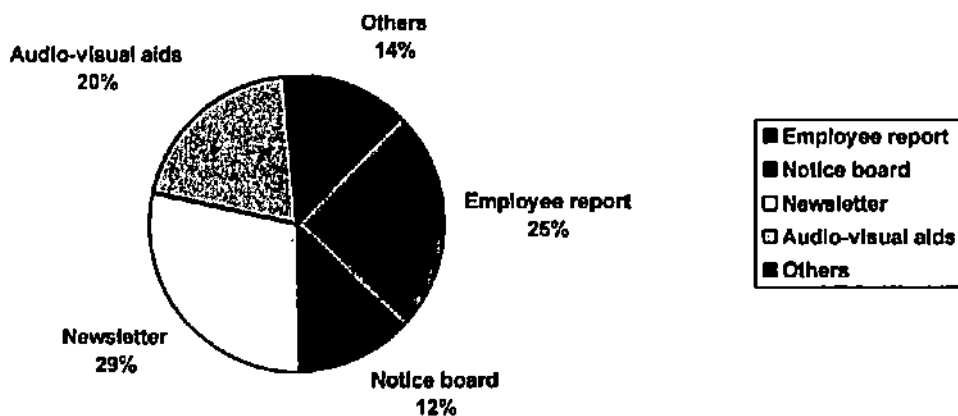
Methods Should be Used for Disclosing Information to Employees

Methods	Frequency	Percent
Employee report	32	24.8
Notice board	16	12.4
Newsletter	37	28.7
Audio-visual aids	26	20.2
Others	18	14.0

Note: Respondents were allowed to choose more than one answer. Others include: Letters, meetings, oral communication, training program and circulars.

Figure - 5:

Methods of Reporting to be Used as Perceived by The Respondent Companies



The table-72 and figure-5 show that most of the respondents (28.7%) prefer newsletter as important method of reporting information to employees. The other methods preferred according to importance were employee report, audio-visual aids, others and notice board. It is also notable that most of them mentioned no single method is sufficient and according to them combination of methods should be used.

Table - 73

Relative Importance of Methods of Reporting As Perceived by Private and Public Sector Companies (N=60)

Methods	Private sector		Public sector	
	Score	Rank order	Score	Rank order
Employee report	24	2	8	3.5
Notice board	8	5	8	3.5
Newsletter	25	1	12	1
Audio-visual aids	16	3	10	2
Others	11	4	7	5
Spearman's rank order correlation: .675, N.S.				

It is observed from the table that both private and public sector companies rated newsletter as the most important method of reporting information to employees. Private sector companies rated employee report as the second important method but public sector companies prefer audio-visual aids as the second important method. The Spearman's rank order correlation is not significant, which means that the ratings by the subjects are not significantly correlated.

Table - 74

Relative Importance of Methods of Reporting As perceived by Producer and Non-producer of Employee report (N=60)

Methods	Producer of ER		Non-producer of ER	
	Score	Rank order	Score	Rank order
Employee report	16	2	16	1
Notice board	9	5	7	5
Newsletter	23	1	14	2
Audio-visual aids	15	3	11	3
Others	10	4	8	4
Spearman's rank order correlation = .90, $P < .05$				

It is observed from the table that respondents producing employee report rated newsletter but non-producer rated employee report as the most important method of reporting to employees. Second important method to producer companies was employee report but newsletter to non-producer companies. Both the groups rated audio-visual aids as the third important method. The Spearman's rank order correlation is significant, which means that the ratings by the subjects are significantly correlated.

6.3 Respondents' Perception on Impact of Employee Reporting

Table - 75

Impact of Employee Reporting on Employee Motivation, Industrial Relations, Productivity, Employee Commitment, Job Satisfaction and Cost Consciousness as Perceived by Respondent Companies (N=60)

Employee reporting	Responses of the subjects	
	Yes (%)	No (%)
will improve		
Employee motivation	58 (96.7)	2 (3.3)
Industrial relations	55 (91.7)	5 (8.3)
Productivity	55 (91.7)	5 (8.3)
Employee commitment	54 (90.0)	6 (10.0)
Job satisfaction	52 (86.7)	8 (13.3)
Cost consciousness	56 (93.3)	4 (6.7)
Others*	6 (10.0)	0

*Others include: Sense of belonging, quality consciousness and ability to deal with clients.

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 - 76

Impact of Employee Reporting on Employee Turnover, Absenteeism, Grievance, Resistance to Change, Industrial Disputes and Others as Perceived by Respondent Companies (N=60)

Employee reporting will . reduce	Responses of the subjects	
	Yes (%)	No (%)
Employee turnover	35 (58.3)	25 (41.7)
Absenteeism	47 (78.3)	13 (21.7)
Grievance	51 (85.0)	9 (15.0)
Resistance to change	54 (90.0)	6 (10.0)
Industrial disputes	50 (83.3)	10 (16.7)
Others*	5(8.3)	0

*Others include: Costs, irresponsibility and dissatisfaction.

From the 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 - 77

Responses on Impact of Employee Reporting on Employee Motivation, Industrial Relations, Productivity, Employee Commitment, Job Satisfaction and Cost Consciousness as Perceived by Private and Public Sector Companies (N=60)

Employee reporting will improve	Private sector		Public sector		Chi- square	P
	Yes	No	Yes	No		
Employee motivation	39 (97.5)	1 (2.5)	19 (95.0)	1 (5.0)	.26	N.S.
Industrial relations	36 (90.0)	4 (10.0)	19 (95.0)	1 (5.0)	.44	N.S.
Productivity	37 (92.5)	3 (7.5)	18 (90.0)	2 (10.0)	.11	N.S.
Employee commitment	35 (87.5)	5 (12.5)	19 (95.0)	1 (5.0)	.83	N.S.
Job satisfaction	35 (87.5)	5 (12.5)	17 (85.0)	3 (15.0)	.07	N.S.
Cost consciousness	38 (95.0)	2 (5.0)	18 (90.0)	2 (10.0)	.54	N.S.

Chi-square values were calculated to see the association between the responses by private and public sector companies on impact of employee reporting, the result shows that none of the chi-square values are significant. That is, there is no significant difference between the responses of the subjects of private and public sector. In other words, irrespective of types of organisations respondents perceive that employee reporting improves employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 78

Responses on Impact of Employee Reporting on Employee Motivation, Industrial Relations, Productivity, Employee Commitment, Job Satisfaction and Cost Consciousness as Perceived by Small and Large Companies (N=60)

Employee reporting will improve	Small companies		Large companies		Chi-square	P
	Yes	No	Yes	No		
Employee motivation	39 (97.5)	1 (2.5)	19 (95.0)	1 (5.0)	.26	N.S.
Industrial relations	37 (92.5)	3 (7.5)	18 (90.0)	2 (10.0)	.11	N.S.
Productivity	36 (90.0)	4 (10.0)	19 (95.0)	1 (5.0)	.44	N.S.
Employee commitment	35 (87.5)	5 (12.5)	19 (95.0)	1 (5.0)	.83	N.S.
Job satisfaction	35 (87.5)	5 (12.5)	17 (85.0)	3 (15.0)	.07	N.S.
Cost consciousness	39 (97.5)	1 (2.5)	17 (85.0)	3 (15.0)	3.35	N.S.

Chi-square values were calculated to see the associations between the responses by small and large companies on impact of employee reporting, the result shows that none of the chi-square values are significant. That is, companies of small and large in sizes perceive that employee reporting will improve employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 79

Impact of Employee Reporting on Employee Motivation, Industrial Relations, Productivity, Employee Commitment, Job Satisfaction and Cost Consciousness by ER Producer and Non-producer Companies (N=60)

Employee reporting will improve	Producer of ER		Non-producer of ER		Chi- square	P
	Yes	No	Yes	No		
Employee motivation	30 (100.0)	0	28 (93.3)	2 (6.7)	2.07	N.S.
Industrial relations	28 (93.3)	2 (6.7)	27 (90.0)	3 (10.0)	.22	N.S.
Productivity	28 (93.3)	2 (6.7)	27 (90.0)	3 (10.0)	.22	N.S.
Employee commitment	28 (93.3)	2 (6.7)	26 (86.7)	4 (13.3)	.74	N.S.
Job satisfaction	28 (93.3)	2 (6.7)	24 (80.0)	6 (20.0)	2.31	N.S.
Cost consciousness	28 (93.3)	2 (6.7)	28 (93.3)	2 (6.7)	.001	N.S.

Chi-square values were calculated to see the associations between the responses by subjects of producer and non-producer of employee report on impact of employee reporting, the result shows that none of the chi-square values are significant. That is, there is no significant difference between the responses of the subjects of producer and non-producer of employee report. In other words, producer and non-producer of ER perceive that employee reporting improves employee motivation, industrial relation, productivity, employee commitment, job satisfaction and cost consciousness.

Table - 80

Impact of Employee Reporting on Employee Turnover, Absenteeism, Grievance, Resistance to Change and Industrial Disputes by Types of Companies (N=60)

Employee reporting will reduce	Private sector		Public sector		Chi-square	P
	Yes	No	Yes	No		
Employee turnover	23 (57.5)	17 (42.5)	12 (60.0)	8 (40.0)	.03	N.S.
Absenteeism	32 (80.0)	8 (20.0)	15 (75.0)	5 (25.0)	.20	N.S.
Grievance	34 (85.0)	6 (15.0)	17 (85.0)	3 (15.0)	.001	N.S.
Resistance to change	38 (95.0)	2 (5.0)	16 (80.0)	4 (20.0)	3.11	N.S.
Industrial disputes	33 (82.5)	7 (17.5)	17 (85.0)	3 (15.0)	.06	N.S.

Chi-square values were calculated to see the associations between the responses by private and public sector companies on impact of employee reporting, the result shows that none of the chi-square values were significant, which means, there is no significant difference between the responses of the subjects of private and public sector. That is, irrespective of types of organisations respondents perceive that employee reporting will reduce employee turnover, absenteeism, grievance, resistance to change and industrial disputes.

Table - 81

Impact of Employee Reporting on Employee Turnover, Absenteeism, Grievance, Resistance to Change and Industrial Disputes as Perceived by Small and Large Companies (N=60)

Employee reporting will reduce	Small companies		Large companies		Chi- square	P
	Yes	No	Yes	No		
Employee turnover	23 (57.5)	17 (42.5)	12 (60.0)	8 (40.0)	.03	N.S.
Absenteeism	31 (77.5)	9 (22.5)	16 (80.0)	4 (20.0)	.05	N.S.
Grievance	34 (85.0)	6 (15.0)	17 (85.0)	3 (15.0)	.001	N.S.
Resistance to change	38 (95.0)	2 (5.0)	16 (80.0)	4 (20.0)	3.11	N.S.
Industrial disputes	33 (82.5)	7 (17.5)	17 (85.0)	3 (15.0)	.06	N.S.

Chi-square values were calculated to see the associations between the responses by small and large companies on impact of employee reporting, the result shows that none of the chi-square values are significant. That is, there is no significant difference between the responses of the subjects of small and large in size. In other words, both small and large companies perceive that employee reporting will reduce employee turnover, absenteeism, grievance, resistance to change and industrial disputes.

Table - 82

Impact of Employee Reporting on Employee Turnover, Absenteeism, Grievance, Resistance to Change and Industrial Disputes by Producer and Non-producer of ER (N=60)

Employee reporting will reduce:	Producer of ER		Non-producer of ER		Chi-square	P
	Yes	No	Yes	No		
Employee turnover	18 (60.0)	12 (40.0)	17 (56.7)	13 (43.3)	.10	N.S.
Absenteeism	23 (76.7)	7 (23.3)	24 (80.0)	6 (20.0)	.10	N.S.
Grievance	25 (83.3)	5 (16.7)	26 (86.7)	4 (13.3)	.13	N.S.
Resistance to change	26 (86.7)	4 (13.3)	28 (93.3)	2 (6.7)	.74	N.S.
Industrial disputes	24 (80.0)	6 (20.0)	26 (86.7)	4 (13.3)	.48	N.S.

Chi-square values were calculated to see the association between the responses by producer and non-producer of employee report on impact of employee reporting, the result shows that none of the chi-square values is significant. That is, there is no significant difference between the responses of the subjects of producer and non-producer of employee report. In other words, both producer and non-producer of ER perceive that employee reporting will reduce employee turnover, absenteeism, grievance, resistance to change and industrial disputes.

6.4 Legal Provisions For Employee Reporting

Table - 83

Companies' Views on Legislative Provisions Required for Employee Reporting

Legal provisions required	Frequency	Percent
Yes	34	56.7
No	26	43.3
Total	60	100.0

From table-83 it is evident that 57% respondents perceived, legislative provisions are required for employee reporting. On the other hand, 43% believe that legislative provisions are not required.

Table - 84

Responses on Legal Provisions Required for Employee Reporting According to Subjects' Types, Sizes and Employee Reports (N=60)

Groups	Legislative provisions		Chi-square	P
	Required	Not required		
Private sector	22 (55.0)	18 (45.0)	.14	N.S.
Public sector	12 (60.0)	8 (40.0)		
Small companies	26 (65.0)	14 (35.0)	3.39	N.S.
Large companies	8 (40.0)	12 (60.0)		
Producer of ER	17 (56.7)	13 (43.3)	.001	N.S.
Non-producer of ER	17 (56.7)	13 (43.3)		

The results reveal that majority of respondent companies are in favour of legal provisions for employee reporting. Only exception is that 60% of the large companies perceived that legal provisions are not required.

6.5 Annual Report and Employees' Information needs

Table - 85

Companies Providing Copy of Annual Report to Employees According to Types, Sizes and Employee Report (N=60)

Groups	Copy of annual report to employees		Chi-square	P
	Provide	Do not provide		
Private sector	9 (22.5)	31 (77.5)	.40	N.S.
Public sector	6 (30.0)	14 (70.0)		
Small companies	11 (27.5)	29 (72.5)	.40	N.S.
Large companies	4 (20.0)	16 (80.0)		
Producer of ER	9 (30.0)	21 (70.0)	.80	N.S.
Non-producer of ER	6 (20.0)	24 (80.0)		
Total	15 (25.0)	45 (75.0)		

It is evident from the table that only 25% respondent companies provide copy of annual report to the employees. According to Indian companies Act 1956 companies are legally liable to provide copy of annual report to shareholders only. In some companies employees are also shareholders and only a few companies provide annual report to employees voluntarily.

Table- 86

Responses on Whether Annual Reports Satisfy Employees' Information Needs (N=15)

Groups	Annual reports		Chi-square	P
	Satisfy	Do not satisfy		
Private sector	2 (22.2)	7 (77.8)	.23	N.S.
Public sector	2 (33.3)	4 (66.7)		
Small company	3 (27.3)	8 (72.7)	.01	N.S.
Large company	1 (25.0)	3 (75.0)		
Producer of ER	2 (22.2)	7 (77.8)	.23	N.S.
Non-producer of ER	2 (33.3)	4 (66.7)		
Total	4 (26.6)	11 (73.4)		

The table shows that out of 15 respondent companies providing copy of annual report to employees 11 feel that annual report will not satisfy information needs of the employees. The insignificant chi-square values indicate that there is no significant difference in responses of the subjects according to their types, sizes and employee reports.

6.6 Calculation of Costs and Benefits of Employee Reporting

Table - 87

Calculation of Costs and Benefits of Employee Reporting According to Respondents' Types, Sizes and Employee Reports (N=60)

Groups	Costs and benefits		Chi-square	P
	Calculate	Do not calculate		
Private sector	17 (42.5)	23 (57.5)	.30	N.S.
Public sector	10 (50.0)	10 (50.0)		
Small companies	14 (35.0)	26 (65.0)	4.85	N.S.
Large companies	13 (65.0)	7 (35.0)		
Producer of ER	23 (76.7)	7 (23.3)	24.30	P<.01
Non-producer of ER	4 (13.3)	26 (86.7)		
Total	27 (45.0)	33 (55.0)		

The results show that 45% respondents calculate costs and benefits of employee reporting. Among the producer of employee reports 76% calculate costs and benefits. And the non-producers of employee report do not calculate costs and benefits of such reporting.

6.7 Present Practices of Employee Reporting

Table - 88

Companies Produce Employee Report According to their Types and Sizes (N=60)

Groups	Companies produce employee report		Chi-square	P
	Produce	Do not produce		
Private sector	18 (45.0)	22 (55.0)	1.20	N.S.
Public sector	12 (60.0)	8 (40.0)		
Small companies	17 (42.5)	23 (57.5)	2.70	N.S.
Large companies	13 (65.0)	7 (35.0)		
Total	30 (50.0)	30 (50.0)		

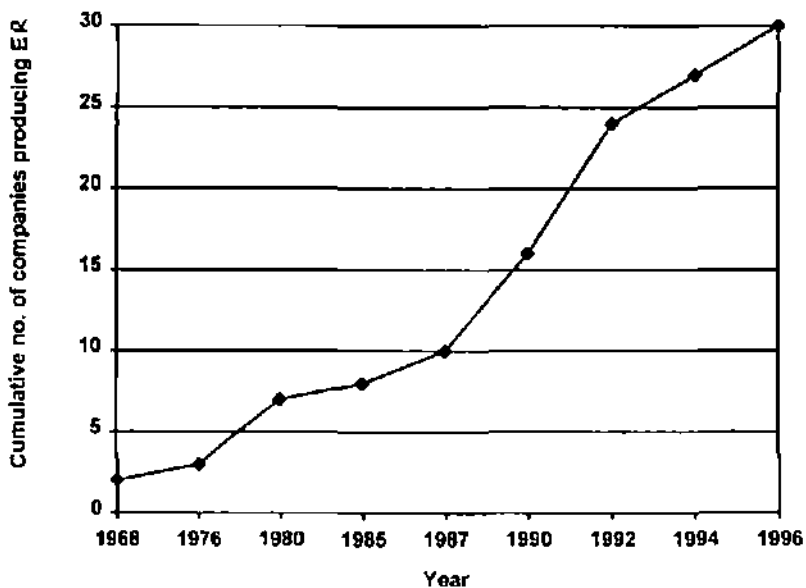
The results show that 50 percent respondent companies produce employee reports. Private sector company 45%, public sector company 60%, small company 42.5% and large company 65% produce such report. Chi-square values are not significant. That is, there is no significant difference between producing ER by types and sizes of companies.

Table - 89

Year of Starting Issuing Employee Report

Year	Number of companies	Cumulative number
1968	2	2
1976	1	3
1977	1	4
1980	3	7
1985	1	8
1986	1	9
1987	1	10
1989	2	12
1990	4	16
1991	5	21
1992	3	24
1993	2	26
1994	1	27
1996	3	30

Figure - 6:
Sample Companies Started Producing Employee Report by Year



The table-89 and figure-6 show that 30 respondent companies producing employee report. The practice of producing employee report has been started from 1968 and it has got an increasing trend from 1990.

6.8 Reasons for Non-producing and Producing Employee Report

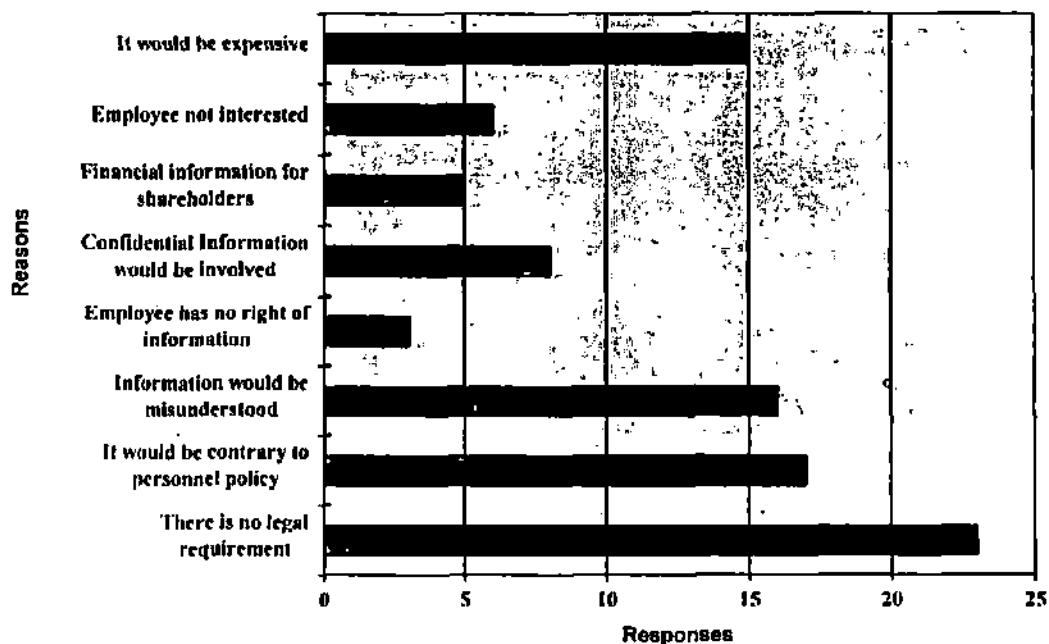
Table - 90

Reasons for Non-producing Employee Reports (N=30)

Reasons	Frequency	Percent
It would be expensive	15	15.8
Employee not interested	6	6.3
Financial information for share holders	5	5.3
Confidential information would be involved	8	8.4
Employee has no right of information	3	3.2
Information would be misunderstood	16	16.3
It would be contrary to personnel policy	17	17.9
There is no legal requirement	23	24.2
Others	2	2.3

Figure - 7

Reasons for Not Producing Employee Report (N=30)



It is evident from the table-90 and figure-7 that 24% respondent companies (not producing employee report) rated 'no legal requirement' as the most important reasons for not issuing employee reports, and 18% rated 'it would be contrary to personnel policy'.

Table - 91

Relative Importance of Reasons for Non-producing Employee Report as Rated by Private and Public Sector Companies (N=30)

Reasons	Private sector		Public sector	
	Score	Rank order	Score	Rank order
It would be expensive	12	3	3	4.5
Employee not interested	5	5.5	1	6.5
Financial information for share holders	4	7	1	6.5
Confidential information would be involved	5	5.5	3	4.5
Employee has no right of information	3	8	0	8.5
Information would be misunderstood	11	4	5	2
It would be contrary to personnel policy	13	2	4	3
No legal requirement	17	1	6	1
Others	2	9	0	8.5
Spearman's rank order correlation = .92, Signif. P<.01				

The results show that both private and public sector companies rated 'no legal requirement' as the most important reason for not issuing employee report. The second reason rated is 'it would be contrary to personnel policy'. The ratings by the subjects are positively correlated, as the Spearman's rank order correlation is significant.

Table - 92

Relative Importance of Reasons for Non-producing Employee Report As Rated by Small and Large Companies (N=30)

Reasons	Small companies		Large companies	
	Score	Rank order	Score	Rank order
It would be expensive	11	4	4	3
Employee not interested	3	6.5	3	4.5
Financial information for shareholders	3	6.5	2	6.5
Confidential information would be involved	6	5	2	6.5
Employee has no right of information	2	8	1	8.5
Information would be misunderstood	13	2	3	4.5
It would be contrary to personnel policy	12	3	5	1.5
No legal requirement	18	1	5	1.5
Others	1	9	1	8.5
Spearman's rank order correlation = .86, Signif. P<.01				

The results show that both small and large companies rated 'no legal requirement' as the most important reason for not issuing employee report though large companies rated 'no legal requirement' and 'it would be contrary to personnel policy' as the most important reasons. The ratings by the subjects are positively correlated, as the Spearman's rank order correlation is significant.

Table - 93

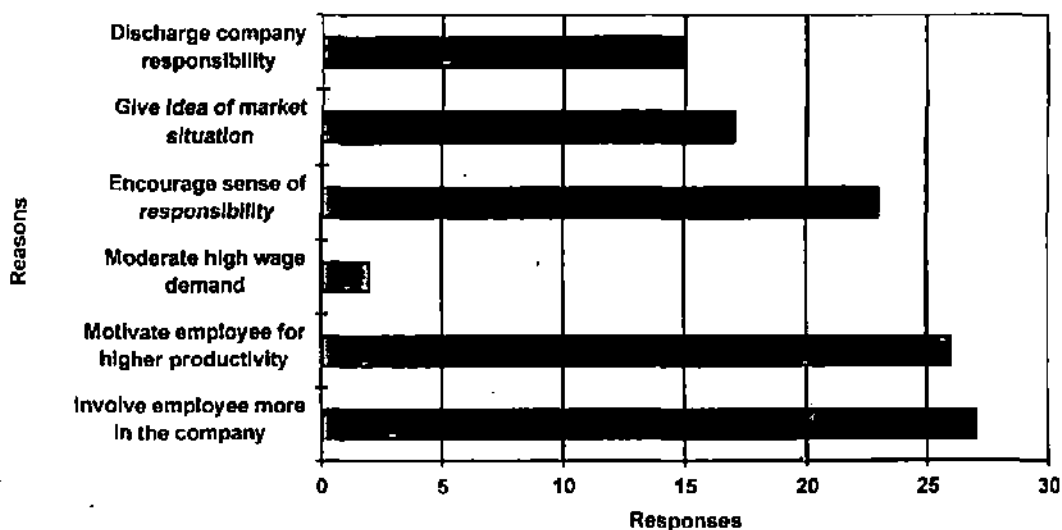
Prime Objectives in Producing Employee Reports

Objectives	Frequency	Percent
Involve employee more in the company	27	23.9
Motivate employee for higher productivity	26	23.0
Moderate high wage demand	2	1.8
Encourage sense of responsibility	23	20.4
Give idea of market situation	17	15.0
Discharge company responsibility	15	13.3
Others*	3	2.7

*Others include: Bringing out hidden talents and faster sense of belonging.

Figure - 8

Reasons for Producing Employee Report



The results in the table-93 and figure-8 show that 'involve employee more in the company' is rated as the most important reason for producing employee report. The second and third reasons are 'motivate for higher productivity' and 'encourage sense of responsibility'

Table - 94

Relative Importance of Prime Objectives of Producing Employee Reports as Rated by Small and Large companies (N=30)

Objectives	Small companies		Large companies	
	Score	Rank order	Score	Rank order
Involve employee more in the company	15	1	12	2.5
Motivate for higher productivity	13	2	13	1
Moderate high wage demand	2	6.5	0	7
Encourage sense of responsibility	11	3	12	2.5
Give idea of market situation	8	4	9	4
Discharge company responsibility	7	5	8	5
Others*	2	6.5	1	6
Spearman's rank order correlation = .93, Signif. P<.01				

The table shows that small companies rated 'involve employee more' as the most important objective which is rated second important by large companies. On the other hand, Large companies rated 'motivate for higher productivity' as the most important objective but small companies rated as the second important reason. However, the ratings by the respondents are positively correlated.

Table - 95

Relative Importance of Prime Objectives of Producing ER by Types of Companies (N=30)

Objectives	Private sector		Public sector	
	Score	Rank order	Score	Rank order
Involve employee more in the company	16	1	11	1.5
Motivate employee for higher productivity	15	2	11	1.5
Moderate high wage demand	2	6.5	0	7
Encourage sense of responsibility	14	3	9	3
Give idea of market situation	9	4.5	8	4
Discharge company responsibility	9	4.5	6	5
Others*	2	6.5	1	6
Spearman's rank order correlation = .97, Signif. P<.01				

The table shows that private sector companies rated 'involve employee more' as the most important objective of employee reporting but public sector companies rated 'involve employee more' and 'motivate for higher productivity' as the most important objective. However, the ratings by the respondents are positively correlated.

6.9 Types of Report Produced, Distribution Procedure and Reactions of Employees

Table - 96

Types of Report Produced by the Respondent Companies

Types of report	Frequency	Percent
Annual	3	10.0
Bi-annual	-	-
Quarterly	21	70.0
Others	6	20.0
Total	30	100.0

From table-96 it is seen that majority (70%) of the respondent companies produce quarterly employee report.

Table - 97

Types of Employee Report Produced by Types and Sizes of Companies (N=30)

Groups	Annual	Quarterly	Others	Chi-square	P
Private	3 (16.7)	12 (66.7)	3 (16.6)	2.32	N.S.
Public	-	9 (75.0)	3 (25.0)		
Small	2 (11.8)	11 (64.7)	4 (23.5)	.52	N.S.
Large	1 (7.7)	10 (76.9)	2 (15.4)		

Table - 97 shows that majority of the respondents produce quarterly employee report. The insignificant chi-squares indicate that there is no significant difference in types of reports produced by the subjects according to their types and sizes.

Table - 98

Distribution of Employee Report

Distribution	Frequency	Percent
By post	6	20.0
With wage package	-	-
At work place	24	80.0
At special meeting	-	-
Others	-	-
Total	30	100.0

The table shows that most of the respondent companies (80%) distributed employee report at work place and only 20% distributed by post.

Table - 99

Distribution of Employee Reports by Types and Sizes of Companies

Groups	By post	At work place	Chi-square	P
Private	4 (22.2)	14 (77.8)	.14	N.S.
Public	2 (16.7)	10 (83.3)		
Small	4 (23.5)	13 (76.5)	.31	N.S.
Large	2 (15.4)	11 (84.6)		

Table - 99 shows that majority of respondent companies distribute their employee report at work place irrespective of their types and sizes. The chi-square values are not significant, that is, the differences in responses are not significant.

Table - 100

Reactions of Employees on Employee Report

Reactions	Frequency	Percent
Positive	30	100.0
Negative	-	-
Others	-	-
Total	30	100.0

The table shows that 100% companies mentioned that their employees' reaction on employee report was positive.

6.10 Results on Two-way ANOVA and Cell Means

Table - 101

Two-way ANOVA for Number of Industrial Disputes According to Types of Company and Employee Report (N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Type of company	.302	1	.302	.162	N.S.
Employee report	24.145	1	24.145	12.97	P<.01
2-way interactions	.314	1	.314	.169	N.S.
Residual (error)	96.793	52	1.861	-	-
Total	121.554	55	2.210	-	-

An examination of the table shows that main effects of types of organisations and two-way interactions are not significant. The main effect of employee report (producer and non-producer) has only significant F ratio, which suggests that employee report individually produces significant difference in industrial disputes of the respondent companies.

Table - 102

Cell Means (including rows and columns) for ANOVA Presented in Table-101

Types of companies	Employee report		Total
	Non-producer	Producer	
Private sector	1.45 (20)	.24 (17)	.89 (37)
Public sector	1.63 (8)	.09 (11)	.74 (19)
Total	1.50 (28)	.18 (28)	.84 (56)

It is evident from the table that non-producers have higher industrial disputes than that of producers of employee report. Among the four groups public sector companies producers of employee report have lowest mean industrial disputes and public sector non-producers have highest industrial disputes.

Table - 103

Two-way ANOVA for Number of Industrial Disputes According to Employee Report and Size of Company (N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Employee report	24.446	1	24.446	13.66	P<.01
Size of company	.298	1	.298	.167	N.S.
2-way interactions	3.766	1	3.766	2.10	N.S.
Residual (error)	93.044	52	1.789	-	-
Total	121.554	55	2.210	-	-

An analysis of data was made to see the main effects and two-way interactions of employee report and size of company on industrial disputes. It is evident from the result that the main effect of employee report (producer and non-producer) has only significant F ratio, which suggests that employee report individually produces significant difference in industrial disputes of the respondent companies. Main effect of size of company and interactions are not significant.

Table - 104

Cell Means (including rows and columns) for ANOVA Presented in Table-103

Employee report	Size of company		Total
	Small companies	Large companies	
Non-producer	1.32 (22)	2.17 (6)	1.50 (28)
Producer	.31 (16)	.00 (12)	.18 (28)
Total	.89 (38)	.72 (18)	.84 (56)

The table shows that non-producers have higher industrial disputes than that of producers of employee report. On the other hand, small companies have higher disputes than that of large ones. Among the four groups large companies producers of employee report have lowest mean industrial disputes and large non-producers have highest industrial disputes.

Table - 105

Two-way ANOVA for Rate of Employee Turnover According to Employee Report and Size of Company (N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Employee report	74.290	1	74.290	22.47	P<.01
Size of company	6.725	1	6.725	2.03	N.S.
2-way interactions	1.776	1	1.776	.54	N.S.
Residual (error)	171.919	52	3.306	-	-
Total	254.710	55	4.631	-	-

It is evident from the results that the main effect of employee report (producer and non-producer) has only significant F ratio, which suggests that employee report individually produces significant difference in employee turnover of the respondent companies. Main effect of size of company and interactions are not significant.

Table - 106

Cell Means (including rows and columns) for ANOVA Presented in Table-105

Employee report	Size of company		Total
	Small company	Large company	
Non-producer	3.32 (22)	2.08 (6)	3.05 (28)
Producer	.94 (16)	.50 (12)	.75 (28)
Total	2.32 (38)	1.03 (18)	1.90 (56)

It is evident from the table that non-producers have higher employee turnover than that of producers of employee report. On the other hand, small companies have higher turnover than that of large ones. Among the four groups large companies producers of employee report have lowest mean employee turnover and small non-producers have highest employee turnover.

Table - 107

Two-way ANOVA for Rate of Employee Turnover According to Type of Company and Employee Report (N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Types of companies	4.758	1	4.758	1.418	N.S.
Employee report	74.290	1	74.290	22.14	P<.01
2-way interactions	1.158	1	1.158	.35	N.S.
Residual (error)	174.504	52	3.356	-	-
Total	254.710	55	4.631	-	-

An examination of the table shows that main effect of types of organisations and two-way interactions are not significant. The main effect of employee report (producer and non-producer) has only significant F ratio, which suggests that employee report individually produces significant difference in employee turnover of the respondent companies.

Table - 108

Cell Means (including rows and columns) for ANOVA Presented in Table-107

Employee report	Types of companies		Total
	Private sector	Public sector	
Non-producer	3.33 (20)	2.38 (8)	3.05(28)
Producer	.88 (17)	.55 (11)	.75 ((28)
Total	2.20 (37)	1.32 (19)	1.90 (56)

It is evident from the table that non-producers have higher employee turnover than that of producers of employee report. Among the four groups public sector companies producers of employee report have lowest rate of employee turnover and private sector non-producers have highest rate of employee turnover.

Table - 109

Two-way ANOVA for Productivity According to Employee Report and Type of Company
(N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Employee report	23.349	1	23.349	4.281	P<.01
Types of companies	15.244	1	15.244	2.80	N.S.
2-way interactions	38.022	1	38.022	7.00	P<.05
Residual (error)	305.405	56	5.454	-	-
Total	382.020	59	6.475	-	-

An examination of the table shows that main effect of types of organisations is not significant. The main effect of employee report (producer and non-producer) and two-way interactions have significant F ratios, which suggest that employee report individually and by interaction produce significant difference in productivity of the respondent companies.

Table - 110

Cell Means (including rows and columns) for ANOVA Presented in Table-109

Employee report	Types of companies		Total
	Private sector	Public sector	
Non-producer	2.66 (22)	1.65 (8)	2.39 (30)
Producer	2.80 (18)	5.22 (12)	3.77 (30)
Total	2.72 (40)	3.79 (20)	3.08 (60)

It is evident from the table that producers have higher productivity than that of non-producers of employee report. Among the four groups public sector companies producers of employee report have highest productivity and public sector non-producers of employee report have lowest productivity.

Table -111

Two-way ANOVA for Productivity According to Size of Company and Employee Report
(N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Size of company	.410	1	.410	.07	N.S.
Employee report	28.469	1	28.469	4.75	P<.05
2-way interactions	17.613	1	17.613	2.94	N.S.
Residual (error)	335.528	56	5.992	-	-
Total	382.020	59	6.475	-	-

It is evident from the results that the main effect of employee report (producer and non-producer) has only significant F ratio, which suggests that employee report individually produces significant difference in productivity of the respondent companies. Main effect of size of company and interactions are not statistically significant.

Table - 112

Cell Means (including rows and columns) for ANOVA Presented in Table-111

Employee report	Size of company		Total
	Small companies	Large companies	
Non-producer	2.67 (23)	1.47 (7)	2.39 (30)
Producer	3.26 (17)	4.44 (13)	3.77 (30)
Total	2.92 (40)	3.40 (20)	3.08 (60)

It is evident from the table that non-producers have lower productivity than that of producers of employee report. On the other hand, small companies have lower productivity than that of large ones. Among the four groups large companies producers of employee report have highest rate of productivity and large non-producers have lowest rate of productivity.

Table - 113

Two-way ANOVA for Profitability According to Type of Company and Employee Report
(N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Types of companies	57.215	1	57.215	.30	N.S.
Employee report	1146.708	1	1146.708	6.03	P<.05
2-way interactions	29.465	1	29.465	.16	N.S.
Residual (error)	10644.473	56	190.079	-	-
Total	11877.824	59	201.319	-	-

An examination of the table shows that main effect of types of organisations and two-way interactions are not significant. The main effect of employee report (producer and non-producer) has only significant F ratio, which suggests that employee report individually produces significant difference in profitability of the respondent companies.

Table - 114

Cell Means (including rows and columns) for ANOVA Presented in Table-113

Types of companies	Employee report		Total
	Non-producer	Producer	
Private sector	8.24 (22)	16.08 (18)	11.77 (40)
Public sector	3.18 (8)	14.04 (12)	9.70 (20)
Total	6.89 (30)	15.27 (30)	11.08 (60)

It is evident from the table that non-producers have lower profitability than that of producers of employee report. Among the four groups private sector companies producing employee report have highest profitability and public sector non-producers have lowest profitability.

Table - 115

Two-way ANOVA for Profitability According to Employee Report and Size of Company
(N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Employee report	1053.198	1	1053.198	5.841	P<.05
Size of company	100.922	1	100.922	.56	N.S.
2-way interactions	626.008	1	626.008	3.47	N.S.
Residual (error)	10097.695	56	180.316	-	-
Total	11877.824	59	201.319	-	-

It is evident from the results that the main effect of employee report (producer and non-producer) has only significant F ratio, which suggests that employee report individually produces significant difference in profitability of the respondent companies. Neither main effect of size of company nor two-way interaction produces significant difference in profitability of the sample companies.

Table - 116

Cell Means (including rows and columns) for ANOVA Presented in Table-115

Employee report	Size of company		Total
	Small company	Large company	
Non-producer	9.46 (23)	-1.57 (7)	6.89 (30)
Producer	13.90 (17)	17.06 (13)	15.27 (30)
Total	11.35 (40)	10.54 (20)	11.08 (60)

It is evident from the table that non-producers have lower profitability than that of producers of employee report. On the other hand, small companies have higher profitability than that of large ones. Among the four groups large companies producers of employee report have highest profitability and large non-producers have lowest profitability.

Table - 117

Two-way ANOVA for Growth Rate According to Employee Report and Type of Company
(N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Employee report	3875.335	1	3875.335	6.11	P<.05
Types of companies	3.526	1	3.526	.01	N.S.
2-way interactions	688.871	1	688.871	1.09	N.S.
Residual (error)	35519.485	56	634.277	-	-
Total	40087.218	59	679.444	-	-

An examination of the table shows that main effect of types of organisations and two-way interactions are not significant. The main effect of employee report (producer and non-producer) has significant F ratio, which suggests that employee report individually produces significant difference in growth rate of the respondent companies.

Table - 118

Cell Means (including rows and columns) for ANOVA Presented in Table-117

Employee report	Types of companies		Total
	Private sector	Public sector	
Non-producer	5.77 (22)	10.86 (8)	7.13 (30)
Producer	26.77 (18)	17.27 (12)	22.97 (30)
Total	15.22 (40)	14.70 (20)	15.05 (60)

It is evident from the table that producers have higher growth rate than that of non-producers of employee reports. Among the four groups, private sector companies producers of employee report have highest growth rate and private sector non-producers of employee report have lowest growth rate.

Table - 119

Two-way ANOVA for Growth Rate According to Employee Report and Size of Company
(N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Employee report	3765.168	1	3765.168	5.98	P<.05
Size of company	1049.600	1	1049.600	1.67	N.S.
2-way interactions	37.605	1	37.605	.06	N.S.
Residual (error)	35234.845	56	629.194	-	-
Total	40087.218	59	679.444	-	-

It is evident from the results that the main effect of employee report (producer and non-producer) has only significant F ratio, which suggests that employee report individually produces significant difference in growth rate of the respondent companies. Neither main effect of size of company nor two-way interaction produces significant difference in growth rate of the sample companies.

Table - 120

Cell Means (including rows and columns) for ANOVA Presented in Table-119

Employee report	Size of company		Total
	Small company	Large company	
Non-producer	9.71 (23)	-1.38 (7)	7.13 (30)
Producer	27.14 (17)	18.66 (13)	22.97 (30)
Total	16.75 (40)	11.64 (20)	15.05 (60)

It is evident from the table that non-producers have lower growth rate than that of producers of employee report. On the other hand, small companies have higher growth rate than that of large ones. Among the four groups small companies producers of employee report have highest growth rate and large non-producers have lowest growth rate.

Table - 121

Two-way ANOVA for Labour Costs According to Employee Report and Type of Company
(N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Employee report	173.487	1	173.487	6.44	P<.05
Types of companies	35.818	1	35.818	1.33	N.S.
2-way interactions	.720	1	.720	.03	N.S.
Residual (error)	1507.449	56	26.919	-	-
Total	1717.459	59	29.109	-	-

An examination of the table shows that main effects of types of organisations and two-way interactions are not significant. The main effect of employee report (producer and non-producer) has significant F ratio, which suggests that employee report individually produces significant difference in labour costs of the respondent companies.

Table - 122

Cell Means (including rows and columns) for ANOVA Presented in Table-121

Employee report	Types of companies		Total
	Private sector	Public sector	
Non-producer	10.00 (22)	12.89 (8)	11.50 (30)
Producer	7.41 (18)	9.78 (12)	8.36 (30)
Total	9.38 (40)	11.02 (20)	9.93 (60)

It is evident from the table that producers of employee report have lower labour costs than that of non-producers of employee report. Among the four groups, private sector companies producers of employee report have lowest rate of labour costs and public sector non-producers of employee report have highest rate of labour costs.

Table - 123

Two-way ANOVA for Labour Costs According to Employee Report and Size of Company
(N=60)

Sources of variation	Sum of squares	DF	Mean square	F	P
Main effects					
Employee report	148.649	1	148.649	6.48	P<.05
Size of company	270.395	1	270.395	11.79	P<.01
2-way interactions	14.475	1	14.475	.63	N.S.
Residual (error)	1283.941	56	22.928	-	-
Total	1717.459	59	29.109	-	-

It is evident from the results that the main effects of employee report (producer and non-producer) and size of company (small and large) have significant F ratios, which suggest that employee report and size of company individually produce significant difference in labour costs of the respondent companies. Two-way interaction does not produce significant difference in labour costs of the sample companies.

Table - 124

Cell Means (including rows and columns) for ANOVA Presented in Table-123

Employee report	Size of company		Total
	Small companies	Large companies	
Non-producer	10.72 (23)	14.08 (7)	11.50 (30)
Producer	5.96 (17)	11.48 (13)	8.36 (30)
Total	8.70 (40)	12.39 (20)	9.93 (60)

It is evident from the table that non-producers have higher labour costs than that of producers of employee report. On the other hand, small companies have lower labour costs than that of large ones. Among the four groups small companies producers of employee report have lowest labour costs and large non-producers have highest rate of labour costs.

6.11 Results Relating to Correlation Between Some Variables

Table - 125

Inter Correlation Among Some Major Variables (N=60)

Variables	1	2	3	4	5	6	7
1. No. of employees	1.00						
2. Employee report	.20 N.S.	1.00					
3. Industrial Disputes	-.10 N.S.	-.45 P<.01	1.00				
4. Employee turnover	-.18 N.S.	-.54 P<.01	.46 P<.01	1.00			
5. Productivity	.16 N.S.	.27 P<.05	-.22 N.S.	-.24 N.S.	1.00		
6. Profitability	.06 N.S.	.30 P<.05	-.21 N.S.	-.25 N.S.	.36 P<.01	1.00	
7. Growth rate	.01 N.S.	.31 P<.05	-.09 N.S.	-.07 N.S.	.16 N.S.	.42 P<.01	1.00
8. Labour cost	.11 N.S.	-.29 P<.05	.23 N.S.	-.05 N.S.	-.45 P<.01	-.16 N.S.	-.24 N.S.

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

An observation of the table reveals the following correlation:

(1) There are significant positive correlation between employee report and productivity, employee report and profitability, and employee report and growth rate. However, there are significant negative correlation between employee report and industrial disputes, employee report and employee turnover, and employee report and labour cost.

(2) There is significant positive correlation between industrial disputes and employee turnover.

(3) There exists significant positive correlation between productivity and profitability. However, there is significant negative correlation between productivity and labour cost.

(4) There is significant positive correlation between profitability and growth rate.

Table - 126

Inter Correlation Among Some Major Variables of Private Sector Companies (N=40)

Variables	1	2	3	4	5	6	7
1. No. of employees	1.00						
2. Employee report	.12 N.S.	1.00					
3. Industrial Disputes	.03 N.S.	-.40 P<.05	1.00				
4. Employee turnover	-.21 N.S.	-.56 P<.01	.29 N.S.	1.00			
5. Productivity	.01 N.S.	.05 N.S.	-.08 N.S.	-.18 N.S.	1.00		
6. Profitability	.23 N.S.	.33 P<.05	-.07 N.S.	-.23 N.S.	.32 P<.05	1.00	
7. Growth rate	-.01 N.S.	.36 P<.05	-.10 N.S.	-.06 N.S.	.25 N.S.	.40 P<.05	1.00
8. Labour cost	.15 N.S.	-.36 P<.05	.27 N.S.	-.05 N.S.	-.56 P<.01	-.20 N.S.	-.32 P<.05

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

An observation of the table reveals the following significant correlation:

(1) There are significant positive correlation between employee report and profitability, and employee report and growth rate. However, there are significant negative correlation between employee report and industrial disputes, employee report and employee turnover, and employee report and labour cost.

(2) There exists significant positive correlation between productivity and profitability. However, there is significant negative correlation between productivity and labour cost.

(3) There is significant positive correlation between profitability and growth rate.

(4) There is significant negative correlation between growth rate and labour cost.

Table - 127

Inter Correlation Among Some Major Variables of Public Sector Companies (N=20)

Variables	1	2	3	4	5	6	7
1. No. of employees	1.00						
2. Employee report	.27 N.S.	1.00					
3. Industrial Disputes	.16 N.S.	-.54 P<.05	1.00				
4. Employee turnover	-.21 N.S.	-.47 P<.05	.85 P<.01	1.00			
5. Productivity	.12 N.S.	.47 P<.05	-.37 N.S.	-.29 N.S.	1.00		
6. Profitability	.09 N.S.	.30 N.S.	-.42 N.S.	-.36 N.S.	.43 N.S.	1.00	
7. Growth rate	.02 N.S.	.18 N.S.	-.05 N.S.	-.14 N.S.	.15 N.S.	.60 P<.01	1.00
8. Labour cost	.08 N.S.	-.26 N.S.	.19 N.S.	-.02 N.S.	-.51 P<.05	-.09 N.S.	-.06 N.S.

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

An observation of the table reveals the following significant correlation:

(1) There are significant positive correlation between employee report and productivity. However, there are significant negative correlation between employee report and industrial disputes, and employee report and employee turnover.

(2) There is significant positive correlation between industrial disputes and employee turnover.

(3) There is significant negative correlation between productivity and labour cost.

(4) There is significant positive correlation between profitability and growth rate.

Table - 128

Inter Correlation Among Some Major Variables of Companies Not Producing Employee
Report (N=30)

Variables	1	2	3	4	5	6	7
1. No. of employees	1.00						
2. Industrial Disputes	.21 N.S.	1.00					
3. Employee turnover	-.21 N.S.	.29 N.S.	1.00				
4. Productivity	-.16 N.S.	-.15 N.S.	-.18 N.S.	1.00			
5. Profitability	-.14 N.S.	-.10 N.S.	-.15 N.S.	.42 P<.05	1.00		
6. Growth rate	-.08 N.S.	.11 N.S.	.09 N.S.	.27 N.S.	.54 P<.01	1.00	
7. Labour cost	.21 N.S.	.10 N.S.	-.35 N.S.	-.57 P<.01	-.03 N.S.	-.15 N.S.	1.00

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

An observation of the table reveals the following significant correlation:

(1) There is significant positive correlation between productivity and profitability. However, there is significant negative correlation between productivity and labour cost.

(2) There is significant positive correlation between profitability and growth rate.

Table - 129

Inter Correlation Among Some Major Variables of Companies Providing Employee Reports
(N=30)

Variables	1	2	3	4	5	6	7
1. No. of employees	1.00						
2. Industrial Disputes	-.11 N.S.	1.00					
3. Employee turnover	-.20 N.S.	.31 N.S.	1.00				
4. Productivity	.14 N.S.	-.12 N.S.	-.06 N.S.	1.00			
5. Profitability	.02 N.S.	.01 N.S.	.07 N.S.	.27 N.S.	1.00		
6. Growth rate	-.07 N.S.	-.10 N.S.	.20 N.S.	-.02 N.S.	.13 N.S.	1.00	
7. Labour cost	.24 N.S.	.14 N.S.	-.15 N.S.	-.32 N.S.	-.18 N.S.	-.18 N.S.	1.00

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

6.12 Results Relating to Mean Difference of Some Variables

Table - 130

Mean Difference of Industrial Disputes According to Type of Organisation, Employee Report and Size of Company (N=60)

Groups	Number	Mean	S.D.	DF	t	P
Private	37	.89	1.52			
				54	.37	N.S.
Public	19	.74	1.45			
Producer of ER	28	.18	.55			
				54	-3.69	P<.01
Non-producer of ER	28	1.50	1.82			
Small companies	38	.89	1.57			
				54	.40	N.S.
Large companies	18	.72	1.32			

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

In the table t-ratios are calculated to see the significance of mean difference of industrial disputes according to type of organisation, employee report and size of company. The results show that only employee report has significant influence on industrial disputes. That is, companies providing employee reports have lower disputes. It is also seen that disputes of the respondents do not differ significantly according to type and size of company.

Table - 131

Mean Difference of Employee Turnover According to Type of Organisation, Employee Report and Size of Company (N=60)

Groups	Number	Mean	S.D.	t	DF	P
Private sector	37	2.20	2.20			
				1.48	54	N.S.
Public sector	19	1.32	1.97			
Producer of ER	28	.75	.93			
				-4.72	54	P<.01
Non-producer of ER	28	3.05	2.41			
Small companies	38	2.32	2.35			
				2.16	54	P<.05
Large companies	18	1.03	1.33			

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

In the table t-ratios are calculated to see the significance of mean difference of employee turnover according to type of organisation, employee report and size of company. The result shows that employee report and company size have significant influence on employee turnover. That is, companies providing employee reports and large companies have lower employee turnover. It is also seen that employee turnover of the respondent companies do not differ significantly according to type of company.

Table - 132

Mean Difference of Productivity According to Type of Organisation, Employee Report and Size of Company (N=60)

Groups	Number	Mean	S.D.	t	DF	P
Private sector	40	2.72	1.55			
Public sector	20	3.79	3.79			
Producer of ER	30	3.77	2.95			
Non-producer of ER	30	2.39	1.87			
Small companies	40	2.92	1.93			
Large companies	20	3.40	3.51			
				-1.55	58	N.S.
				2.16	58	P<.05
				-0.69	58	N.S.

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

From the above table it is evident that two of the t-ratios calculated are not significant, which means, productivity of the respondents does not vary significantly according to types and sizes of companies. On the other hand, productivity differs significantly according to employee report. That is, companies producing employee report have higher productivity than that of non-producers.

Table - 133

Mean Difference of Profitability According to Type of Organisation, Employee Report and Size of Company (N=60)

Groups	Number	Mean	S.D.	t	DF	P
Private sector	40	11.77	11.88			
Public sector	20	9.70	18.24	.53	58	N.S.
Producer of ER	30	15.27	8.81			
Non-producer of ER	30	6.89	17.19	2.38	58	P<.05
Small companies	40	11.35	10.71			
Large companies	20	10.54	19.73	.21	58	N.S.

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

From the above table it is evident that two of the t-ratios calculated are not significant, which means, profitability of the respondents does not vary significantly according to types and sizes of companies. On the other hand, profitability differs significantly according to employee report. That is, companies producing employee report have higher profitability.

Table - 134

Mean Difference of Growth Rate According to Type of Organisation, Employee Report and Size of Company (N=60)

Groups	Number	Mean	S.D.	t	DF	P
Private sector	40	15.22	29.48			
				.07	58	N.S.
Public sector	20	14.70	18.04			
Producer of ER	30	22.97	26.74			
				2.45	58	P<.05
Non-producer of ER	30	7.13	23.19			
Small companies	40	16.75	29.63			
				.71	58	N.S.
Large companies	20	11.64	17.03			

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

From the above table it is evident that two of the t-ratios calculated are not significant, which means, growth rates of the respondents do not vary significantly according to types and sizes of companies. On the other hand, growth rate differs significantly according to employee report. That is, companies producing employee report have significantly higher growth rate.

Table - 135

Mean Difference of Labour Cost According to Type of Organisation, Employee Report and Size of Company (N=60)

Groups	Number	Mean	S.D.	t	DF	P
Private sector	40	9.38	5.00			
				-1.11	58	N.S.
Public sector	20	11.02	6.09			
Producer of ER	30	8.36	4.90			
				-2.34	58	P<.05
Non-producer of ER	30	11.50	5.49			
Small companies	40	8.70	5.09			
				-2.62	58	P<.05
Large companies	20	12.39	5.25			

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

From the above table it is evident that two of the t-ratios calculated are significant, which means, labour costs of the respondent companies vary significantly according to employee report and sizes of the companies. On the other hand, labour costs do not differ significantly according to types of companies. That is, companies producing employee report and small in size have lower labour costs.

6.13 Results Relating to Step Wise Multiple Regression

Table - 136

Matrix Showing Correlation Between Selected Independent Variables and One Dependent Variable: Industrial Dispute

Variables	1	2	3	4	5	6
1. No. of employees	1.00					
2. Type of company	.28 P<.05	1.00				
3. Employee report	.20 N.S.	.11 N.S.	1.00			
4. Employee turnover	-.18 N.S.	-.20 N.S.	-.54 P<.01	1.00		
5. Profitability	.06 N.S.	-.07 N.S.	.30 P<.05	-.25 P<.05	1.00	
6. Industrial disputes	-.10 N.S.	-.05 N.S.	-.45 P<.01	.46 P<.01	-.21 N.S.	1.00

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

The result in the table shows that two of the variables selected are significantly correlated with industrial disputes and are relevant for explaining variation in the level of industrial disputes. It may be noted, however, that the magnitude of relationship between industrial disputes and other variables is not uniform but ranges widely between -.45 (lowest) and .46 (highest). The table further reveals that industrial dispute has significant positive correlation with employee turnover and negative correlation with employee report.

Table - 137

Summary of Stepwise Regression (Dependent Variable: Industrial Disputes)

Variables in the equation	Multiple R	R square	F	P	Beta
Employee turnover	.46	.21	14.35	.001	.30
Employee report	.52	.27	9.65	.001	-.28

Table shows that two of the independent variables were entered in the equation and the order of inclusion was: employee turnover and employee report. As each additional variable was entered, the multiple R and R^2 increased. This indicates that employee turnover and employee report are the best set of predictors of industrial disputes having a combined contribution of about 27%. Allowing one of the independent variables to operate while controlling the other variables in the equation, it was found that employee turnover has a positive contribution (beta = .30) and employee report has a negative contribution (beta = -.28). The individual contribution of these variables was statistically significant.

Table - 138

Matrix Showing Correlation Between Selected Independent Variables and One Dependent Variable: Employee Turnover

Variables	1	2	3	4	5	6	7
1. No. of employees	1.00						
2. Type of company	.28 P<.05	1.00					
3. Employee report	.20 N.S.	.11 N.S.	1.00				
4. Industrial disputes	-.10 N.S.	-.05 N.S.	-.45 P<.01	1.00			
5. Productivity	.15 N.S.	.19 N.S.	.28 P<.05	-.22 N.S.	1.00		
6. Profitability	.06 N.S.	-.07 N.S.	.30 P<.05	-.21 N.S.	.36 P<.01	1.00	
7. Labour cost	.10 N.S.	.14 N.S.	-.32 P<.01	.23 P<.05	-.46 P<.01	-.17 N.S.	1.00
8. Employee turnover	-.18 N.S.	-.20 N.S.	-.54 P<.01	.46 P<.01	-.24 P<.05	-.25 P<.05	-.05 N.S.

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

The result in the table-138 shows that employee turnover has significant positive correlation with industrial disputes and significant negative correlation with employee report, productivity and profitability, and are relevant for explaining variation in the level of employee turnover.

Table - 139

Summary of Stepwise Regression (Dependent Variable: Employee Turnover)

Variables in the equation	Multiple R	R square	F	P	Beta
Employee report	.54	.29	22.24	.001	-.49
Industrial disputes	.59	.35	14.27	.001	.30
Labour cost	.65	.42	12.45	.001	-.28

The above table shows that three of the independent variables were entered in the equation and the order of inclusion was: employee report, industrial dispute and labour cost. As each additional variable was entered, the multiple R and R^2 increased. This indicates that employee report, industrial dispute and labour cost are the best set of predictors of employee turnover having a combined contribution of about 42%. Allowing one of the independent variables to operate while controlling the other variables in the equation, it was found that industrial dispute has a positive contribution (beta =.30) and employee report and labour costs have a negative contribution (beta = -.49 & -.28). The individual contribution of these variables was statistically significant.

Table - 140

Matrix Showing Correlation Between Selected Independent Variables and One Dependent Variable: Productivity

Variables	1	2	3	4	5	6
1. No. of employees	1.00					
2. Type of company	.28 P<.05	1.00				
3. Employee report	.20 N.S.	.11 N.S.	1.00			
4. Industrial disputes	-.10 N.S.	-.05 N.S.	-.45 P<.01	1.00		
5. Employee turnover	-.18 N.S.	-.20 N.S.	-.54 P<.01	.46 P<.01	1.00	
6. Growth rate	.01 N.S.	-.01 N.S.	.29 P<.05	-.09 N.S.	-.07 N.S.	1.00
7. Productivity	.15 N.S.	.19 N.S.	.28 P<.05	-.22 N.S.	-.24 P<.05	.16 N.S.

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

The result in the table shows that there is significant positive correlation between productivity and employee reporting. However, there is significant negative correlation between productivity and employee turnover. The relationships are relevant for explaining variation in the level of productivity.

Table - 141

Summary of Stepwise Regression (Dependent Variable: Productivity)

Variables in the equation	Multiple R	R square	F	P	Beta
Employee report	.28	.08	4.64	.05	.28

The above table shows that only one of the independent variables entered in the equation. The result indicates that employee reporting has a contribution of about 8% to productivity.

Table - 142

Matrix Showing Correlation Between Selected Independent Variables and One Dependent Variable: Profitability

Variables	1	2	3	4	5	6
1. No. of employees	1.00					
2. Type of company	.28 P<.05	1.00				
3. Employee report	.20 N.S.	.11 N.S.	1.00			
4. Industrial disputes	-.10 N.S.	-.05 N.S.	-.45 P<.01	1.00		
5. Employee turnover	-.18 N.S.	-.20 N.S.	-.54 P<.01	.46 P<.01	1.00	
6. Profitability	.06 N.S.	-.07 N.S.	.30 P<.05	-.21 N.S.	-.25 P<.05	1.00

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

The result in the table shows that there is significant positive correlation between profitability and employee report. However, there is significant negative correlation between profitability and employee turnover. The relationships are relevant for explaining variation in the level of profitability.

Table - 143

Summary of Stepwise Regression (Dependent Variable: Profitability)

Variables in the equation	Multiple R	R square	F	P	Beta
Employee report	.29	.09	5.14	.05	.29

The above table shows that only one of the independent variables entered in the equation. The result indicates that employee reporting has a contribution of about 9% to profitability.

Table - 144

Matrix Showing Correlation Between Selected Independent Variables and One Dependent Variable: Growth Rate

Variables	1	2	3	4	5	6
1. No. of employees	1.00					
2. Type of company	.28 P<.05	1.00				
3. Employee report	.20 N.S.	.11 N.S.	1.00			
4. Industrial disputes	-.10 N.S.	-.05 N.S.	-.45 P<.01	1.00		
5. Employee turnover	-.18 N.S.	-.20 N.S.	-.54 P<.01	.46 P<.01	1.00	
6. Labour cost	.10 N.S.	.14 N.S.	-.32 P<.01	.23 P<.05	-.05 N.S.	1.00
7. Growth rate	.01 N.S.	-.01 N.S.	.29 P<.05	-.09 N.S.	-.07 N.S.	-.26 P<.05

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

The result in the table shows that growth rate is significantly correlated with two variables and are relevant for explaining in the level of growth rate. The result also reveals that growth rate is correlated with employee report positively and with labour cost negatively.

Table - 145

Summary of Stepwise Regression (Dependent Variable: Growth Rate)

Variables in the equation	Multiple R	R square	F	P	Beta
Employee report	.29	.08	4.94	.05	.29

The above table shows that only one of the independent variables entered in the equation. The result indicates that employee report has a contribution of about 8% to growth rate.

Table - 146

Matrix Showing Correlation Between Selected Independent Variables and One Dependent Variable: Labour Cost

Variables	1	2	3	4	5	6	7
1. No. of employees	1.00						
2. Type of company	.28 P<.05	1.00					
3. Employee report	.20 N.S.	.11 N.S.	1.00				
4. Industrial disputes	-.10 N.S.	-.05 N.S.	-.45 P<.01	1.00			
5. Employee turnover	-.18 N.S.	-.20 N.S.	-.54 P<.01	.46 P<.01	1.00		
6. Profitability	.06 N.S.	-.07 N.S.	.30 P<.05	-.21 N.S.	-.25 P<.05	1.00	
7. Growth rate	.01 N.S.	-.01 N.S.	.29 P<.05	-.09 N.S.	-.07 P<.05	.41 P<.01	1.00
8. Labour cost	.10 N.S.	.14 N.S.	-.32 P<.05	.23 P<.05	-.05 N.S.	-.17 N.S.	-.26 P<.05

Note: N.S.= Not significant, Two tailed test of signif. at 5%.

The result in the table-146 shows that labour cost is significantly correlated with employee report, industrial dispute and growth rate, and the relations are relevant for explaining variation in the level of labour cost.

Table - 147

Summary of Stepwise Regression (Dependent Variable: Labour Cost)

Variables in the equation	Multiple R	R square	F	P	Beta
Employee report	.32	.10	6.16	.05	-.32
Employee turnover	.42	.17	5.52	.01	.31

Table shows that two of the independent variables were entered in the equation and the order of inclusion was: employee report and employee turnover. As each additional variable was entered, the multiple R and R^2 increased. This indicates that employee report and employee turnover are the best set of predictors of labour cost having a combined contribution of about 17%. Allowing one of the independent variables to operate while controlling the other variables in the equation, it was found that both employee report and employee turnover have negative contribution (beta = -.32 & .31) to labour cost. The individual contribution of these variables was statistically significant.

6.14 Towards a Model Reporting Company

Among the companies surveyed for the study at least one can be nominated as the model reporting company. It is one of the plants (DSP) of a large public sector company (SAIL). It built up a township near by the factory. It produces two newsletters for the employees: one is monthly and the other is yearly. Different languages are also used for those publications. But most important is that it has own cable network for employee communication. Each and every house of the employees is connected with the network. The company telecasts a daily news bulletin for the employees at everyday evening. The daily operations and activities of the plant and required information are covered in that news bulletin of 15 minutes. On the holiday, a recreation program of one hour is also presented for the employees. The company is very much aware about the employee reporting and in this respect it can be selected as a model reporting company.