Chapter-6

Testing of hypothesis and Findings of the study.

6.1- Testing of Hypothesis

6.2- Findings of the Study
6.1-Testing of Hypothesis

The following hypotheses have been adopted for the study.

1. There is a linkage of competency mapping with organizational objectives.
2. Effective competency mapping and organizational developments are positively interrelated to each other.
3. Industrial environment in Nashik is suitable for improvement in organizational developments through competency mapping.
4. Competency based training is an effective tool for individual development in an organization.
5. There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures the performance of Employees.
6. There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures ‘Job Skills’ of Managerial/Supervisory staff.
7. There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures ‘Behavioural Skills’ of Managerial/ supervisory staff.
8. There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures ‘Managerial Skills’ of Managerial/ supervisory staff.
9. There is no significant correlation between Emotional quotient (EQ) and Competency Level (C1.) among the teachers of various institutes/colleges.

Testing of Hypothesis

Hypothesis 1

Hypothesis (Ho): Industrial environment in Nashik is suitable for improvement in organizational developments through competency mapping.

For testing of hypothesis chi-square test is applied.

Chi-square formula for testing hypothesis:

\[ \chi^2 = \sum \sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}} \]
Table No.-6.1.1- Industrial environment in Nashik is suitable for improvement in organizational developments through competency mapping.

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>YES</th>
<th>DOUBTFUL</th>
<th>NO</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private sector organization N=35</td>
<td>19</td>
<td>14</td>
<td>02</td>
<td>35</td>
</tr>
<tr>
<td>Service sector organization N=15</td>
<td>10</td>
<td>04</td>
<td>01</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>29</td>
<td>18</td>
<td>03</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources-Primary data (Questionnaire)

Table No.-6.1.2.-Chi-Square test for Hypothesis 1

<table>
<thead>
<tr>
<th>Observed (Oi)</th>
<th>Expected (Ei)</th>
<th>(Oi-Ei)</th>
<th>(Oi -Ei)^2</th>
<th>(Oi - Ei)^2/Ei</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>20.3</td>
<td>-1.3</td>
<td>1.69</td>
<td>0.08</td>
</tr>
<tr>
<td>10</td>
<td>8.7</td>
<td>1.3</td>
<td>1.69</td>
<td>0.19</td>
</tr>
<tr>
<td>14</td>
<td>12.6</td>
<td>1.4</td>
<td>1.96</td>
<td>0.15</td>
</tr>
<tr>
<td>04</td>
<td>5.4</td>
<td>-1.4</td>
<td>1.96</td>
<td>0.36</td>
</tr>
<tr>
<td>02</td>
<td>2.1</td>
<td>-0.1</td>
<td>0.01</td>
<td>0.004</td>
</tr>
<tr>
<td>01</td>
<td>0.9</td>
<td>0.1</td>
<td>0.01</td>
<td>0.01</td>
</tr>
</tbody>
</table>

\[ x^2 = \sum \sum (Oij - Eij)^2 / Eij \]

Calculated value of \( x^2 = 0.8118 \)

Oi-Observed Frequency

Ei-Expected Frequency

**Observations**-

The table value of Chi Square for 2 degree of freedom at 5% of significance is 5.99.

**Inference**-

As calculated chi-square value is 0.8118<5.99 is much lesser than table value of \( X^2 \)

Therefore, accept H0.

**Conclusion**

Industrial environment in Nashik is suitable for improvement in organizational developments through competency mapping. Thus the Hypothesis Tested and Validated.
**Fisher Exact Test**

In addition to Chi-square Test, Fisher exact test is also applied to get accurate results. As some of frequencies' are less than five hence Fisher exact test also applied for testing of hypothesis.

This unit will perform the Freeman-Halton extension of the Fisher exact probability test for a two-rows by three-columns contingency table, providing that the total size of the data set is no greater than N=300. The test will yield two probability values, $P_A$ and $P_B$, defined as follows:

$P_A = \text{The probability of the observed array of cell frequencies plus the sum of the probabilities of all other cell-frequency arrays (such as would be consistent with the observed marginal totals) that are equal to or smaller than the probability of the observed array.}$

$P_B = \text{The probability of the observed array of cell frequencies plus the sum of the probabilities of all other cell-frequency arrays (such as would be consistent with the observed marginal totals) that are smaller than the probability of the observed array.}$

Note that $P_A$ and $P_B$ are both non-directional (two-tailed) probabilities.

**Table No.-6.1.3-fisher exact test for Hypothesis 1**

<table>
<thead>
<tr>
<th></th>
<th>C1</th>
<th>C2</th>
<th>C3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1</td>
<td>19</td>
<td>14</td>
<td>02</td>
<td>35</td>
</tr>
<tr>
<td>R2</td>
<td>10</td>
<td>04</td>
<td>01</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
<td>18</td>
<td>03</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources- Primary data (Questionnaire)

$P_A = 0.6968307204495384$ (Probability per definition A)

$P_B = 0.6968307204495385$ (Probability per definition B)

No. of Tables evaluated =58

If calculate P - value is less than 0.05 then reject $H_0$. As calculated P - value is more than 0.05 (0.696830> 0.05) hence $H_0$ is accepted i.e Industrial environment in Nashik is suitable for improvement in organizational developments through competency mapping.
Hypothesis 2
Hypothesis (Ho): There is linkage of competency mapping with organizational objectives.

For testing of hypothesis chi-square test is applied.
Chi-square formula for testing hypothesis:

\[ x^2 = \sum \sum (O_{ij} - E_{ij})^2 \]

\[ i \quad j \quad E_{ij} \]

Table No.-6.1.4- There is linkage of competency mapping with organizational objectives.

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>YES</th>
<th>DOUBTFUL</th>
<th>NO</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private sector organization N=35</td>
<td>29</td>
<td>05</td>
<td>01</td>
<td>35</td>
</tr>
<tr>
<td>Service sector organization N=15</td>
<td>13</td>
<td>02</td>
<td>00</td>
<td>15</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>42</td>
<td>07</td>
<td>01</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources- Primary data (Questionnaire)

Table No.-6.1.5 -Chi-Square test for Hypothesis 2

<table>
<thead>
<tr>
<th>Observed (O_{ij})</th>
<th>Expected (E_{ij})</th>
<th>(O_{ij}-E_{ij})</th>
<th>(O_{ij}-E_{ij})^2</th>
<th>(O_{ij} - E_{ij})^2/E_{ij}</th>
</tr>
</thead>
<tbody>
<tr>
<td>29</td>
<td>29.4</td>
<td>-0.4</td>
<td>0.16</td>
<td>0.0054</td>
</tr>
<tr>
<td>13</td>
<td>12.6</td>
<td>0.4</td>
<td>0.16</td>
<td>0.012</td>
</tr>
<tr>
<td>05</td>
<td>4.9</td>
<td>0.1</td>
<td>0.01</td>
<td>0.002</td>
</tr>
<tr>
<td>02</td>
<td>2.1</td>
<td>-0.1</td>
<td>0.01</td>
<td>0.004</td>
</tr>
<tr>
<td>01</td>
<td>0.7</td>
<td>0.3</td>
<td>0.09</td>
<td>0.12</td>
</tr>
<tr>
<td>00</td>
<td>0.3</td>
<td>-0.3</td>
<td>0.09</td>
<td>0.3</td>
</tr>
</tbody>
</table>

\[ x^2 = \sum \sum (O_{ij} - E_{ij})^2 \]

\[ i \quad j \quad E_{ij} \]

\[ =0.4434 \]

Calculated value of \( x^2 = 0.4434 \)

Oi-Observed Frequency
Ei-Expected Frequency

**Observations**-
The table value of Chi Square for 2 degree of freedom at 5% of significance is 5.99.
Inference-
As calculated chi-square value is 0.4434 < 5.99 is much lesser than table value of X²
Therefore, accept H₀.

Conclusion:
There is linkage of competency mapping with organizational objectives. Thus the Hypothesis Tested and Validated.

Fisher Exact Test-
In addition to Chi-square Test, Fisher exact test is also applied to get accurate results. As some of frequencies’ are less than five hence Fisher exact test also applied for testing of hypothesis.

Table No.-6.1.6-fisher exact test for Hypothesis 2

<table>
<thead>
<tr>
<th></th>
<th>C1</th>
<th>C2</th>
<th>C3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1</td>
<td>29</td>
<td>05</td>
<td>01</td>
<td>35</td>
</tr>
<tr>
<td>R2</td>
<td>13</td>
<td>02</td>
<td>00</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>07</td>
<td>01</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources- Primary data (Questionnaire)

\[ P_A = 0.9999999999999864 \] (Probability per definition A)
\[ P_B = 0.9999999999999864 \] (Probability per definition B)

No. of Tables evaluated = 16
If calculate P - value is less than 0.05 then reject Ho.
As calculated P value is more than 0.05 (0.9999 > 0.05) hence Ho is accepted i.e There is linkage of competency mapping with organizational objectives.

Hypothesis 3
Hypothesis (Ho): Effective competency mapping and organizational developments are positively interrelated to each other.
For testing of hypothesis chi-square test is applied.
Suppose:-
Chi-square formula for testing hypothesis:-
\[ x^2 = \sum \sum (O_{ij} - E_{ij})^2 \]

i, j \quad E_{ij}
Table No.-6.1.7- Effective competency mapping and organizational developments are positively interrelated to each other.

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>YES</th>
<th>DOUBTFUL</th>
<th>NO</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private sector organization N=35</td>
<td>31</td>
<td>02</td>
<td>02</td>
<td>35</td>
</tr>
<tr>
<td>Service sector organization N=15</td>
<td>13</td>
<td>02</td>
<td>00</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>44</td>
<td>04</td>
<td>02</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources- Primary data (Questionnaire)

Table No.-6.1.8 -Chi-Square test for Hypothesis 3

<table>
<thead>
<tr>
<th>Observed (Oij)</th>
<th>Expected (Eij)</th>
<th>(Oij-Eij)</th>
<th>(Oij-Eij)^2</th>
<th>(Oij – Eij)^2/Eij</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>30.8</td>
<td>0.2</td>
<td>0.04</td>
<td>0.0012</td>
</tr>
<tr>
<td>13</td>
<td>13.2</td>
<td>-0.2</td>
<td>0.04</td>
<td>0.0030</td>
</tr>
<tr>
<td>02</td>
<td>2.8</td>
<td>-0.8</td>
<td>0.64</td>
<td>0.228</td>
</tr>
<tr>
<td>02</td>
<td>1.2</td>
<td>0.8</td>
<td>0.64</td>
<td>0.533</td>
</tr>
<tr>
<td>02</td>
<td>1.4</td>
<td>0.6</td>
<td>0.36</td>
<td>0.257</td>
</tr>
<tr>
<td>00</td>
<td>0.6</td>
<td>-0.6</td>
<td>0.36</td>
<td>0.6</td>
</tr>
</tbody>
</table>

\[ x^2 = \sum \sum \frac{(Oij - Eij)^2}{Eij} \]

Calculated value of \( x^2 = 1.6233 \)

Oi-Observed Frequency
Ei-Expected Frequency

**Observations-**
The table value of Chi Square for 2 degree of freedom at 5% of significance is 5.99.

**Inference-**
As calculated chi-square value is 1.6233 <5.99 is much lesser than table value of \( X^2 \)
Therefore, accept H0.

**Conclusion:** Effective competency mapping and organizational developments are positively interrelated to each other. Thus the Hypothesis Tested and Validated.
**Fisher Exact Test.**

In addition to Chi-square Test, Fisher exact test is also applied to get accurate results. As some of frequencies are less than five hence Fisher exact test also applied for testing of hypothesis.

Table No.-6.1.9-fisher exact test for Hypothesis 3

<table>
<thead>
<tr>
<th></th>
<th>C1</th>
<th>C2</th>
<th>C3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1</td>
<td>31</td>
<td>02</td>
<td>02</td>
<td>35</td>
</tr>
<tr>
<td>R2</td>
<td>13</td>
<td>02</td>
<td>00</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>44</td>
<td>04</td>
<td>02</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources-Primary data (Questionnaire)

\[ P_A= 0.6111889344081807 \text{ (Probability per definition A)} \]

\[ P_B= 0.6111889344081807 \text{ (Probability per definition B)} \]

No. of Tables evaluated =15

If calculate P- value is less than 0.05 then reject Ho.

As calculated P-value is more than 0.05(0.6111>0.05) hence Ho is accepted i.e. Effective competency mapping and organizational developments are positively interrelated to each other.

**Hypothesis 4**

Hypothesis (Ho): Competency based training is an effective tool for individual development in an organization

For testing of hypothesis chi-square test is applied.

Chi-square formula for testing hypothesis:-

\[ x^2 = \sum \sum (Oij – Eij)^2 \]

\[ i \quad j \quad Eij \]

Table No.-6.1.10- Competency based training is an effective tool for individual development in an organization

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>YES</th>
<th>DOUBTFUL</th>
<th>NO</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private sector organization N=35</td>
<td>29</td>
<td>04</td>
<td>02</td>
<td>35</td>
</tr>
<tr>
<td>Service sector organization N=15</td>
<td>15</td>
<td>00</td>
<td>00</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>44</td>
<td>04</td>
<td>02</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources- Primary data (Questionnaire)
Table No.-6.1.11 -Chi-Square test for Hypothesis 4

<table>
<thead>
<tr>
<th>Observed (Oij)</th>
<th>Expected (Eij)</th>
<th>(Oij-Eij)</th>
<th>(Oij - Eij)^2</th>
<th>(Oij - Eij)^2/Eij</th>
</tr>
</thead>
<tbody>
<tr>
<td>29</td>
<td>30.8</td>
<td>-1.8</td>
<td>3.24</td>
<td>0.105</td>
</tr>
<tr>
<td>15</td>
<td>13.2</td>
<td>1.8</td>
<td>3.24</td>
<td>0.245</td>
</tr>
<tr>
<td>04</td>
<td>2.8</td>
<td>1.2</td>
<td>1.44</td>
<td>0.514</td>
</tr>
<tr>
<td>00</td>
<td>1.2</td>
<td>-1.2</td>
<td>1.44</td>
<td>1.2</td>
</tr>
<tr>
<td>02</td>
<td>1.4</td>
<td>0.6</td>
<td>0.36</td>
<td>0.257</td>
</tr>
<tr>
<td>00</td>
<td>0.6</td>
<td>-0.6</td>
<td>0.36</td>
<td>0.6</td>
</tr>
</tbody>
</table>

\[ x^2 = \sum \sum (\text{Oij} - \text{Eij})^2 / \text{Eij} \]

Calculated value of \( x^2 = 2.9220 \)

Oi-Observed Frequency
Ei-Expected Frequency

Observations-
The table value of Chi Square for 2 degree of freedom at 5% of significance is 5.99.

Inference-
As calculated chi-square value is 2.9220 <5.99 is much lesser than table value of \( X^2 \)
Therefore, accept H0,

Conclusion: Competency based training is an effective tool for individual development in an organization. Thus the Hypothesis Tested and Validated.

Fisher Exact Test.
In addition to Chi-square Test, Fisher exact test is also applied to get accurate results. As some of frequencies’ are less than five hence Fisher exact test also applied for testing of hypothesis.

Table No.-6.1.12-fisher exact test for Hypothesis 4

<table>
<thead>
<tr>
<th></th>
<th>C1</th>
<th>C2</th>
<th>C3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1</td>
<td>29</td>
<td>04</td>
<td>02</td>
<td>35</td>
</tr>
<tr>
<td>R2</td>
<td>15</td>
<td>00</td>
<td>00</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>44</td>
<td>04</td>
<td>02</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources- Primary data (Questionnaire)

\[ P_A = 0.36035637196599573 \] (Probability per definition A)
P_\text{\#}=0.2582110920223799 \text{ (Probability per definition B)}

No. of Tables evaluated =15

If calculate P value is less than 0.05 then reject Ho.

As calculated P- value is more than 0.05 (0.36035>0.05), (0.2582> 0.05) hence Ho is accepted i.e Competency based training is an effective tool for individual development in an organization

**Hypothesis 5**

Hypothesis (Ho): There is no significant correlation between Private and Service Sector organisation among the traits/ attributes to measures the performance of Employees.

For testing of hypothesis T - test is applied.

For testing hypothesis:- use T test and calculate the test statistics as under

\[ t = r_{yx} \sqrt{\frac{n-2}{1-r_{yx}^2}} \]

With \((n-2)\) Degree of freedom, \(n\) is number of paired observation, \(r_{yx}\) being coefficient of simple correlation

Table No.-6.1.13- There is no significant correlation between Private and Service Sector organisation among the traits/ attributes to measures the performance of Employees.

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Organization / Attributes</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Private sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mean</td>
</tr>
<tr>
<td>1</td>
<td>Work Knowledge</td>
<td>5.6</td>
</tr>
<tr>
<td>2</td>
<td>Quality of work</td>
<td>5.657</td>
</tr>
<tr>
<td>3</td>
<td>Quantity of work</td>
<td>3.4</td>
</tr>
<tr>
<td>4</td>
<td>Technical Knowledge</td>
<td>4.543</td>
</tr>
<tr>
<td>5</td>
<td>Dependability</td>
<td>3.143</td>
</tr>
<tr>
<td>6</td>
<td>Team work</td>
<td>3.771</td>
</tr>
<tr>
<td>7</td>
<td>Attendance</td>
<td>2.114</td>
</tr>
</tbody>
</table>

Sources-Primary data (Questionnaire)
Observations-
Calculated Coefficient of correlation value is \( r_{yx} = 0.9787 \), \( n = 7 \)

\[
t = 0.9787 \sqrt{\frac{(7-2)}{1-(0.9787)^2}}
\]

\( t = 10.64 \)
Degree of freedom = (n-2) = (7-2) = 5
Coincide level of significance \( a = 5 \% \)
Therefore, from statistical table calculated value of \( t \) for 5 degree of freedom at 5 % of significance is = 2.571

Inference-
As calculated \( t \) value is more than table value of \( t \) i.e. 10.64>2.571
Therefore, Reject H0, infer that there is relationship of statistical significance between two variables and accept H1.

Conclusion –
There is significant correlation between Private and Service Sector organisation among the traits/ attributes to measures the performance of Employees. Thus the Hypothesis Tested and Validated.

Hypothesis 6
Hypothesis (Ho): There is no significant correlation between Private and Service Sector organisation among the traits/ attributes to measures ‘Job Skills’ of Managerial/ Supervisory staff.
For testing of hypothesis T - test is applied.

For testing hypothesis:-use T test and calculate the test statistics as under

\[
t = r_{yx} \sqrt{\frac{n-2}{1-r_{yx}^2}}
\]

With (n-2) Degree of freedom, \( n \) is number of paired observation,
\( r_{yx} \) being coefficient of simple correlation
Table No.-6.1.14- There is no significant correlation between Private and Service Sector organisation among the traits/ attributes to measures ‘Job Skills’ of Managerial/ Supervisory staff.

<table>
<thead>
<tr>
<th>S.N</th>
<th>Organization / Attributes</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Private sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Service sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mean</td>
</tr>
<tr>
<td>1</td>
<td>Knowledge of trends, development and new techniques pertaining to employee’s field of Work and specialisation.</td>
<td>2.171</td>
</tr>
<tr>
<td>2</td>
<td>Assistance in the formulation of policies and specialisation.</td>
<td>1.4</td>
</tr>
<tr>
<td>3</td>
<td>Development of new ideas, techniques and procedures for improving efficiency and productivity</td>
<td>2.429</td>
</tr>
</tbody>
</table>

Sources-Primary data (Questionnaire)

Observation-

Calculated Coefficient of correlation value is \( r_{xy} = 0.9984, n= 3 \)

\[
t = 0.9984 \sqrt{(3-2)/(1-(0.9984)^2)}
\]

\( t = 17.64 \)

Degree of freedom = \((n-2) = (3-2) = 1\)

Coincide level of significance \( a = 5 \% \)

Therefore, from statistical table calculated value of \( t \) for 1 degree of freedom at 5 % of significance is = 12.706

Inference-

As calculated \( t \) value is more than table value of \( t \) i.e. 17.64>12.706

Therefore, Reject H0, infer that there is relationship of statistical significance between two variables and accept H1.

Conclusion: There is significant correlation between Private and Service Sector organisation among the traits/ attributes to measures ‘Job Skills’ of Managerial/ Supervisory staff.

Thus the Hypothesis Tested and Validated.
Hypothesis 7
Hypothesis (Ho): There is no significant correlation between Private and Service Sector organisation among the traits/ attributes to measures ‘Behavioural Skills ‘of’ Managerial/Supervisory staff.
For testing of hypothesis T - test is applied.

For testing hypothesis:- use T test and calculate the test statistics as under

\[ t = r_{yx} \sqrt{\frac{n-2}{1-r^2}} \]

With (n-2) Degree of freedom, n is number of paired observation, \( r_{yx} \) being coefficient of simple correlation

Table No.-6.1.15- There is no significant correlation between Private and Service Sector organisation among the traits/ attributes to measures ‘Behavioural Skills ‘of’ Managerial/Supervisory staff.

<table>
<thead>
<tr>
<th>S.N</th>
<th>Organization / Attributes</th>
<th>Private sector</th>
<th>Service sector</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Mean</td>
<td>Rank</td>
</tr>
<tr>
<td>1</td>
<td>Sensitivity and tact in dealing with personal problems of peers, subordinates and clients</td>
<td>2.114</td>
<td>II</td>
</tr>
<tr>
<td>2</td>
<td>Understands people and creates in them enthusiasm for work.</td>
<td>2.571</td>
<td>I</td>
</tr>
<tr>
<td>3</td>
<td>Well behaved and respectful towards his/ her superiors</td>
<td>1.343</td>
<td>III</td>
</tr>
</tbody>
</table>

Sources-Primary data (Questionnaire)

**Observations**-
Calculated Coefficient of correlation value is \( r_{yx} = 0.90195, n= 3 \)

\[ t = 0.90195 \sqrt{(3-2)/(1-0.90195)}^2 \]

\[ t = 2.088 \]

Degree of freedom = (n-2) = (3-2) = 1

Coincide level of significance a = 5 %

Therefore, from statistical table calculated value of t for 1 degree of freedom at 5 % of significance is = 12.706

**Inference** -
As calculated t value is less than table value of t i.e. 2.088 < 12.706
Therefore, accept H0; infer that there is no relationship of statistical significance between two variables

**Conclusion:** There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures ‘Behavioural Skills’ of Managerial/Supervisory staff. Thus the Hypothesis Tested and Validated.

**Hypothesis 8**

Hypothesis (H1o): There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures ‘Managerial Skills’ of Managerial/supervisory staff.

For testing of hypothesis T-test is applied.

For testing hypothesis:-use T test and calculate the test statistics as under

\[
t = r_{yx} \sqrt{\frac{n-2}{1-r^2_{yx}}}\]

With (n-2) Degree of freedom, n is number of paired observation, \( r_{yx} \) being coefficient of simple correlation

Table No.-6.1.16- There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures ‘Managerial Skills’ of Managerial/supervisory staff.

<table>
<thead>
<tr>
<th>S. N</th>
<th>Organization / Attributes</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Contribution towards work planning and setting up of targets for the department self and subordinates</td>
<td>Private sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mean</td>
</tr>
<tr>
<td>1</td>
<td>Contribution towards work planning and setting up of targets for the department self and subordinates</td>
<td>5.057</td>
</tr>
<tr>
<td>2</td>
<td>Speed and efficiency in decision making and problem solving</td>
<td>5.314</td>
</tr>
<tr>
<td>3</td>
<td>Ability to readjust work plan according to competitive demands and the changing needs</td>
<td>4.486</td>
</tr>
<tr>
<td>4</td>
<td>Willingness to take calculated risks.</td>
<td>3.2</td>
</tr>
<tr>
<td>5</td>
<td>Readiness to shoulder higher responsibilities.</td>
<td>4.457</td>
</tr>
<tr>
<td>6</td>
<td>Contribution towards guiding and motivating his staff so as to improve performance of his department and section.</td>
<td>3.686</td>
</tr>
<tr>
<td>7</td>
<td>Control in areas where he interested/allocated task to his subordinates</td>
<td>1.8</td>
</tr>
</tbody>
</table>

Sources-Primary data (Questionnaire)
Observations-
Calculated Coefficient of correlation value is \( r_{yx} = 0.8826 \), \( n = 7 \)

\[
t = 0.8826 \sqrt{\frac{(7-2)/1-(0.8826)^2}{n-2/1-r_{yx}^2}}
\]

\( t = 4.197 \)

Degree of freedom = \((n-2) = (7-2) = 5\)

Coincide level of significance \( a = 5\% \)

Therefore, from statistical table calculated value of \( t \) for 5 degree of freedom at 5% of significance is \( = 2.571 \)

Inference-
As calculated \( t \) value is more than table value of \( t \) i.e. \( 4.197 > 2.571 \)

Therefore, Reject \( H_0 \), infer that there is relationship of statistical significance between two variables and accept \( H_1 \)

Conclusion: There is significant correlation between Private and Service Sector organisation among the traits/attributes to measures ‘Managerial Skills’ of Managerial/supervisory staff.

Thus the Hypothesis Tested and Validated.

Hypothesis 9
Hypothesis (H0): There is no significant correlation between Emotional quotient (EQ) and Competency Level (CL) among the teachers of various Institutes/colleges.

For testing of hypothesis \( T \) - test is applied.

For testing hypothesis:- use \( T \) test and calculate the test statistics as under

\[
t = r_{yx} \sqrt{\frac{n-2/1-r_{yx}^2}{n-2}}
\]

With \((n-2)\) Degree of freedom, \( n \) is number of paired observation, \( r_{yx} \) being coefficient of simple correlation
Table No.-6.1.17- There is no significant correlation between Emotional quotient (EQ) and Competency Level (CL) among the teachers of various Institutes/colleges.

<table>
<thead>
<tr>
<th>Mean EQ &amp; CL Institutes/colleges</th>
<th>Mean EQ*</th>
<th>Mean Competency level**</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGEMENT</td>
<td>51.00</td>
<td>3.55</td>
</tr>
<tr>
<td>ENGINEERING</td>
<td>50.50</td>
<td>3.77</td>
</tr>
<tr>
<td>PHARMACY</td>
<td>50.38</td>
<td>3.99</td>
</tr>
<tr>
<td>LAW</td>
<td>55.00</td>
<td>3.73</td>
</tr>
<tr>
<td>COMP MGT</td>
<td>47.67</td>
<td>3.23</td>
</tr>
<tr>
<td>SOCIAL WORK</td>
<td>53.86</td>
<td>3.80</td>
</tr>
<tr>
<td>ARCHITECTURE</td>
<td>52.30</td>
<td>4.00</td>
</tr>
</tbody>
</table>

Sources-Primary data (Questionnaire)
*The highest possible mean score for EQ is 63 and the lowest is 0
**The highest possible mean score for CL is 5 and the lowest is 1

Observations-
Calculated Coefficient of correlation value is \( r_{yx} = 0.52585 , n = 7 \)

\[
t = 0.52585 \sqrt{\frac{(7-2)}{1-(0.52585)^2}}
\]

\( t = 1.382 \)

Degree of freedom = \( (n-2) = (7-2) = 5 \)
Coincide level of significance \( a = 5 \% \)

Therefore, from statistical table calculated value of \( t \) for 5 degree of freedom at 5 % of significance is = 2.571

Inference
As calculated \( t \) value is more than table value of \( t \) i.e. 1.382<2.571
Therefore, Accept H0, infer that there is no relationship of statistical significance between two variables

Conclusion: There is no significant correlation between Emotional quotient (EQ) and Competency Level (CL) among the teachers of various Institutes/colleges.
Thus the Hypothesis Tested and Validated.
6.2-Findings of the study

Following are major findings for Private sector organizations, Service sector organizations and competency mapping for teacher in education sector.

Private sector Organizations

1. 54.29% of private sector organizations having Primary emphasis on cost/secondary emphasis on differentiation strategy business strategy of organization followed by 20% having Primary emphasis differentiation/secondary emphasis cost strategy, 17.14% Pure cost strategy and 8.57% organization having pure differentiation strategy. Among Private sector organizations, majority of Automobile and Electronic and electrical sector organizations are having Primary emphasis on cost/secondary emphasis on differentiation strategy while Textile organization having pure differentiation strategy.

2. Majority of private sector organizations had given first rank to the Quality as priorities as per their relative importance to organization followed by cost, delivery, innovation, and flexibility. Majority of Automobile, Electronic and electrical, Textile and construction organizations have given first rank to quality and second rank to cost. While Chemical and Pharmaceuticals organizations have given first rank to Quality and second rank to innovation as a functional strategy of organization.

3. 46% of private sector organizations have objective of employee and organization development, followed by 26% sales growth, 17% emphasis on increase market share, 8% on other while only 3% having return on asset as objective of a private sector organization. Majority of Automobile, Electronic and electrical, Textile and other organizations have objective of employee and organization development. Construction and Plastic & Rubber organizations have objective of sales growth while Chemical and Pharmaceuticals organizations have objective of increase market share.

4. 74.28% of private sectors organizations conducting competency mapping techniques. Once in year, followed by 17.14% organization conducting it twice in a year, while 8.57% organizations specify other way of conducting it (once in two year, as per need analysis, continuous basis). Majority of Automobile, Electronic and electrical, Chemical and Pharmaceuticals, Construction, Plastic & Rubber organizations conducting competency mapping techniques. Once in year while Textile and other organizations organization conducting it twice in a year.

5. Majority of private sector organizations (54.28%) used Interview method for identification of competency followed by other techniques like by HR Specialist (48.57%...
Questionnaire (31.42%). Job expert / Subject (28.57%). Benchmarking against superior performers (25.71%). Critical incident technique (17.14%), and Other (Specify) (5.71%). Majority of Automobile, Textile and other organizations have given priority to HR Specialist and Interview method for identification of competency. Electronic and electrical and Plastic & Rubber organizations have given priority to Job expert / Subject method, while Chemical and Pharmaceuticals and Construction organizations have given priority Interview method and HR Specialist method for identification of competency.

6. Majority of Private sector organizations (62.85%) used Self and Superior assessment methods for Competency Assessment, followed by other methods like Interviews (40%), 360degree feedback (37.14%), Assessment centre (28.57%), other methods (5.71%), while only 2.85% organization used Role play and management games as a methods for Competency Assessment. Majority of Electronic and electrical and Plastic & Rubber organizations have given priority to Self and Superior assessment and Assessment centre method for Competency Assessment. Chemical and Pharmaceuticals, Construction and other organizations have given priority to Self and Superior assessment and Interviews methods, while Automobile and Textile organizations have given priority to 360degree feedback method for Competency Assessment.

7. As per Rankings given by the HR Manager/ officer/ executive of private sector organizations for assessing the performance of employees, it reveals that the first rank has been given to ‘Quality of work’, Followed by second rank to ‘Work Knowledge’ and third rank to ‘Technical Knowledge’, while fourth rank to ‘Team work’ and fifth rank to ‘Quantity of work’, Followed by sixth rank to ‘Dependability’ and seventh rank to ‘Attendance’. Majority of Automobile and Chemical and Pharmaceuticals organizations have given priority to Quality of work and Technical Knowledge while Electronic and electrical, Textile, Plastic & Rubber and other organizations have given priority to Work Knowledge and Quality of work.

8. As per Rankings given by HR Manager/ officer/ executive of private sector organizations to the traits that are necessary for the performance of supervisors. It is revealed that HR Manager/ officer/ executive of all the private sector organizations have given first rank to ‘Ability and skill to control peers independently’. While second rank to work knowledge and third rank to work output. Majority of Automobile and Chemical and Pharmaceutical and construction organizations have given priority to Ability and skill to control peers.
independently and work output. Electronic and electrical and other organizations have given priority to work knowledge and Ability and skill to control peers independently.

9. As per Ranking given by Hr manager/ officers/ executives of Private sector organisations regarding various ‘Managerial skills’ adopted in order to measure the performance of managerial staff, it reveals that Private sector organisations has given first rank to Speed and efficiency in decision making and problem solving followed by second rank to Contribution towards work planning and setting up of targets for the department, self and subordinates’ and third rank to ‘Ability to readjust work plan according to competitive demands and the changing needs’. Majority of Automobile and construction organizations have given priority to and efficiency in decision making and problem solving. Chemical and Pharmaceutical, Plastic & Rubber and other organizations have given priority to Contribution towards work planning and setting up of targets for the department, self and subordinates.

10. As per Ranking given by Hr manager/ officers/ executives of Private sector organisations regarding various ‘Job skills’ adopted in order to measure the performance of managerial staff, it reveals that Private sector organisations has given first rank to “Development of new ideas, techniques and procedures for improving efficiency and productivity” followed by second rank to ‘Knowledge of trends, development and new techniques pertaining to employee’s field of work and specialisation’ while ‘Assistance in the formulation of policies and specialisation’ has been given third rank. Majority of Automobile, Electronic and electrical and Plastic & Rubber organizations have given priority to Development of new ideas, techniques and procedures for improving efficiency and productivity while Chemical and Pharmaceutical, construction and other organizations have given priority to ‘Knowledge of trends, development and new techniques pertaining to employee’s field of work and specialisation.

11. As per Ranking given by Hr manager/ officers/ executives of Private sector organisations regarding various ‘Behavioral skills’ adopted in order to measure the performance of managerial staff, it reveals that Private sector organisations has given first rank to “‘Understands people and creates in them enthusiasm for work” followed by second rank to Sensitivity and tact in dealing with personal problems of peers, subordinates and clients’ while ‘Well behaved and respectful towards his/ her superiors’ has been given third rank. Majority of Automobile, Electronic and electrical, Textile, construction and other organizations have given priority to Understands people and creates in them enthusiasm for work while Chemical and Pharmaceutical and Plastic & Rubber
organizations have given priority to Sensitivity and tact in dealing with personal problems of peers, subordinates and clients.

12. 45.71 percent of Private sector organizations use Performance appraisal as method for Training needs identification, followed by 45.71 percent organization have Training need identification form. 45.71 percent have Skill Matrix, 17.14 percent organizations have Interviews method, 14.28 percentage have other methods while 11.42 percent have Role clarity format method for training need identification. Majority of Electronic and electrical, Textile, Plastic & Rubber, construction and other organizations have given priority to Performance appraisal and Training needs identification as method for Training needs identification while Automobile and Chemical and Pharmaceutical organizations have given priority to Skill Matrix and Training need identification form.

13. 71.42 percent of private sector organizations having job rotation as a method of on the job training followed by other methods like 62.85 percent Job instruction, 60 percent Coaching, while only 17.14 percent organization having Committee Assignment as a method of on the job training. Majority of Automobile, Electronic and electrical, Plastic & Rubber and other organizations have given priority to job rotation and Coaching as a method of on the job training while Chemical and Pharmaceutical, Textile and construction organizations have given priority to Job instruction and the job training.

14. 77.14 percent of private sector organizations having Lecture method as a method of off the job training followed by other methods like 71.42 percent Conference/Discussion, 31.42 percent Role Playing while only 8.57 percent having Vestibule training as a off the job method of training. Majority of Automobile, Chemical and Pharmaceutical, Plastic & Rubber and other organizations have given priority to Lecture method while Electronic and electrical, Textile and construction organizations have given priority to Conference/Discussion.

15. As per ranking given by by Hr manager/ officers/ executives of Private sector organisations regarding training objective of organisation, it reveals that Private sector organisations has given first rank to “Increase productivity “as satisfied training objective of organization, followed by second rank to “ Improve the quality of product/services”, third rank to” Effect the personal growth”.

16. As per ranking given by by Hr manager/ officers/ executives of private sector organisations regarding organisational development intervention technique implemented in organisations, it reveals that Private sector organisation has given first rank to “Team Intervention”, followed by second rank to “Structural Intervention”, third rank to
"Intergroup & Third Party peacemaking intervention while fourth rank given to " Individual intervention". Majority of Electronic and electrical, Chemical and Pharmaceutical and Plastic and Rubber organizations have given priority to Team Intervention. Automobile and other organizations have given priority to Structural Intervention while Textile organizations have given priority to Individual intervention.

17. Majority of respondent of private sector organisations agree that resistance to change, skill shortage and resource shortage encounter some problems while implementing the competency mapping in organization while there is no problem of Top management support.

18. As per ranking given by by Hr manager/ officers/ executives of private e sector organisations regarding Benefits achieved through the competency mapping in organizations, it reveals that Private sector organisation has given first rank to "To achieve Organisational objectives and strategy" as the benefits achieved through the competency mapping in organization followed by second rank given to “To satisfy business needs and Individual’s needs” third rank given to “Positive change in organisation culture, System, process and Management.” Majority of Automobile, Electronic and electrical and other organizations have given priority to “To achieve Organisational objectives and strategy” as a benefits achieved through the competency mapping in organization. Chemical and Pharmaceutical and Construction organizations have given priority to “To satisfy business needs and Individual’s needs” while Textile organizations have given priority to “Positive change in organisation culture, System, process and Management”.

Service sector organizations-

1. 46.67% of service sector organizations focused on pure quality strategy followed by 33.33% emphasis on Primary emphasis Quality/ secondary emphasis differentiation strategy, 13.33% on Primary emphasis differentiation/ secondary emphasis Quality strategy while only 6.67 % focused on pure differentiation strategy. Majority of Banking/Financial, Insurance and Hospital organizations are having Pure Quality strategy as business strategy of organization.

2. Majority of service sector organizations have given first rank to the Quality as priorities as per their relative importance to organization followed by flexibility, Cost, Reliability and dependability. Majority of Banking/Financial, Insurance and Hotel organizations have given first rank to quality and second rank to reliability while Hospital organizations have given first rank to dependability and Retail organizations have given first rank to cost.
3. 60% of service sector organizations emphasizes on the objective of Customer/ Patient satisfaction, followed by 33% organizations have objective of employee and organization development, only 7% organization have objective of increase market share. Majority of Banking/Financial, Hospital and Hotel organizations emphasizes on the objective of Customer/Patient satisfaction while Insurance, Retail and Call centre/BPO have objective of employee and organization development.

4. 60% of service sectors organizations conducting competency mapping techniques Once in year, followed by 20% organizations conducting it twice in a year, while 20% organization specify other way of conducting it (once in two year, as per need analysis, continuous basis). Majority of Banking/Financial, Insurance, Retail and Call centre/BPO organizations conducting competency mapping techniques Once in year while Hospital and Hotel organizations conducting it twice in a year.

5. Majority of service sector organizations (60%) used Interview method for identification of competency followed by other techniques like Questionnaire (40%), Job expert / Subject (40%), By HR Specialist(33.33%), Benchmarking against superior performers (26.67%), Other (Specify) (26.67%), and Critical incident technique (6.67%). Majority of Banking/Financial, Insurance, and Call centre/BPO organizations have given priority to Job expert / Subject method for identification of competency. Retail and Hotel organizations have given priority to Interview and HR Specialist method, while Hospital organizations have given priority to Benchmarking against superior performers and Interview method for identification of competency.

6. Majority of Service sector organizations (60%) used Self and Superior assessment methods for Competency Assessment, followed by other methods like Interviews (40%), 360degree feedback (40%), Assessment centre (26.67%), Role play methods (20%), while only 13.33% organization used other methods for Competency Assessment. Majority of Insurance, and Call centre/BPO organizations have given priority to Self and Superior assessment and Assessment centre methods for Competency Assessment. Hotel and Hospital organizations have given priority to 360degree feedback method while Banking/Financial and Retail organizations have given priority to Role play methods for Competency Assessment.

7. As per Rankings given by the HR Manager/ officer/ executive of service sector organizations for assessing the performance of employees, it reveals that the first rank has been given to ‘Quality of work’, Followed by second rank to ‘Work Knowledge’ and third rank to ‘Technical Knowledge’, while fourth rank to “Team work” and fifth rank to ‘Quantity of work’. Followed by Sixth rank to “Dependability” and seventh rank to
“Attendance”. Majority of Banking/Financial, Insurance and Hospital organizations have given priority to Quality of work and Work Knowledge while Hotel and Retail organizations have given priority to Work Knowledge and Technical Knowledge.

8. As per Rankings given by HR Manager/ officer/ executive of service sector organizations to the traits that are necessary for the performance of supervisors. It is revealed that HR Manager/ officer/ executive of all the service sector organizations have given first rank to ‘work knowledge’. While second rank to “work output”, and third rank to Ability and skill to control peers independently’. Majority of Banking/Financial and Retail organizations have given priority to work knowledge and work output while Hotel and Hospital organizations have given priority to work knowledge and Ability and skill to control peers independently.

9. As per Ranking given by HR manager/ officers/ executives of Service sector organisations regarding various ‘Managerial skills’ adopted in order to measure the performance of managerial staff, it reveals that Service sector organisations have been given first rank to ‘Contribution towards work planning and setting up of targets for the department, self and subordinates’ followed by second rank to “Speed and efficiency in decision making and problem solving’ and third rank to ‘Ability to readjust work plan according to competitive demands and the changing needs’. Majority of Insurance, Hotel and Call centre/BPO organizations have given priority to Contribution towards work planning and setting up of targets for the department, self and subordinates while Retail and Hospital organizations have given priority to Speed and efficiency in decision making and problem solving.

10. As per Ranking given by HR manager/ officers/ executives of service sector organisations regarding various ‘Job skills’ adopted in order to measure the performance of managerial staff, it reveals that service sector organisations has given first rank to “Development of new ideas, techniques and procedures for improving efficiency and productivity” followed by second rank to ‘Knowledge of trends, development and new techniques pertaining to employee’s field of work and specialisation’ while ‘Assistance in the formulation of policies and specialisation’ has been given third rank. Majority of Banking/Financial, Insurance and Retail organizations have given priority to Development of new ideas, techniques and procedures for improving efficiency and productivity. Hotel organizations have given priority to Knowledge of trends, development and new techniques pertaining to employee’s field of work and specialisation while Call centre/BPO and Hospital organizations have given priority to Assistance in the formulation of policies and specialisation.
11. As per Ranking given by Hr manager/ officers/ executives of service sector organisations regarding various ‘Behavioral skills’ adopted in order to measure the performance of managerial staff, it reveals that service sector organisations has given first rank to “Sensitivity and tact in dealing with personal problems of peers, subordinates and clients” followed by second rank to “Understands people and creates in them enthusiasm for work”. And third rank to “well behaved and respectful towards his/her superiors”. Majority of Banking/Financial, Insurance and Call centre/BPO organizations have given priority to Sensitivity and tact in dealing with personal problems of peers, subordinates and clients. Hotel and Hospital organizations have given priority to Understands people and creates in them enthusiasm for work while Retail Hospital organizations have given priority to well behaved and respectful towards his/her superiors.

12. 53.33 percent of service sector organizations use Performance appraisal as method for Training needs identification, followed by 46.67 percent organizations have Training need identification form, 46.67 percent have Interviews method, 20 percent organization have Skill Matrix, 13.33 percentage have other methods and Role clarity format method for training need identification. Majority of Banking/Financial, Hotel and Call centre/BPO and Hospital organizations have given priority to Performance appraisal and Training need identification form as method for Training needs identification while Insurance and Retail organizations have given priority to Interviews method.

13. 66.67 percent of service sector organizations having job rotation as a method of on the job training followed by other methods like 60 percent Coaching, 40 percent Job instruction, while only 13.33 percent organization having Committee Assignment as a method of on the job training. Majority of Banking/Financial, Insurance, Call centre/BPO and Hospital organizations have given priority to job rotation and Coaching as a method of on the job training while Hotel and Retail organizations have given priority to Job instruction and job rotation.

14. 74 percent organizations having Lecture method as a method for off the job training followed by 66 percent Conference/Discussion, 40 percent Role Playing while only 10 percent having Vestibule training off the job method in the organizations. Majority of Banking/Financial, Insurance, Hotel and Retail organizations have given priority to Lecture method and Role Playing as a method for off the job training while Call centre/BPO and Hospital organizations have given priority to Conference/Discussion and Lecture method.

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15. As per ranking given by Hr manager/ officers/ executives of service sector organisations regarding training objective of organisations, it reveals that service sector organisation has given first rank to “Increase productivity “as satisfied training objective of organization, followed by second rank to “Improve the quality of product/services”. third rank to” Effect the personal growth”.

16. As per ranking given by Hr manager/ officers/ executives of service sector organisations regarding organisational development intervention technique implemented in organisation, it reveals that service sector organisations has given first rank to “Team Intervention”, followed by second rank to “Structural Intervention”, third rank to “Intergroup & Third Party peacemaking intervention while fourth rank given to “Individual intervention”. Majority of Banking/Financial, Insurance, and Hotel organizations have given priority to Team Intervention. Call centre/BPO and Hospital organizations have given priority to Structural Intervention while Retail organizations have given priority to Intergroup & Third Party peacemaking intervention.

17. Majority of respondent of service sector organisations agree that resistance to change, skill shortage encounter some Problems while implementing the competency mapping in organizations while there is no problem of Top management support and resource shortage.

18. As per ranking given by Hr manager/ officers/ executives of service sector organisations regarding Benefits achieved through the competency mapping in organizations, it reveals that service sector organisations has given first rank given to “To achieve Organisational objectives and strategy” and “To satisfy business needs and Individual’s needs” followed by second rank given to “Positive change in organisation culture, System, process and Management.”, third rank given to “Developing and retaining competent Human resource”. Majority of Hotel and Call centre/BPO organizations have given priority to “To achieve Organisational objectives and strategy”. Insurance, Retail and Hospital organizations have given priority to “To satisfy business needs and Individual’s needs”, while Banking/Financial organizations have given priority to “Positive change in organisation culture, System, process and Management.”
Education sector –

Following are findings in competency mapping for teachers in education sector

1. It is found that 98.41 percent of the teachers came under the 1st grade of EQ with the scores ranging between 42-63, and only 1.587 percent of teachers under the 2nd grade of EQ with the score value of 21-41.

2. It is found that the number of teachers under the score level ‘good and excellent’ is higher. This is a positive trend. For the statement on “opinion on pay and promotion based on teacher performance appraisal” there was a fair response. Scores obtained for “participation in seminars, conferences, publications and other academic activity” was the least.

3. It is found that the highest mean value of 4.09 out of 5, was obtained for statement 5 on Clarity of expression like language and voice, followed by Planning and completion of the syllabus on time with mean value of 4.00, and third on ‘Punctuality in conducting classes’ with mean value of 3.95. The least mean values were obtained for Involvements in co-curricular activities like sports, culture, NSS, NCC, field trips with mean value is 3.53

4. It is found that the mean scores obtained for EQ and CL of various institutes/colleges, only a negligible difference was noticed. The highest EQ level was obtained by Law members followed by Social work, Architecture, Management, Engineering, Pharmacy and Comp. mgt. Most of the departments secured good scores ranging between 4 and 5 in CL. However the gap was wide with 2.05

5. The minimum possible gap is 1 and maximum 4. From the table it is evident that the mean gap was 1.25 which is only a little higher by 0.25. The gap ranged between 0.91 and 1.75.

The gap was wider for

- Your opinion on pay and promotion based on teacher’s performance appraisal.
- Professional growth-participation and paper presentation in academic events, publication etc.

The gap was less for

- Clarity of expression like language and voice,
- Planning and completion of the syllabus on time,
- Punctuality in conducting classes