CHAPTER – VI

FINDINGS

In this chapter, researcher would like to give findings on the basis of data interpretation. The findings of each component of present study are as follows.

[1]. Organizational effectiveness
[2]. Job satisfaction
[3]. Employees i.e. Managerial effectiveness
[4]. Personality trait
[5]. Findings of Background variables

FINDINGS OF ORGANIZATIONAL EFFECTIVENESS:
1. Type of the organizations and consensus
   ♦ 65.9% respondents from chemical organizations fall into high consensus level.
   ♦ 58.5% respondents from engineering organizations fall into high consensus level.

2. Age and Consensus
   ♦ 64.5% respondents fall in to high level consensus from 25 to 35 age group.
   ♦ 89.8% respondents from 36 to 45 years of age group fall into high (56.1%) and very high (33.7%) level of consensus.
   ♦ 66.2% respondents from 46 to 55 years of age group fall into high level of consensus.
   ♦ 75% respondents from 56 and above years of age group fall into high level of consensus.

3. Educational background and consensus
   ♦ 64.8% respondents from technical educational background fall into high level of consensus.
   ♦ 61.0% respondents from post graduation educational background fall into high level of consensus.
52.9% respondents from graduation educational background fall into high level of consensus.

4. Experience and consensus

- 66.7% respondents with 1 to 5 years of experience fall into high level of consensus.
- 65.2% respondents with 21 and above years of experience fall into high level of consensus.
- 62.7% respondents with 6 to 10 years of experience fall into high level of consensus.
- 61.5% respondents with 11 to 15 years of experience fall into high level of consensus, whereas, 30.8% respondents fall into very high level of consensus.
- 55.1% respondents with 16 to 20 years of experience fall into high level of consensus, whereas, 38.8% respondents fall into very high level of consensus.

5. Income and consensus

- 72.7% respondents from 45,001-55,000 income group fall into high level of consensus.
- 68.3% respondents from 6,000-15,000 income group fall into high level of consensus.
- 65.2% respondents from 25,001-35,000 income group fall into high level of consensus.
- 62.8% respondents from 15,001-25,000 income group fall into high level of consensus.
- 83.3% respondents from 35,001-45,000 income group fall into high (45.8%) and very high (37.5%) level of consensus.
- 82.6% respondents from 55,001 and above income group fall into high (47.8%) and very high (34.8%) level of consensus.
LEGITIMIZATION:

1. Type of the Organizations and Legitimization
点亮 60.7% respondents from engineering organizations fall into high level of legitimation.
点亮 55.6% respondents from chemical organizations fall into high level of legitimation.

2. Age of the respondents and Legitimization
点亮 61.1% respondents from 25 to 35 years of age group fall into high level of legitimation.
点亮 60.2% respondents from 36 to 45 years of age group fall into high level of legitimation.
点亮 54.1% respondents from 46 to 55 years of age group fall into high level of legitimation.
点亮 50% respondents from 56 and above years of age group fall into moderate level of legitimation.

3. Educational background and Legitimization
点亮 61.8% respondents from graduation educational background fall into high legitimation.
点亮 58.5% respondents from technical educational background fall into high level of legitimation.
点亮 5.8% respondents from post graduation educational background fall into high legitimation.

4. Experience and Legitimization
点亮 63.3% respondents with 16 to 20 years of experience fall into high level of legitimation.
点亮 62.7% respondents with 6 to 10 years of experience fall into high level of legitimation.
点亮 59.6% respondents with 11 to 15 years of experience fall into high level of legitimation.
53.3% respondents with 21 and above years of experience fall into high level of legitimization.

50.0% respondents with 1 to 5 years of experience fall into high level of legitimization, whereas, 50.0% respondents fall into moderate level of legitimization.

5. Income and Legitimization

72.7% respondents from 45,001-55,000 income group fall into high level of legitimization.

70.8% respondents from 35,001-45,000 income group fall into high level of legitimization.

61.7% respondents from 6,000-15,000 income group fall into high level of legitimization.

59.3% respondents from 15,001-25,000 income group fall into high level of legitimization.

53.0% respondents from 25,001-35,000 income group fall into high level of legitimization.

43.5% respondents from 55,001 and above income group fall into moderate category of legitimization, whereas, 39.1% respondents fall into high level of legitimization.

NEED FOR INDEPENDENCE:

1. Type of the organizations and need for independence

63.7% respondents from engineering organizations fall into low category of need for independence.

44.4% respondents from chemical organizations fall into low category of need for independence.

2. Age and need for independence

60% respondents from 25 to 35 years of age group fall into low category of need for independence.
53.1% respondents from 36 to 45 years of age group fall into low category of need for independence.

50.0% respondents from 46 to 55 years of age group fall into low category of need for independence.

50.0% respondents from 56 and above years of age group fall into moderate category of need for independence, whereas, 37.5% respondents fall into low category of need for independence.

3. Education and need for independence

55.9% respondents from graduation educational background fall into low category of need for independence.

55.3% respondents from technical educational background fall into low category of need for independence.

50.6% respondents from post graduation educational background fall into low category of need for independence.

4. Experience and need for independence

62.7% respondents with 6 to 10 years of experience fall into low need for independence category.

59.2% respondents with 16 to 20 years of experience fall into low need for independence category.

50.0% respondents with 1 to 5 years of experience fall into low need for independence category.

50.0% respondents with 21 and above years of experience fall into low category of need for independence.

48.1% respondents with 11 to 15 years of experience fall into low category of need for independence.

5. Income and need for independence

72.7% respondents from 45,001-55,000 income group fall into low category of need for independence.

59.1% respondents from 25,001-35,000 income group fall into low category of need for independence.
57.0% respondents from 15,001-25,000 income group fall into low category of need for independence.

56.7% respondents from 6,000-15,000 income group fall into low category of need for independence.

43.5% respondents from 55,001 and above income group fall into low category, whereas, 34.8% respondents fall into high category of need for independence.

25.0% respondents from 35,001-45,000 income group fall into low category, whereas, 25.0% respondents fall into high category of need for independence.

SELF CONTROL:

1. Type of organization and Self control
   49.8% respondents from engineering organization fall into moderate category of self control.
   40.7% respondents from chemical organization fell into moderate category, whereas, 31.9% respondents fall into high level of self control.

2. Age and Self control
   51.0% respondents from 36 to 45 years of age group fall at moderate self control.
   45.6% respondents from 25 to 35 years of age group fall at moderate self control.
   37.8% respondents from 46 to 55 years of age group fall at moderate self control, whereas, 28.4% respondents fall at high self control.
   37.5% respondents from 56 and above years of age group fall at moderate self control, whereas, similar percentage i.e. 37.5% respondents fall at high level of self control.

3. Education and Self control
   46.8% respondents fall into moderate category of self control from post graduation educational background.
   45.3% respondents from technical educational background fall into moderate self control.
   41.2% respondents from graduation educational background fall into moderate self control, whereas, 35.3% respondents fall into low self control.
4. Experience and Self control

♦ 53.1% respondents with 16 to 20 years of experience fall into moderate level of self control.
♦ 52.5% respondents with 6 to 10 years of experience fall into moderate level of self control.
♦ 42.3% respondents fall into moderate level of self control with 11 to 15 years experience.
♦ 55.6% respondents fall into high level of self control, whereas, 38.9% respondents fall into moderate level of self control, with 1 to 5 years of experience.
♦ 39.1% respondents fall into moderate category of self control, whereas, 27.2% respondents fall into high level of self control with 21 and above years of experience.

5. Income and Self control

♦ 50.0% respondents fall into moderate category of self control, whereas, 38.4% respondents fall into high (31.7%) and very high (6.7%) category of self control from 6,000-15,000 income group.
♦ 41.9% respondents fall into moderate category of self control from 15,001-25,000 income group.
♦ 53.0% respondents from 25,001-35,000 income group fall into moderate category of self control.
♦ 41.7% respondents from 35,001-45,000 income group fall into moderate category, whereas, 29.2% respondents fall into high category of self control.
♦ 36.4% respondents from 45,001-55,000 income group fall into moderate self control, whereas, 27.3% respondents fall into high self control.
♦ 39.1% respondents from 55,001 and above income group fall into low self control whereas, 26.1% respondents fall into high self control.

JOB INVOLVEMENT:

1. Type of the organization and Job involvement

♦ 56.3% respondents from chemical organizations fall into high level of job involvement.
52.6% respondents from engineering organizations fall into high level of job involvement, whereas, 35.6% respondents fall into moderate category of job involvement.

2. Age and Job involvement
- 62.5% respondents from 56 and above years of age group fall at high job involvement.
- 60.0% respondents from 25 to 35 years of age group fall at high job involvement.
- 52.7% respondents from 46 to 55 years of age group fall at high job involvement, whereas, 33.8% respondents fall at low job involvement.
- 50.0% respondents from 36 to 45 years of age group fall at high job involvement, whereas, 34.7% respondents fall at low job involvement.

3. Education and Job involvement
- 61.8% respondents from graduation educational background fall into high job involvement.
- 61.0% respondents from post graduation educational background fall into high job involvement.
- 49.7% respondents from technical educational background fall at high job involvement, whereas, 37.7% respondents fall at moderate job involvement.

4. Experience and Job involvement
- 61.1% respondents with 1 to 5 years of experience fall at high (50%) and very high (11.1%) job involvement.
- 60.9% respondents with 21 and above experience fall at high (51.1%) and very high (9.8%) job involvement.
- 66.1% respondents with 6 to 10 years of experience fall at high level of job involvement.
- 51.9% respondents with 11 to 15 years of experience fall at high level of job involvement.
- 51.0% respondents with 16 to 20 years of experience fall at high job involvement, whereas, 40.8% respondents fall at moderate job involvement.
5. Income and Job involvement

- 73.9% respondents from 55,001 and above income group fall at high job involvement.
- 66.7% respondents from 6,000-15,000 income group fall at high job involvement.
- 63.6% respondents fall at high job involvement from 45,001-55,000 income group.
- 58.3% respondents fall at high job involvement from 35,001-45,000 income group.
- 46.5% respondents from 15,001-25,000 income group fall at high job involvement whereas, 36% respondents fall at moderate job involvement.
- 43.9% respondents from 25,001-35,000 income group fall into high job involvement whereas, 43.9% respondents fall at moderate job involvement.

INNOVATION:

1. Type of the organization and innovation

- 88.9% respondents from chemical organizations fall at high (54.8%) and very high (34.1%) categories of innovation.
- 91.9% respondents from engineering organizations fall at high (51.9%) and very high (40%) categories of innovation.

2. Age and innovation

- 90% respondents from 25 to 35 years of age group fall into high (43.3%) and very high (46.7%) level of innovation.
- 62.2% respondents from 36 to 45 years of age group fall into high level of innovation.
- 54.1% respondents from 46 to 55 years of age group fall into high level of innovation, whereas, 36.5% respondents fall into very high level of innovation.
- 50% respondents from 56 and above years of age group fall into high level of innovation, similarly 50% respondents fall into very high level of innovation.

3. Education and innovation

- 54.7% respondents from technical educational fall into high level of innovation, and 36.5% respondents fall into very high level of innovation.
- 52.9% respondents from graduation background fall into high level of innovation and 35.3% respondents fall into very high level of innovation.
- 50% respondents from post graduation educational background fall into high level of innovation and 39% respondents fall into very high level of innovation.

4. Experience and innovation
- 89.9% respondents with 6 to 10 years of experience fall at high (45.8%) and very high (44.1%) level of innovation.
- 88.5% respondents with 11 to 15 years of experience fall at high (48.1%) and very high (40.4%) level of innovation.
- 69.4% respondents fall into high level of innovation with 16-20 years of experience.
- 55.6% respondents with 1 to 5 years of experience fall at high level of innovation, whereas, 44.4% respondents fall into very high level of innovation.
- 52.2% respondents with 21 and above years of experience fall into high innovation, and 37% respondents fall into very high innovation.

5. Income and innovation
- 45% respondents from 6,000-15,000 income group fall into high innovation, whereas, 45% respondents fall at very high innovation.
- 58.1% respondents from 15,001-25,000 income group fall at high innovation, whereas, 34.9% respondents fall at very high innovation.
- 54.5% of the respondents fall at high innovation level, whereas, 39.4% respondents fall at very high innovation from 25,001-35,000 income group.
- 75% of the respondents fall at high innovation level from 35,001-45,000 income group.
- 72.8% of the respondents from 45,001-55,000 income group fall at very high (36.4%) and high (36.4%) innovation level.
- 73.9% of the respondents from 55,001 and above income group fall at high (39.1%) and very high (34.8%) innovation level.
ORGANIZATIONAL COMMITMENT:

1. Type of organization and organizational commitment
   - 80% of the respondents from engineering organization fall into high (57%) and very high (23%) level of organizational commitment.
   - 79.3% of the respondents from chemical organizations fall into high (57.8%) and very high (21.5%) level of organizational commitment.

2. Age and organizational commitment
   - 58.9% of the respondents from 25 to 35 years of age group fall into high level of organizational commitment.
   - 58.1% of the respondents from 46 to 55 years of age group fall into high level of organizational commitment.
   - 57.1% of the respondents from 36 to 45 years of age group fall into high level of organizational commitment.
   - 50% of the respondents from 56 and above years of age group fall into moderate organizational commitment, whereas, 37.5% respondents fall into high organizational commitment.

3. Education and organizational commitment
   - 57.2% of the respondents from technical educational background fall into high level of organizational commitment.
   - 50% of the respondents from graduation educational background fall into high level of organizational commitment.
   - 61% respondents from post graduation educational background fall into high level of the organizational commitment.

4. Experience and organizational commitment
   - 64.4% of the respondents with 6 to 10 years of experience fall into high level of organizational commitment.
   - 61.2% of the respondents with 16 to 20 years of experience fall into high level of organizational commitment.
55.6% of the respondents with 1 to 5 years of experience fall into high level of organizational commitment.

54.3% of the respondents with 21 and above years of experience fall into high level of organizational commitment.

51.9% of the respondents with 11 to 15 years of experience fall into high level of organizational commitment.

5. Income of the respondents and organizational commitment

81.9% of the respondents from 45,001-55,000 income group fall into high (45.5%) and very high (36.4%) level of organizational commitment.

80.0% of the respondents from 6,000-15,000 income group fall into high (48.3%) and very high (31.7%) level of organizational commitment.

75.0% of the respondents from 35,001-45,000 income group fall into high (45.8%) and very high (29.2%) level of organizational commitment.

61.6% of the respondents from 15,001-25,000 income group fall into high level of organizational commitment.

68.2% of the respondents fall into high level of organizational commitment from 25,001-35,000 income group.

52.2% of the respondents fall into high level of organizational commitment from 55,001 and above income group.

ORGANIZATIONAL ATTACHMENT:

1. Type of organization and organizational attachment

91.2% of the respondents from chemical organizations fall into high (45.9%) and very high (45.2%) category of organizational attachment.

55.6% of the respondents from engineering organization fall into very high category of organizational attachment, whereas, 37.8% of the respondents fall into high level of organizational attachment.

2. Age of the respondents and organizational attachment

93.3% of the respondents from 25 to 35 years of age group fall into high (43.3%) and very high (50%) level of organizational attachment.
92.9% of the respondents from 36 to 45 years of age group fall into high (43.9%) and very high (49%) level of organizational attachment.

75% of the respondents from 56 and above years of age group fall into high (25%) and very high (50%) level of organizational attachment.

52.7% of the respondents from 46 to 55 years of age group fall into very high level of organizational attachment, whereas, 39.2% of the respondents fall into high level of organizational attachment.

3. Education of the respondents and organizational attachment

51.6% of the respondents from technical educational background fall at very high level, whereas, 42.8% respondents fall at high level of organizational attachment.

52.9% of the respondents from graduation educational background fall at very high level, whereas, 35.3% of the respondents fall at high level of organizational attachment.

89.7% of the respondents from post graduation educational background fall into high (42.9%) and very high (46.8%) level of organizational attachment.

4. Experience of the respondents and organizational attachment

77.8% respondents with 1 to 5 years of experience fall into high (38.9%) and very high (38.9%) categories of organizational attachment.

91.6% respondents with 6 to 10 years of experience fall in high (45.8%) and very high (45.8%) categories of organizational attachment.

55.8% respondents with 11 to 15 years of experience fall into very high category of organizational commitment, similarly 40.4% respondents fall into high organizational commitment.

51% respondents with 16 to 20 years of experience fall into very high category, whereas, 44.9% respondents fall into high category of organizational attachment.

52.2% respondents with 21 and above years of experience fall into very high category, whereas, 39.1% respondents fall into high category of organizational attachment.
5. Income of the respondents and organizational attachment

- 91.8% respondents from 15,001-25,000 income group fall into high (48.8%) and very high (43%) organizational attachment level.
- 88.3% respondents from 6,000-15,000 income group fall into high (40%) and very high (48.3%) organizational attachment level.
- 54.5% respondents from 25,001-35,000 income group fall into very high level of organizational attachment.
- 50.0% respondents fall into high level organizational attachment, whereas, 50.0% respondents fall into very high level of organizational attachment from 35,001-45,000 income group.
- 54.5% respondents fall into very high level of organizational attachment, whereas, 45.5% respondents fall into high level of organizational attachment from 45,001-55,000 income group.
- 69.9% respondents from 55,001 and above income group fall into very high organizational attachment.

Figures shows total scores of Organizational Effectiveness and Background variables:

*Figures 1* 

**Type of organization and organizational effectiveness**
Figure - 2.1
Age of the respondents and organizational effectiveness.

Figure - 2.2
Educational background and organizational effectiveness
Experience and organizational effectiveness

Income and organizational effectiveness.
JOB SATISFACTION:
Creativity

1. Type of the organizations and creativity
♦ 78% respondents from chemical organizations fall into satisfied (58.5%) and (29.6%) very much satisfied level of creativity.
♦ 94% respondents from engineering organizations fall into satisfied (54.8%) and very much satisfied (38.5%) level of creativity.

2. Age of the respondents and creativity
♦ 55.6% respondents from 25 to 35 years of age group fall into satisfied level of creativity, whereas, 35.6% respondents fall into very much satisfied level of creativity.
♦ 90.9% respondents from 36 to 45 years of age group fall into satisfied (58.2%) and very much satisfied (32.7%) level of creativity.
♦ 89.2% respondents from 46 to 55 years of age group fall into satisfied (55.4%) and very much satisfied (33.8%) level of creativity.
♦ 62.5% respondents from 56 and above years of age group fall into satisfied and 37.5% respondents fall into very much satisfied level of creativity.

3. Educational Background and creativity
♦ 56.6% respondents from technical educational background fall into satisfied category, whereas, 34.6% respondents fall into very much satisfied category of creativity.
♦ 52.9% respondents from graduation educational background fall into satisfied category and 41.2% respondents fall into very much satisfied category of creativity.
♦ 58.4% respondents from post graduation educational background fall into satisfied category and 29.9% respondents fall into very much satisfied category of creativity.

4. Experience and creativity
♦ 72.2% respondents with 1 to 5 years of experience fall into satisfied (44.4%) and very much satisfied (27.8%) level of creativity.
♦ 64.4% respondents with 6 to 10 years of experience fall into satisfied level of creativity.
♦ 90.4% respondents with 11 to 15 years of experience fall into satisfied (50%) and very much satisfied (40.4%) level of creativity.
♦ 97.9% respondents with 16 to 20 years of experience fall into satisfied (61.2%) and very much satisfied (36.7%) categories of creativity.
♦ 89.1% respondents with 21 and above years of experience fall into satisfied (55.4%) and very much satisfied (33.7%) level of creativity.

5. Income of the respondents and creativity
♦ 91.6% respondents fall into satisfied (58.3%) and very much satisfied (33.3%) level of creativity from 6,000-15,000.
♦ 89.6% respondents fall into satisfied (60.5%) and very much satisfied (29.1%) level of creativity in the income group 15,001-25,000.
♦ 92.4% respondents from 25,001-35,000 income group fall into satisfied (48.5%) and very much satisfied (43.9%) level of creativity.
♦ 54.2% respondents from 35,001-45,000 income group fall into satisfied and 29.2% respondents fall into very much satisfied level of creativity.
♦ 90.9% respondents from 45,001-55,000 income group fall into satisfied (54.5%) and very much satisfied (36.4%) level of creativity.
♦ 95.6% respondents fall into satisfied (65.2%) and very much satisfied (30.4%) level of creativity from 55,001 and above income group.

OPPORTUNITY FOR GROWTH AND DEVELOPMENT:

1. Type of the organizations and opportunity for growth and development
♦ 76.3% respondents from chemical organizations fall into satisfied (69.9%) and very much satisfied (6.7%) level of opportunity for growth and development.
♦ 79.2% respondents from engineering organizations fall into satisfied (57%) and very much satisfied (22.2%) categories of opportunity for growth and development.
2. Age of the respondents and opportunity for growth and development

- 62.2% respondents from 25 to 35 years of age fall into satisfied level of opportunity for growth and development.
- 79.6% respondents from 36 to 45 years of age fall into satisfied (59.2%) and very much satisfied (20.4%) level of opportunity for growth and development.
- 73% of the respondents from 46 to 55 years of age group fall into high (67.6%) and very high (5.4%) level of opportunity for growth and development.
- 87.5% respondents fall into satisfied category of opportunity for growth and development from 56 and above years of age group.

3. Educational qualification and opportunity for growth and development

- 72.9% respondents from technical educational background fall into satisfied (57.2%) and very much satisfied (15.7%) level of opportunity for growth and development respectively.
- 82.3% respondents from graduation educational background fail into satisfied (73.5%) and very much satisfied (8.8%) level of opportunity for growth and development respectively.
- 85.7% respondents from post graduation educational background fall into satisfied (71.4%) and very much satisfied (14.3%) level of opportunity for growth and development, respectively.

4. Experience and opportunity for growth and development

- 61.1% of the respondents fall into satisfied category of opportunity for growth and development with 1 to 5 years of experience.
- 76.3% of the respondents fall into satisfied (61%) and very much satisfied (15.3%) categories of opportunity for growth and development with 6 to 10 years of experience.
- 86.5% of the respondents with 11 to 15 years of experience fall into satisfied (57.7%) and very much satisfied (28.8%) categories of opportunity for growth and development.
- 73.5% of the respondents with 16 to 20 years of experience fall into satisfied category of opportunity for growth and development.
63% of the respondents with 21 and above years of experience fall into satisfied category of opportunity for growth and development.

5. Income and opportunity for growth and development

- 73.3% respondents from 6,000-15,000 income group fall into satisfied (65%) and very much satisfied (8.3%) level of opportunity for growth and development.
- 79.1% respondents fall into satisfied (62.8%) and very much satisfied (16.3%) level of opportunity for growth and development from 15,001-25,000 income group.
- 75.7% respondents from 25,001-35,000 income group fall into satisfied (53%) and very much satisfied (22.7%) categories of opportunity for growth and development.
- 66.7% respondents fall into satisfied category of opportunity for growth and development from 35,001-45,000 income group.
- 90.9% respondents from 45,001-55,000 income group fall into satisfied (81.8%) and very much satisfied (9.1%) level of opportunity for growth and development.
- 82.6% respondents from 55,001 and above income growth fall into satisfied (78.3%) and very much satisfied (4.3%) level of opportunity for growth development.

DECISION MAKING POWER:

1. Type of the organizations and decision making power
- 76.3% respondents from chemical organizations fall into satisfied (61.5%) and very much satisfied (14.8%) level of decision making power.
- 81.5% respondents from engineering organizations fall into satisfied (47.4%) and very much satisfied (34.1%) level of decision making power.

2. Age of the respondents and decision making power
- 76.7% respondents from 25 to 35 years of age group fall into satisfied (48.9%) and very much satisfied (27.8%) level of decision making power.
- 79.6% respondents from 36 to 45 years of age group fall into satisfied (49%) and very much satisfied (30.6%) level of decision making power.
82.5% respondents from 46 to 55 years of age group fall into satisfied (67.6%) and very much satisfied (74.9%) level of decision making power.

62.5% respondents from 56 and above years of fall into satisfied category of decision making power.

3. Educational background and decision making power

79.2% respondents from technical educational background fall into satisfied (56.6%) and very much satisfied (22.6%) level of decision making power.

91.2% respondents from graduation educational background fall into satisfied (61.8%) and very much satisfied (29.4%) level of decision making power.

72.8% respondents fall into satisfied (46.8%) and very much satisfied (26%) level of decision making power of post graduation educational background.

4. Experience and decision making power

55.6% respondents with 1 to 5 years of experience fall into satisfied (50%) and very much satisfied (5.6%) level of decision making power.

77.9% respondents with 5 to 10 years of experience fall into satisfied (52.5%) and very much satisfied (25.4%) level of decision making power.

44.4% respondents with 11 to 15 years of experience fall into very much satisfied category, similarly 38.5% respondents fall into satisfied category of decision making power.

81.7% respondents with 16 to 20 years of experience fall into satisfied (53.1%) and very much satisfied (28.6%) categories of decision making power.

66.3% respondents with 21 and above years of experience fall into satisfied category of decision making.

5. Income and decision making power

75% respondents from 6,000-15,000 income group fall into satisfied (46.7%) and very much satisfied (28.3%) categories of decision making power.

79.0% respondents fall into satisfied (58.1%) and very much satisfied (20.9%) categories of decision making power from 15,001-25,000 income group.
80.0% respondents from 25,001-35,000 income group fall into satisfied (54.5%) and very much satisfied (25.8%) categories of decision making power.

79.1% respondents fall into satisfied (58.3%) and very much satisfied (20.8%) categories of decision making power from 35,001-46,000 income group.

90.9% respondents from 45,001-55,000 income group fall into satisfied (54.5%) and very much satisfied (36.4%) categories of decision making power.

78.2% respondents fall into satisfied (56.5%) and very much satisfied (21.7%) categories of decision making power from 55,001 and above income group.

**JOB SECURITY:**

1. **Type of the organizations and job security**
   - 77.1% respondents from chemical organizations fall into satisfied (59.3%) and very much satisfied (17.8%) categories of job security.
   - 88.9% of the respondents from engineering organizations fall into satisfied (57%) and very much satisfied (31.9%) categories of job security.

2. **Age of the respondents and job security**
   - 82.2% respondents from 25 to 35 years of age group fall into satisfied (57.8%) and very much satisfied (24.4%) categories of job security.
   - 86.8% respondents from 36 to 45 years of age group fall into satisfied (59.2%) and very much satisfied (27.6%) categories of job security.
   - 81.1% respondents from 46 to 55 years of age group fall into satisfied (59.5%) and very much satisfied (21.6%) categories of job security.
   - 62.5% respondents from 56 and above years of age group fall into satisfied (37.5%) and very much satisfied (25%) categories of job security.

3. **Educational background and job security**
   - 84.2% respondents from technical educational background fall into satisfied (61.6%) and very much satisfied (22.6%) categories of job security.
   - 64.7% respondents from graduation educational background fall into satisfied level of job security.
75.4% respondents from post graduation educational background fall into satisfied (48.1%) and very much satisfied (27.3%) level of job security.

4. Experience of the respondents and job security
- 61.1% of the respondents with 1 to 5 years of experience fall into satisfied level of job security.
- 81.3% of the respondents with 6 to 10 years of experience fall into satisfied (50.8%) and very much satisfied (30.5%) categories of job security.
- 90.3% of the respondents with 11 to 15 years of experience fall into satisfied (61.5%) and very much satisfied (28.8%) categories of job security.
- 91.8% of the respondents with 16 to 20 years of experience fall into satisfied (65.3%) and very much satisfied (26.5%) categories of job security.
- 79.3% of the respondents with 21 and above years of experience fall into satisfied (56.3%) and very much satisfied (22.8%) categories of job security.

5. Income and job security
- 61.7% respondents from 6,000-15,000 income group fall into satisfied category of job security.
- 80.2% respondents from 15,001-25,000 income group fall into satisfied (62.8%) and very much satisfied (17.4%) categories of job security.
- 83.3% of the respondents from 25,001-35,000 income group fall into satisfied (50%) and very much satisfied (33.3%) categories of job security.
- 75% of the respondents from 35,001-45,000 income group fall into satisfied (50%) and very much satisfied (25%) categories of job security.
- 81.2% of the respondents from 45,001-55,000 income group fall into satisfied category of job security.
- 91.3% of the respondents from 55,001 and above income group fall into satisfied (52.2%) and very much satisfied (39.1%) categories of job security.
REMUNERATION:

1. Type of the organizations and remuneration
   ♦ 61.5% respondents from chemical organizations fall into satisfied (55.6%) and very much satisfied (5.9%) categories of remuneration.
   ♦ 64.5% respondents from engineering organizations fall into satisfied (51.9%) and very much satisfied (12.6%) categories of remuneration.

2. Age of the respondents and remuneration
   ♦ 57.8% respondents from 25 to 35 years of age group fall into satisfied (46.7%) and very much satisfied (11.1%) categories of remuneration.
   ♦ 66.4% respondents from 36 to 54 years of age group fall into satisfied (58.2%) and very much satisfied (8.2%) categories of remuneration.
   ♦ 66.9% respondents from 46 to 55 years of age group fall into satisfied (56.8%) and very much satisfied (8.1%) categories of remuneration.
   ♦ 62.5% respondents from 56 and above years of age group fall into satisfied (50%) and very much satisfied (12.5%) categories of remuneration.

3. Education of the respondents and remuneration
   ♦ 59.8% respondents fall into satisfied (53.3%) and very much satisfied (6.3%) category of remuneration, from technical educational background.
   ♦ 61.8% respondents from post graduation educational background fall into satisfied (50.6%) and very much satisfied (13%) categories of remuneration.

4. Experience of the respondents and remuneration
   ♦ 50% of the respondents with 1 to 5 years of experience fall into satisfied category of remuneration.
   ♦ 61.1% of the respondents with 6 to 10 years of experience fall into satisfied (49.2%) and very much satisfied (11.9%) categories of remuneration.
   ♦ 65.4% of the respondents with 11 to 15 years of experience fall into satisfied (55.8%) and very much satisfied (9.6%) categories of remuneration.
   ♦ 51% of the respondents with 16 to 20 years of experience fall into satisfied level of remuneration.
68.5% of the respondents with 21 and above years of experience fall into satisfied (57.6%) and very much satisfied (10.9%) categories of remuneration.

5. Income of the respondents and remuneration
- 53.3% respondents from 6,000-15,000 income group fall into satisfied (48.3%) and very much satisfied (5%) categories of remuneration.
- 69.8% respondents fall into satisfied (54.7%) and very much satisfied (15.1%) categories of remuneration from 15,001-25,000 income group.
- 72.8% respondents from 25,001-35,000 income group fall into satisfied (65.2%) and very much satisfied (7.9%) categories of remuneration.
- 45.8% respondents from 35,001-45,000 income group fall into satisfied category of remuneration.
- 63.6% of the respondents from 45,001-55,000 income group fall into satisfied (54.5%) and very much satisfied (9.1%) categories of remuneration.
- 47.8% respondents from 55,001 and above income group fall into satisfied (39.1%) and very much satisfied (8.7%) categories of remuneration.

WORKING CONDITION:
1. Type of the organizations and working conditions
- 73.3% respondents from chemical organizations fall into satisfied (68.9%) and very much satisfied (4.4%) categories of working conditions.
- 83.7% respondents from engineering organizations fall into satisfied (63.7%) and very much satisfied (20%) categories of working conditions.

2. Age of the respondents and working conditions
- 78.9% respondents from 25 to 35 years of age group fall into satisfied (66.7%) and very much satisfied (12.2%) categories of working conditions.
- 78.6% respondents from 36 to 45 years of age group fall into satisfied (65.3%) and very much satisfied (13.3%) categories of working conditions.
- 79.7% respondents from 46 to 55 years of age group fall into satisfied (68.9%) and very much satisfied (10.8%) categories of working conditions.
- 62.5% respondents from 56 and above years of age fall into satisfied (50%) and very much satisfied (12.5%) categories of working conditions.
3. **Educational background and working conditions**

♦ 76.7% respondents from technical educational background fall into satisfied (65.4%) and very much satisfied (11.3%) categories of working conditions.

♦ 82.3% respondents from graduation educational background fall into satisfied (67.6%) and very much satisfied (14.7%) categories of working conditions.

♦ 67.5% respondents from post graduation educational background fall into satisfied category of working conditions.

4. **Experience and working conditions**

♦ 50% respondents with 1 to 5 years of experience fall into satisfied level of working conditions.

♦ 81.4% respondents with 6 to 10 years of experience fall into satisfied (71.2%) and very much satisfied (10.2%) categories of working conditions.

♦ 78.8% respondents with 11 to 15 years of experience fall into satisfied (61.5%) and very much satisfied (17.3%) categories of working conditions.

♦ 83.6% respondents with 16 to 20 years of experience fall into satisfied (71.4%) and very much satisfied (12.2%) categories of working conditions.

♦ 79.3% respondents with 21 and above years of experience fall into satisfied (66.3%) and very much satisfied (13%) categories of working conditions.

5. **Income and working conditions**

♦ 88.4% of the respondents with 6,000-15,000 income fall into satisfied (81.7%) and very much satisfied (6.7%) categories of working conditions.

♦ 68.6% of the respondents with 15,001-25,000 income group fall into satisfied (53.5%) and very much satisfied (15.1%) categories of working conditions.

♦ 83.3% of the respondents with 25,001-35,000 income group fall into satisfied (63.6%) and very much satisfied (19.7%) categories of working conditions.

♦ 66.2% of the respondents from 35,001-45,000 income group fall into satisfied (62.5%) and (4.2%) very much satisfied categories of working conditions.

♦ 81.8% respondents from 45,001-55,000 income group fall into satisfied category of working conditions.
87% respondents from 55,001 and above income group fall into satisfied (78.3%) and very much satisfied (8.7%) categories of working conditions.

INTERPERSONAL RELATIONS:

1. Type of the organizations and interpersonal relations
   ♦ 81.5% respondents from chemical organizations fall into satisfied (63.7%) and very much satisfied (17.8%) categories of interpersonal relations.
   ♦ 88.9% respondents from engineering organizations fall into satisfied (65.2%) and very much satisfied (23.7%) categories of interpersonal relations.

2. Age of the respondents and interpersonal relations
   ♦ 87.5% respondents from 56 and above years of age group fall into satisfied categories of interpersonal relations.
   ♦ 85.7% respondents from 36 to 45 years of age group fall into satisfied (68.4%) and very much satisfied (17.3%) categories of interpersonal relations.
   ♦ 64.9% respondents from 46 to 35 years of age group fall into satisfied category of interpersonal relations.
   ♦ 57.8% respondents from 25 to 35 years of age group fall into satisfied category of interpersonal relations.

3. Educational background and interpersonal relations
   ♦ 88% respondents from technical educational background fall into satisfied (66%) and very much satisfied (22%) categories of interpersonal relations.
   ♦ 67.6% respondents from graduation educational background fall into satisfied (67.6%) category of interpersonal relations.
   ♦ 79.2% respondents from post graduation educational background fall into satisfied (59.7%) and very much satisfied (19.5%) categories of interpersonal relations.

4. Experience and interpersonal relations
   ♦ 91.3% respondents with 16 to 20 years of experience fall into satisfied (75.5%) and very much satisfied (16.3%) categories of interpersonal relations.
90.4% respondents with 11 to 15 years of experience fall into satisfied (57.7%) and very much satisfied (32.7%) categories of interpersonal relations.

61% respondents with 6 to 10 years of experience fall into satisfied category of interpersonal relations.

67.4% respondents with 21 and above years of experience fall into satisfied category of interpersonal relations.

50% respondents with 1 to 5 years of experience fall into satisfied category of interpersonal relations.

5. **Income and interpersonal relations**

- 86.7% respondents from 6,000-15,000 income group fall into satisfied (71.7%) and very much satisfied (15%) categories of interpersonal relations.
- 83.7% respondents from 15,001-25,000 income group fall into satisfied (62.8%) and very much satisfied (20.9%) categories of interpersonal relations.
- 84.8% respondents from 25,001-35,000 income group fall into satisfied (62.1%) and very much satisfied (22.7%) categories of interpersonal relations.
- 87.5% respondents from 35,001-45,000 income group fall into satisfied (62.5%) and very much satisfied (25%) categories of interpersonal relations.
- 63.6% respondents from 45,001-55,000 income group fall into satisfied category of interpersonal relations.
- 82.6% respondents from 55,001 and above income group fall into satisfied (60.9%) and very much satisfied (21.7%) categories of interpersonal relations.

**RECOGNITION TO WORK:**

1. **Type of the organizations and recognition to work**

- 71.1% respondents from chemical organizations fall into satisfied (62.2%) and very much satisfied (8.9%) categories of recognition to work.
- 81.5% respondents from engineering organizations fall into satisfied (54.1%) and very much satisfied (27.4%) categories of recognition to work.
2. **Age and recognition to work**
   - 74.4% respondents from 25 to 35 years of age group fall into satisfied (51.1%) and very much satisfied (23.3%) categories of recognition to work.
   - 79.6% respondents from 36 to 45 years of age group fall into satisfied (60.2%) and very much satisfied (19.4%) categories of recognition to work.
   - 77.1% respondents from 46 to 55 years of age group fall into satisfied (64.9%) and very much satisfied (12.2%) categories of recognition to work.
   - 50.0% respondents from 56 and above years of experiences fall into satisfied category of recognition to work.

3. **Education and recognition to work**
   - 84.4% respondents from post graduation educational background fall into satisfied (59.7%) and very much satisfied (24.7%) categories of recognition to work.
   - 85.3% respondents from graduation educational background fall into satisfied (61.8%) and very much satisfied (23.5%) categories of recognition to work.
   - 56.0% respondents from technical educational background fall into satisfied category of recognition to work.

4. **Experience and recognition to work**
   - 87.7% respondents from 16 to 20 years of experience fall into satisfied (71.4%) and very much satisfied (16.3%) categories of recognition to work.
   - 81.3% respondents from 6 to 10 years of experience fall into satisfied (57.6%) and very much satisfied (23.7%) categories of recognition to work.
   - 77.2% respondents from 21 and above experience fall into satisfied (62%) and very much satisfied (15.2%) categories of recognition to work.
   - 67.3% respondents from 11 to 15 years of experience fall into satisfied (48.1%) and very much satisfied (19.2%) categories of recognition to work.
   - 50.0% respondents from 1 to 5 years of experience fall into satisfied (33.3%) and very much satisfied (16.7%) categories of recognition to work.
5. **Income and recognition to work**

- 86.9% respondents from 55,001 and above income group fall into satisfied (82.6%) and very much satisfied (4.3%) categories of recognition to work.
- 81.6% respondents from 6,000-15,000 income group fall into satisfied (68.3%) and very much satisfied (13.3%) categories of recognition to work.
- 75.7% respondents from 25,001-35,000 income group fall into satisfied (43.9%) and very much satisfied (31.8%) categories of recognition to work.
- 74.4% respondents from 15,001-25,000 income group fall into satisfied (53.5%) and very much satisfied (20.9%) categories of recognition to work.
- 72.7% respondents from 45,001-55,000 income group fall into satisfied category of recognition to work.
- 62.5% respondents from 35,001-45,000 income group fall into satisfied (58.3%) and very much satisfied categories of recognition to work.

**DISCRIMINATION OF POWER**

1. **Type of the organizations and discrimination of power**

- 77.8% respondents from chemical organizations fall into satisfied (62.2%) and very much satisfied (15.6%) categories of discrimination of power.
- 93.4% respondents from engineering organizations fall into satisfied (61.5%) and very much satisfied (31.9%) categories of discrimination of power.

2. **Age and discrimination of power**

- 87.7% respondents from 25 to 35 years of age group fall into satisfied (57.8%) and very much satisfied (28.9%) categories of discrimination of power.
- 59.2% respondents from 36 to 45 years of age group fall into satisfied category of discrimination of power.
- 73.0% respondents from 46 to 55 years of age group fall into satisfied category of discrimination of power.
- 37.5% respondents from 56 and above years of age group fall into satisfied category of discrimination of power.
3. Educational background and discrimination of power
♦ 83.0% respondents from technical educational background fall into satisfied (61.6%) and very much satisfied (21.4%) categories of discrimination of power.
♦ 85.3% of the respondents from graduation educational background fall into satisfied (50%) and very much satisfied (25.3%) categories of discrimination of power.
♦ 90.9% of the respondents from post graduation educational background fall into satisfied (67.5%) and very much satisfied (23.4%) categories of discrimination of power.

4. Experience and discrimination of power
♦ 72.3% respondents with 1 to 5 years of experience fall into satisfied (55.6%) and very much satisfied (16.7%) categories of discrimination of power.
♦ 86.4% respondents with 6 to 10 years of experience fall into satisfied (61%) and very much satisfied (25.4%) categories of discrimination of power.
♦ 86.5% respondents with 11 to 15 years of experience fall into satisfied (53.8%) and very much satisfied (32.7%) categories of discrimination of power.
♦ 89.8% respondents with 16 to 20 years of experience fall into satisfied (63.3%) and very much satisfied (26.5%) categories of discrimination of power.
♦ 67.4% respondents with 21 and above years of experience fall into satisfied categories of discrimination of power.

5. Income and discrimination of power
♦ 86.6% respondents from 6,000-15,000 income group fall into satisfied (63.3%) and very much satisfied (23.3%) categories of discrimination of power.
♦ 83.7% respondents from 15,001-25,000 income group fall into satisfied (66.3%) and very much satisfied (17.4%) categories of discrimination of power.
♦ 90.9% respondents from 25,001-35,000 income group fall into satisfied (54.5%) and very much satisfied (36.4%) categories of discrimination of power.
♦ 70.8% respondents from 35,001-45,000 income group fall into satisfied (58.3%) and very much satisfied (12.5%) categories of discrimination of power.
♦ 90.9% respondents from 45,001-55,000 income group fall into satisfied (81.8%) and very much satisfied (9.1%) categories of discrimination of power.
86.9% respondents from 55,001 and above income group fall into satisfied (56.5%) and very much satisfied (30.4%) categories of discrimination of power.

**Figures shows total scores of Job satisfaction and Background variables**

**Figure - 2.25**

*Type of organization and Job satisfaction*

**Figure - 2.26**

*Age of the respondents and Job satisfaction.*
Figure 2.7
Educational background and Job satisfaction

Figure 2.8
Experience and Job satisfaction

□ Vdissatisfied □ Dissatisfied □ Undecided □ Satisfied □ Vsatisfied

□ Vdissatisfied □ Dissatisfied □ Undecided □ Satisfied □ Vsatisfied
MANAGERIAL EFFECTIVENESS:

Confidence in subordinates

1. Type of the organizations and confidence in subordinates
   - 58.5% respondents from chemical organizations fall into high (45.9%) and very high (12.6%) level of confidence in subordinates.
   - 80.7% respondents from engineering organizations fall into high (56.3%) and very high (24.4%) level of confidence in subordinates.

2. Age and confidence in subordinates
   - 74.4% respondents from 25 to 35 years of age group fall into high (50%) and very high (24.4%) level of confidence in subordinates.
   - 64.3% respondents from 36 to 45 years of age group fall into high (51%) and very high (13.3%) level of confidence in subordinates.
   - 70.3% respondents from 45 to 55 years of age group fall into high (54.1%) and very high (16.2%) level of confidence in subordinates.
   - 75% respondents from 56 and above years of age group fall into high (37.5%) and very high (37.5%) level of confidence in subordinates.
3. **Educational background and confidence in subordinates**

- 68.6% respondents from technical educational background fall into high (52.2%) and very high (16.4%) level of confidence in subordinates.
- 67.7% respondents from graduation educational background fall into high (35.3%) and very high (32.4%) level of confidence in subordinates.
- 72.7% respondents from post graduation educational background fall into high (55.8%) and very high (16.9%) level of confidence in subordinates.

4. **Experience and confidence in subordinates**

- 77.8% respondents from 1 to 5 years of experience fall into high (50%) and very high (27.8%) level of confidence in subordinates.
- 64.4% respondents from 6 to 10 years of experience fall into high (52.5%) and very high (11.9%) level of confidence in subordinates.
- 78.8% respondents from 11 to 15 years of experience fall into high (50%) and very high (28.8%) level of confidence in subordinates.
- 61.2% respondents from 16 to 20 years of experience fall into high (46.9%) and very high (14.3%) level of confidence in subordinates.
- 70.7% respondents from 21 and above years of experience fall into high (53.3%) and very high (17.4%) level of confidence in subordinates.

5. **Income and confidence in subordinates**

- 75.0% respondents from 6,000-15,000 income group fall into high (58.3%) and very high (16.7%) level of confidence in subordinates.
- 80.2% respondents from 15,001-25,000 income group fall into high (65.1%) and very high (15.1%) level of confidence in subordinates.
- 69.7% respondents from 25,001-35,000 income group fall into high (40.9%) and very high (28.8%) level of confidence in subordinates.
- 37.3% respondents from 35,001-45,000 income group fall into moderate level of confidence in subordinates.
- 72.8% respondents from 45,001-55,000 income group fall into high (36.4%) and very high (36.4%) level of confidence in subordinates.
39.1% respondents from 55,001 and above income group fall into high level of confidence in subordinates.

COMMUNICATION & TASK ASSIGNMENT:

1. Type of the organizations and communication & task assignment
   ♦ 47.4% respondents from engineering organizations fall into moderate level of communication and task assignment.
   ♦ 54.1% respondents from chemical organizations fall into moderate level of communication and task assignment.

2. Age and communication & task assignment
   ♦ 75% respondents from 56 and above years of age group fall into moderate communication and task assignment category.
   ♦ 56.8% respondents from 46 to 55 years of age group fall into moderate category of communication and task assignment.
   ♦ 48% respondents from 36 to 45 years of age group fall into moderate category of communication and task assignment.
   ♦ 46.7% respondents from 25 to 35 years of age group fall into moderate category of communication and task assignment.

3. Educational background and communication & task assignment
   ♦ 51.9% respondents from post graduation educational background fall into moderate category of communication and task assignment.
   ♦ 50.3% respondents from technical educational fall into moderate category of communication and task assignment.
   ♦ 50.0% respondents from graduation educational background fall into moderate category of communication and task assignments.

4. Experience and communication & task assignments
   ♦ 61.2% respondents from 16 to 20 years of experience fall into moderate category of communication and task assignment.
♦ 55.9% respondents from 6 to 10 years of experience fall into moderate category of communication and task assignment.
♦ 53.3% respondents from 21 and above experience fall into moderate category of communication and task assignment.
♦ 38.9% respondents from 1 to 5 years experience group fall into poor category of communication and task assignments.
♦ 38.5% respondents from 11 to 15 years of experience group fell into poor category of communication and task assignments, whereas, 36.5% respondents fall into moderate category of communication and task assignment.

5. Income and communication & task assignment
♦ 66.7% respondents from 35,001 to 45,000 income group fall into moderate category of communication and task assignment.
♦ 50.0% respondents from 25,001 to 35,000 income group fall into moderate category of communication and task assignment.
♦ 47.8% respondents from 55,001 and above income group fall into moderate category of communication and task assignment.
♦ 48.3% respondents from 6,000 to 15,000 income group fall into moderate category of communication and task assignments.
♦ 50.0% respondents from 15,001 to 25,000 income group fall into moderate category of communication and task assignments.
♦ 45.5% respondents from 45,001 to 55,000 income group fall into moderate category of communication and task assignments.

NETWORKING:

1. Type of the organizations and networking
♦ 45.9% respondents from chemical organizations fall into moderate category of networking.
♦ 58.5% respondents from engineering organizations fall into moderate category of networking.
2. Age of the respondents and networking
♦ 62.5% respondents from 56 and above years of age group fall into high (50%) and very high (12.5%) category of networking.
♦ 55.6% respondents from 25 to 36 years of age group fall into moderate category of networking.
♦ 55.4% respondents from 46 to 55 years of age group fall into moderate networking category.
♦ 49% respondents from 36 to 45 years of age group fall into moderate category of networking.

3. Educational background and networking
♦ 67.6% respondents from graduation educational background fall into moderate networking.
♦ 54.1% respondents from technical educational background fall into moderate networking.
♦ 41.6% respondents from post graduation educational background fall into moderate category of networking.

4. Experience and networking
♦ 63.5% respondents fall into moderate category from 11 to 15 years of experience.
♦ 59.3% respondents from 6 to 10 years of experience fall into moderate category of networking.
♦ 51.1% respondents from 21 and above years of experience fall into moderate category of networking.
♦ 40.8% respondents from 16 to 20 years of experience fall into moderate category, whereas, 40.8% respondents fall into high category of networking.
♦ 33.3% respondents from 1 to 5 years of experience fall into moderate category, whereas, 33.3% respondents fall into high category of networking.

5. Income and networking
♦ 66.7% respondents from 35,001-45,000 income group fall into moderate category of networking.
66.7% respondents from 25,001-35,000 income group fall into moderate category of networking.

56.5% respondents from 55,001 and above income group fall into moderate category of networking.

54.4% respondents from 45,001-55,000 income group fall into moderate category of networking.

48.3% respondents from 6,000-15,000 income group fall into moderate category of networking.

39.5% respondents from 15,001-25,000 income group fall into high category, whereas, 38.4% respondents fall into moderate category of networking.

**COLLEAGUE MANAGEMENT:**

1. **Type of the organizations and colleague management**

   65.2% respondents from engineering organizations fall into moderate category of colleague management.

   57.8% respondents from chemical organizations fall into moderate category of colleague management.

2. **Age and colleague management**

   66.2% respondents from 46 to 55 years of age group fall into moderate category of colleague management.

   64.3% respondents from 36 to 45 years of age group fall into moderate category of colleague management.

   56.7% respondents from 25 to 35 years of age group fall into moderate category of colleague management.

   50.0% respondents from 56 and above years of age group fall into high category, whereas, 37.5% respondents fall into moderate category of colleague management.

3. **Education and colleague management**

   62.3% respondents from technical educational background fall into moderate category.
♦ 61.8% respondents from graduation educational background fall into moderate category.
♦ 59.7% respondents from post graduation educational background fall into moderate category.

4. Experience and colleague management
♦ 65.3% respondents fall into moderate category from 16 to 20 years of experience.
♦ 65.2% respondents from 21 and above experience group fall into moderate category of colleague management.
♦ 61.0% respondents from 6 to 10 years of experience fall into moderate category of colleague management.
♦ 59.6% respondents from 11 to 15 years of experience fall into moderate category of colleague management.
♦ 44.4% respondents from 1 to 5 years of experience fall into high category, whereas, 38.9% respondents fall into moderate category of colleague management.

5. Income and colleague management
♦ 79.2% respondents from 35,001-45,000 income group fall into moderate category of colleague management.
♦ 65.2% respondents from 55,001 and above income group fall into moderate category of colleague management.
♦ 63.6% respondents from 45,001-55,000 income group fall into moderate category of colleague management.
♦ 63.3% respondents from 25,001-35,000 income group fall into moderate category of colleague management.
♦ 61.6% respondents from 15,001-25,000 income group fall into moderate category of colleague management.
♦ 50.0% respondents from 6,000-15,000 income group fall into moderate category of colleague management.
DISCIPLINE:

1. Type of the organizations and discipline
   - 73.3% respondents from engineering organizations fell into very high category of discipline.
   - 63% respondents from chemical organizations fall into high (11.1%) and very high (51.9%) categories of discipline.

2. Age and discipline
   - 70% respondents from 25 to 35 years of age group fall into very high category of discipline.
   - 62.2% respondents from 46 to 55 years of age group fall into very high category of discipline.
   - 58.2% respondents from 36 to 45 years of age group fall into very high category of discipline.
   - 37.5% respondents from 56 and above years of age group fall into very high categories of discipline.

3. Educational background and discipline
   - 64.8% respondents from technical educational background fall into very high category of discipline.
   - 61.8% respondents from graduation educational background fall into very high category of discipline.
   - 58.4% respondents from post graduation educational background fall into very high category of discipline.

4. Experience and discipline
   - 61.2% respondents from 16 to 20 years of experience fall into very high category of discipline.
   - 69.2% respondents from 11 to 15 years of experience fall into very high category of discipline.
   - 62% respondents from 21 and above years of experience fall into very high category of discipline.
♦ 61.2% respondents from 1 to 5 years of experience fall into very high category of discipline.
♦ 59.3% respondents from 6 to 10 years of experience fall into very high category of discipline.

5. Income and discipline
♦ 68.3% respondents from 6,000-15,000 income group fall into very high category of discipline.
♦ 68.3% respondents from 15,001-25,000 income group fall into very high category of discipline.
♦ 66.7% respondents from 25,001-35,000 income group fall into very high category of discipline.
♦ 54.5% respondents from 45,001-55,000 income group fall into very high category of discipline.
♦ 50.0% respondents from 35,001-45,000 income group fall into very high category of discipline.
♦ 39.1% respondents from 55,001 and above income group fall into very high category, whereas, 39.1% respondents fall into low category of discipline.

INFORMAL COMMUNICATION:
1. Type of the organizations and informal communication
♦ 65.2% respondents from engineering organizations fall into moderate category of informal communication.
♦ 60.0% respondents from chemical organizations fall into moderate category of informal communication.

2. Age and informal communication
♦ 67.8% respondents from 25 to 35 years of age group fall into moderate category of informal communication.
♦ 64.9% respondents from 46 to 55 years of age group fall into moderate category of informal communication.
58.2% respondents from 36 to 45 years of age group fall into moderate category of informal communication.

50.0% respondents from 56 and above years of age group fall into high category, whereas, 37.5% respondents fall into moderate category of informal communication.

3. Educational Background and Informal communication
- 71.4% respondents from post graduation educational background fall into moderate category of informal communication.
- 59.1% respondents from technical educational background fall into moderate category of informal communication.
- 58.8% respondents from graduation educational background fall into moderate category of informal communication.

4. Experience and informal communication
- 71.2% respondents from 6 to 10 years of experience fall into moderate category of informal communication.
- 69.2% respondents from 11 to 15 years of experience fall into moderate category of informal communication.
- 59.8% respondents from 21 and above experience fall into moderate category of informal communication.
- 57.1% respondents from 16 to 20 years of experience fall into moderate category of informal communication.
- 44.4% respondents from 1 to 5 years experience fall into moderate category, whereas, 33.35 respondents fall into high category of informal communication.

5. Income and informal communication
- 72.7% respondents from 25,001-35,000 income group fall into moderate category of informal communication.
- 63.3% respondents from 6,000-15,000 income group fall into moderate category of informal communication.
♦ 63.3% respondents from 45,001-55,000 income group fall into moderate category of informal communication.
♦ 56.5% respondents from 55,001 and above income group fall into moderate category of informal communication.
♦ 60.5% respondents from 15,001-25,000 income group fall into moderate category of informal communication.
♦ 45.8% respondents from 35,001-45,000 income group fall into moderate category of informal communication, whereas, 29.2% respondents fall into high category of informal communication.

MANAGEMENT OF MARKET ENVIRONMENT:

1. Type of the organizations and management of market environment
♦ 74.1% respondents from engineering organizations fall into high (32.6%) and very high (41.5%) categories of management of market environment.
♦ 49.8% respondents from chemical organizations fall into high (32.6%) and very high (17.0%) categories of management of market environment.

2. Age and management of market environment
♦ 72.9% respondents from 46 to 55 years of age group fall into high (35.1%) and very high (37.8%) categories of management of market environment.
♦ 57.1% respondents from 36 to 45 years of age group fall into high (31.6%) and very high (25.5%) categories of management of market environment.
♦ 57.8% respondents from 25 to 35 years of age group fall into high (30.0%) and very high (27.8%) categories of management of market environment.
♦ 50.0% respondents from 56 and above years of age group fall into high category of management of market environment.

3. Educational background and management of market environment
♦ 65.0% respondents from post graduation education background fall into high (37.7%) and very high (27.3%) categories of management of market environment.
♦ 61.0% respondents from technical education background fall into high (32.7%) and very high (28.3%) categories of management of market environment.
58.8% respondents from graduation education background fall into high (20.6%) and very high (38.2%) categories of management of market environment.

4. Experience and management of market environment

♦ 65.4% respondents from 11 to 15 years of experience fall into high (38.5%) and very high (26.9%) categories of management of market environment.
♦ 65.2% respondents from 21 and above experience fall into high (31.5%) and very high (33.7%) categories of management of market environment.
♦ 63.3% respondents from 16 to 20 years of experience fall into high (32.7%) and very high (30.6%) categories of management of market environment.
♦ 61.1% respondents from 1 to 5 years of experience fall into high (27.8%) and very high (33.3%) categories of management of market environment.
♦ 52.5% respondents from 6 to 10 years of experience fall into high (30.5%) and very high (22.0%) categories of management of market environment.

5. Income and management of market environment

♦ 68.6% respondents from 15,001-25,000 income group fall into high (41.9%) and very high (26.7%) categories of management of market environment.
♦ 65.1% respondents from 25,001-35,000 income group fall into high (31.8%) and very high (33.3%) categories of management of market environment.
♦ 62.5% respondents from 35,001-45,000 income group fall into high (25.0%) and very high (37.5%) categories of management of market environment.
♦ 56.5% respondents from 55,001 and above income group fall into high (17.4%) and very high (39.1%) categories of management of market environment.
♦ 48.3% respondents from 6,000-15,000 income group fall into high (30.0%) and very high (18.3%) categories of management of market environment.
♦ 45.5% respondents from 45,001-55,000 income group fall into very high category of management of market environment.
CONFLICT RESOLUTION:

1. Type of the organizations and conflict resolutions
   - 88.9% respondents from engineering organizations fall into high (45.9%) and very high (43%) categories of conflict resolution.
   - 63.0% respondents from chemical organizations fall into high (31.9%) and very high (31.1%) categories of conflict resolutions.

2. Age and conflict resolutions
   - 82.2% respondents from 25 to 35 years of age group fall into high (48.9%) and very high (33.3%) categories of conflict resolutions.
   - 75.0% respondents from 56 and above years of age group fall into high (37.5%) and very high (37.5%) categories of conflict resolution.
   - 73.0% respondents from 46 to 55 years of age group fall into high (28.4%) and very high (44.6%) categories of conflict resolution.
   - 72.5% respondents from 36 to 45 years of age group fall into high (37.8%) and very high (37.4%) categories of conflict resolution.

3. Educational background and conflict resolution
   - 40.9% respondents fall into high category whereas, 35.8% respondents fall into very high category of conflict resolution in technical educational background.
   - 39.0% respondents from post graduation educational background fall into high category, whereas, 37.7% fall into very high category of conflict resolution.
   - 41.2% respondents from graduation educational background fall into very high category, whereas, 29.4% respondents fall into high category of conflict resolution.

4. Experience and conflict resolution
   - 86.5% respondents from 11 to 15 years of experience fall into high (44.2%) and very high (42.3%) categories of conflict resolutions respectively.
   - 73.5% respondents from 16 to 20 years of experience fall into high (42.9%) and very high (30.6%) categories of conflict resolution.
72.9% respondents from 6 to 10 years of experience group fall into high (45.8%) and very high (27.1%) categories of conflict resolution.

71.8% respondents from 21 and above years of experience fall into high (26.1%) and very high (45.7%) categories of conflict resolution.

55.6% respondents from 1 to 5 years experience fall into high categories of conflict resolution.

5. Income and conflict resolution

53.3% respondents from 6,000-15,000 income group fall into high category and 28.3% fall into very high category of conflict resolution.

81.6% respondents from 15,001-25,000 income group fall into high (41.9%) and very high (40.7%) categories of conflict resolution.

77.2% respondents from 25,001-35,000 income group fall into high (33.2%) and very high (43.9%) categories of conflict resolution.

66.7% respondents from 35,001-45,000 income group fall into high (25.0%) and very high (41.7%) categories of conflict resolution.

54.5% respondents from 45,001-55,000 income group fall into very high categories of conflict resolution.

43.3% respondents from 55,001 income group fell into high (30.4%) and very high (13.0%) categories of conflict resolution.

INTEGRITY AND COMMUNICATION:

1. Type of the organizations and integrity and communication

35.6% respondents from engineering organizations fall into poor category, whereas, 32.6% respondents fall into low category of integrity and communication.

23% respondents from chemical organizations fall into poor category, whereas, 22.2% respondents fall into high category of integrity and communication.

2. Age and integrity and communication

33.3% respondents from 25 to 35 years of age group fall into poor integrity and communication.
28.6% respondents from 36 to 45 years of age group fall into poor integrity and communication, whereas, 26.5% respondents from same age group fall into low integrity and communication.

25.7% respondents from 46 to 55 years of age group fall into poor integrity and communication, whereas, 24.3% respondents fall into moderate integrity and communication.

50.0% respondents from 56 and above years of age group fall into high (25%) and very high (25%) category of integrity and communication.

3. Educational background and integrity and communication

30.2% respondents from technical educational background fall into poor integrity and communication.

23.5% respondents from graduation educational background fall into moderate integrity and communication.

33.8% respondents from post graduation educational background fall into poor integrity and communication.

4. Experience and integrity and communication

38.9% respondents from 1 to 5 years of experience fall into moderate integrity and communication.

40.7% respondents from 6 to 10 years of experience fall into low integrity and communication.

40.4% respondents from 11 to 15 years of experience fall into poor integrity and communication.

36.7% respondents from 16 to 20 years of experience fall into poor integrity and communication.

23.9% respondents from 21 and above years of experience fall into moderate integrity and communication.

5. Income and integrity and communication

40.0% respondents from 6,000-15,000 income group fall into low integrity and communication.
39.5% respondents from 15,001-25,000 income group fall into poor integrity and communication.

33.3% respondents from 25,001-35,000 income group fall into poor integrity and communication.

29.2% respondents from 35,001-45,000 income group fall into poor integrity and communication.

36.4% respondents from 45,001-55,000 income group fall into low integrity and communication.

60.4% respondents from 55,001 and above income group fell into high (30.4%) and very high (30.4%) integrity and communication.

**CLIENT MANAGEMENT AND COMPETENCE:**

1. **Type of the organizations and client management and competence**
   - 72.6% respondents from engineering organizations fall into moderate client management and competence.
   - 68.9% respondents from chemical organizations fell into moderate client management and competence.

2. **Age and client management and competence**
   - 73.5% respondents from 36 to 45 years of age group fall into moderate category of client management and competence.
   - 71.6% respondents from 46 to 55 years of age group fall into moderate category of client management and competence.
   - 68.9% respondents from 25 to 35 years of age group fall into moderate category of client management and competence.
   - 50.0% respondents from 56 and above years of age group fall into moderate category of client and competence.

3. **Educational background and client management and competence**
   - 71.1% respondents from technical educational background fall into moderate client management competence.
70.6% respondents from graduation educational background fall into moderate categories of client management and competence.

70.1% respondents from post graduation educational background fall into moderate category of client management and competence.

4. Experience and client management and competence

79.6% respondents from 16 to 20 years of experience fall into moderate category of client management and competence.

72.9% respondents from 6 to 10 years of experience fall into moderate categories of client management and competence.

69.6% respondents from 21 and above years of experience fall into moderate category of client management and competence.

65.4% respondents from 11 to 15 years of experience fall into moderate category of client management and competence.

61.1% respondents from 1 to 5 years of experience fall into moderate category of client management and competence.

5. Income and client management and competence

83.3% respondents from 35,001-45,000 income group fall into moderate client management and competence.

80.0% respondents from 6,000-15,000 income group fall at moderate client management and competence.

74.4% respondents from 15,001-25,000 income group fall at moderate client management and competence.

63.6% respondents from 45,001-55,000 income group fall at moderate client management and competence.

59.1% respondents from 25,001-35,000 income group fall at moderate client management and competence.

56.5% respondents from 55,001 and above income group fall at moderate client management and competence.
MOTIVATING:

1. Type of the organizations and motivating
   ♦ 63.7% respondents from chemical organizations fall into high (39.3%) and very high (24.4%) categories of motivating.
   ♦ 89.6% respondents from engineering organizations fall into high (37.0%) and very high (52.6%) categories of motivating.

2. Age and motivating
   ♦ 82.2% respondents from 25 to 35 years of age group fall into high (33.3%) and very high (48.9%) motivating component of managerial effectiveness.
   ♦ 75.5% respondents from 36 to 45 years of age group fall into high (45.9%) and very high (29.6%) motivating components.
   ♦ 75.0% respondents from 56 and above years of age group fall into high (37.5%) and very high (37.5%) categories of motivating component respectively.
   ♦ 71.6% respondents from 46 to 55 years of age group fall into high (33.8%) and very high (37.8%) motivating component respectively.

3. Educational background and motivating
   ♦ 77.3% respondents from technical education background fall into high (37.7%) and very high (39.6%) categories of motivating component respectively.
   ♦ 76.7% respondents from post graduation background fall into high (39.0%) and very high (37.7%) categories of motivating component respectively.
   ♦ 73.5% respondents from graduation background fall into high (38.2%) and very high (35.3%) categories of motivating component respectively.

4. Experience and motivating
   ♦ 61.1% respondents from 1 to 5 years experience fall into high category of motivating component.
   ♦ 72.9% respondents from 6 to 10 years of experience fall into high (35.6%) and very high (37.3%) motivating component.
♦ 55.8% respondents from 11 to 15 years of experience fall into very high category of motivating component.
♦ 73.5% respondents from 16 to 20 years of experience fall into high (44.9%) and very high (28.6%) categories of motivating component.
♦ 72.9% respondents from 21 and above years of experience fall into high (35.9%) and very high (37%) categories of motivating component respectively.

5. Income and motivating
♦ 85.0% respondents from 6,000-15,000 income group fall into high (41.7%) and very high (43.3%) motivating component respectively.
♦ 57.0% respondents from 15,001-25,000 income group fall into high category of motivating component.
♦ 50.0% respondents from 25,001-35,000 income group fall into very high category of motivating component.
♦ 62.5% respondents from 35,001-45,000 income group fall into high (25%) and very high (37.5%) categories of motivating component.
♦ 81.9% respondents from 45,001-55,000 income group fall into high (36.4%) and very high (45.5%) categories of motivating component respectively.
♦ 34.8% respondent from 55,001 and above income group fall into very high category of motivating component.

DELEGATION:

1. Type of the organizations and Delegation
♦ 46.7% respondents from engineering organizations fall into low level of delegation.
♦ 32.6% respondents from chemical organizations fall into low level of delegation.

2. Age and delegation
♦ 33.3% respondents from 25 to 35 years of age group fall into low delegation.
♦ 40.8% respondents from 36 to 45 years of age group fall into low delegation.
♦ 48.6% respondents from 46 to 55 years of age group fall into low delegation.
♦ 62.5% respondents from 56 and above years of age group fall into moderate level of delegation.
3. **Education and delegation**

- 39.6% respondents from technical educational background fall into low category of delegation.
- 38.2% respondents from graduation educational background fall into low category of delegation.
- 40.3% respondents from post graduation educational background fall into low category of delegation.

4. **Experiences and delegation**

- 33.3% respondents from 1 to 5 years of experience fall into moderate category of delegation.
- 30.5% respondents from 6 to 10 years of experience fall into low category of delegation.
- 40.4% respondents from 11 to 15 years of experience fall into low category of delegation.
- 44.9% respondents from 16 to 20 years of experience fall into low category of delegation.
- 45.7% respondents from 21 and above years of experience fall into low category of delegation.

5. **Income and delegation**

- 50.0% respondents from 6,000-15,000 income group fall into low delegation.
- 47.7% respondents from 15,001-25,000 income group fall into low category of delegation.
- 28.8% respondents from 25,001-35,000 income group fall into low category of delegation.
- 33.3% respondents from 35,001-45,000 income group fall into low category of delegation.
- 27.3% respondents from 45,001-55,000 income group fall into very high category of delegation.
- 30.4% respondents from 55,001 and above fall into low category of delegation.
IMAGE BUILDING:

1. Type of the organizations and image building
♦ 53.3% respondents fall into low image building from engineering organizations.
♦ 41.5% respondents from chemical organizations fall into moderate image building.

2. Age and image building
♦ 51.1% respondents from 25 to 35 years of age group fall into low image building.
♦ 41.8% respondents from 36 to 45 years of age group fall into low image building, whereas, 37.8% respondents fall into moderate image building.
♦ 39.2% respondents from 46 to 55 years of age group fall into low image building, whereas, 37.8% respondents fall into moderate image building.
♦ 50.0% respondents from 56 and above years of age group fall into high image building.

3. Educational background and image building
♦ 45.3% respondents from technical educational background fall into low category of image building.
♦ 38.2% respondents from graduation educational background fall into low category, whereas, 32.4% fall into moderate image building.
♦ 42.9% respondents fall into low category, whereas, 40.3% respondents fall into moderate category of image building from post graduation educational background.

4. Experience and image building
♦ 66.7% respondents from 1 to 5 years of experience fall into moderate category of image building.
♦ 49.2% respondents from 6 to 10 years of experience fall into low image building.
♦ 51.9% respondents from 11 to 15 years of experience fall into low image building.
♦ 40.8% respondents from 16 to 20 years of experience fall into low image building, whereas, 42.9% respondents fall into moderate image building.
♦ 40.2% respondents from 21 and above years of experience group fall into lo image building, whereas, 34.8% respondents fall into moderate image building.
5. Income and image building

♦ 51.7% respondents from 6,000-15,000 income group fall into low image building.
♦ 41.9% respondents from 15,001-25,000 income group fall into low image building, whereas, 41.9% respondents have moderate image building.
♦ 48.5% respondents from 25,001-35,000 income group fall into low image building.
♦ 37.5% respondents from 35,001-45,000 income group fall into low image building, whereas, 33.3% respondents fall into moderate image building.
♦ 54.5% respondents from 45,001-55,000 income group fall into moderate image building.
♦ 43.5% respondents from 55,001 and above income group fall into moderate image building.

WELFARE MANAGEMENT:

1. Type of the organizations and welfare management

♦ 91.9% respondents from engineering organization fall into high (35.6%) and very high (56.3%) categories of welfare management respectively.
♦ 66.7% respondents from chemical organizations fall into high (31.9%) and very high (34.8%) categories of welfare management.

2. Age and welfare management

♦ 84.4% respondents from 25 to 35 years of age group fall into high (34.4%) and very high (50%) categories of welfare management respectively.
♦ 78.3% respondents from 46 to 55 years of age group fall into high (29.7%) and very high (48.6%) categories of welfare management respectively.
♦ 75.5% respondents from 36 to 45 years of age group fall into high (36.7%) and very high (38.8%) categories of welfare management respectively.
♦ 75.0% respondents from 56 and above years of age group fall into high (25%) and very high (50%) categories of welfare management.
3. Educational background and welfare management
- 81.1% respondents from technical educational background fall into high (35.2%) and very high (45.9%) categories of welfare management respectively.
- 78.0% respondents from post graduation educational background fall into high (37.7%) and very high (40.3%) categories of welfare management.
- 55.9% respondents from graduation educational background fall into very high welfare management.

4. Experience and welfare management
- 86.5% respondents from 11 to 15 years of experience fall into high (34.6%) and very high (51.9%) categories of welfare management respectively.
- 77.8% respondents from 1 to 5 years of experience fall into high (50%) and very high (27.8%) categories of welfare management respectively.
- 77.5% respondents from 16 to 20 years of experience fall into high (30.6%) and very high (46.9%) categories of welfare management.
- 78.0% respondents from 6 to 10 years of experience fall into high (33.9%) and very high (44.1%) categories of welfare management respectively.
- 77.2% respondents from 21 and above years of experience fall into high (31.5%) and very high (45.7%) categories of welfare management respectively.

5. Income and welfare management
- 86.7% respondents from 6,000-15,000 income group fall into high (40.0%) and very high (46.7%) categories of welfare management respectively.
- 83.4% respondents from 25,001-35,000 income group fall into high (37.9%) and very high (45.5%) categories of welfare management respectively.
- 81.9% respondents from 45,001-55,000 income group fall into high (36.4%) and very high (45.5%) categories of welfare management.
- 51.2% respondents from 15,001-25,000 income group fall into very high welfare management.
- 62.5% respondents from 35,001-45,000 income group fall into high (29.2%) and very high (33.3%) welfare management.
CONSULTATIVE:

1. Type of the organizations and consultative

- 73.4% respondents from engineering organizations fall into high (30.4%) and very high (43.1%) categories of consultative component.
- 54.8% respondents from chemical organizations fall into high (29.8%) and very high (25.2%) categories of consultative component.

2. Age and consultative

- 75.0% respondents from 56 and above years of age group fall into high (50.0%) and very high (25.0%) consultative component.
- 70.0% respondents from 25 to 36 years of age group fell into high (32.2%) and very high (37.8%) categories of consultative component.
- 66.2% respondents from 46 to 55 years of age group fell into high (31.1%) and very high (35.1%) categories of consultative component.
- 56.0% respondents from 36 to 45 years of age group fell into high (25.5%) and very high (30.6%) categories of consultative component.

3. Educational background and consultative

- 67.9% respondents from technical educational background fall into high (30.2%) and very high (37.7%) categories of consultative component.
- 59.8% respondents from post graduation educational background fall into high (27.3%) and very high (32.5%) categories of consultative component.
- 55.9% respondents from graduation educational background fall into high (35.3%) and very high (20.6%) categories of consultative component.

4. Experience and consultative

- 75.0% respondents from 11 to 15 years of experience fall into high (32.7%) and very high (42.3%) categories of consultative component.
72.2% respondents from 1 to 5 years of experience fall into high (50.0%) and very high (22.2%) categories of consultative component.

65.2% respondents from 21 and above years of experience fall into high (31.5%) and very high (33.7%) categories of consultative component.

62.7% respondents from 6 to 10 years of experience fall into high (27.1%) and very high (35.6%) categories of consultative component.

49.0% respondents from 16 to 20 years of experience fall into high (20.4%) and very high (28.6%) categories of consultative component.

5. Income and consultative

65.0% respondents from 6,000-15,000 income group fall into high (36.7%) and very high (28.3%) categories of consultative component.

70.9% respondents from 15,001-25,000 income group fall into high (27.9%) and very high (43.0%) categories of consultative component.

36.4% respondents from 25,001-35,000 income group fall into high (36.4%) and very high (34.8%) categories of consultative component.

54.5% respondents from 45,001-55,000 income group fall into very high categories of consultative component.

41.7% respondents from 35,001-45,000 income group fall into high (16.7%) and very high (25.0%) categories of consultative component.

34.8% respondents from 55,001 and above income group fall into moderate category, whereas, 30.4% respondents fall into low categories of consultative component.

INSPECTION AND INNOVATION:

1. Type of the organizations and inspection & innovation

68.1% respondents from engineering organizations fall into moderate inspection and innovation component.

56.3% respondents from chemical organizations fall into moderate inspection and innovation.
2. Age and inspection & innovation
♦ 66.7% respondents from 25 to 35 years of age fall into moderate inspection and innovation.
♦ 63.3% respondents from 36 to 45 years of age fall into moderate inspection and innovation.
♦ 56.8% respondents from 46 to 55 years of age fall into moderate inspection and innovation.
♦ 50.0% respondents from 56 and above years fall into moderate inspection and innovation.

3. Educational background and inspection & innovation
♦ 65.4% respondents from technical educational background fell into moderate inspection and innovation.
♦ 59.4% respondents from post graduation educational background fell into moderate inspection and innovation.
♦ 55.9% respondents from graduation educational background fell into moderate inspection and innovation.

4. Experience and inspection & innovation
♦ 71.4% respondents from 16 to 20 years of experience fall into moderate inspection and innovation.
♦ 67.8% respondents from 6 to 10 years of experience fall into moderate inspection and innovation.
♦ 66.7% respondents from 1 to 5 years experience fall into moderate inspection and innovation.
♦ 59.6% respondents from 11 to 15 years of experience fall into moderate inspection and innovation.
♦ 54.3% respondents from 21 and above years of experience fall into moderate inspection and innovation.

5. Income and inspection & innovation
79.2% respondents from 35,001-45,000 income group fall into moderate inspection and innovation.

63.6% respondents from 45,001-55,000 income group fall into moderate inspection and innovation.

62.8% respondents from 15,001-25,000 income group fall into moderate inspection and innovation.

61.7% respondents from 6,000-15,000 income group fall into moderate inspection and innovation.

43.5% respondents from 55,001 and above income group fell into moderate inspection and innovation.

Figures shows total scores of Managerial Effectiveness and Background variables:

Figure - 6

Type of organization and Managerial effectiveness

![Bar graph showing scores for Chemical and Engineering types of organizations.](image)

- Poor □ Low □ Moderate □ High □ Vhigh

448
Figure 1
Age of the respondents and Managerial effectiveness.

Figure 2
Educational background and Managerial effectiveness
Experience and Managerial effectiveness

Figure 3
Income and Managerial effectiveness.

Figure 4

450
PERSONALITY TRAITS:

1. Types of the Organizations and co-operative trait
   - 63% respondents from chemical organizations fall into very high (12.6%) and high (51.1%) category of cooperative trait.
   - 68.1% respondents from engineering organizations fall into very high (29.6%) and high (38.5%) category of co-operative trait.

2. Age and co-operative trait
   - 72.2% respondents from 25 to 35 years of age group fall into high (44.4%) and very high (27.8%) categories of co-operative trait.
   - 55.4% respondents from 46 to 55 years of age group fall into high and very high categories of co-operative trait.
   - 61.2% respondents fall into high (38.8%) and very high (22.4%) categories of co-operative trait from 36 to 45 years of age group.
   - In the age group 56 and above years of age 50.0% respondents fall into high (25.0%) and very high (25.0%) categories, whereas, 50.0% fall into moderate categories of co-operative trait.

3. Educational background and co-operative trait
   - In the technical educational background majority i.e. 66.0% respondents fall into high (43.4%) and very high (22.6%) categories of co-operative trait.
   - 76.4% respondents fall into high (58.8%) and very high (17.6%) categories of co-operative trait from Graduation educational background.
   - 61.1% respondents from post graduation educational background fall into high (41.6%) and very high (19.5%) categories of co-operative trait of personality.

4. Experience and co-operative trait
   - 73.4% respondents from 16 to 20 years of experience fall into high (51.0%) and very high (22.4%) categories of co-operative trait.
   - 67.8% respondents from 6 to 10 years of experience fall into high (42.4%) and very high (25.4%) categories of co-operative trait.
65.2% respondents from 21 and above years of experience fall into high (48.9%) and very high (16.3%) categories of co-operative trait.

61.7% respondents from 1 to 5 years of experience fall into high (38.9%) and very high (22.2%) categories of co-operative trait.

59.6% respondents from 11 to 15 years of experience fall into high (36.5%) and very high (23.1%) categories of co-operative trait.

5. Income and co-operative trait

71.7% respondents from 6,000-15,000 income group fall into high (46.7%) and very high (25.0%) categories of co-operative trait of personality.

71.0% respondents from 15,001-25,000 income group fall into high (47.7%) and very high (23.3%) categories of co-operative trait of personality.

66.7% respondents from 35,001-45,000 income group fall into high (41.7%) and very high (25.0%) of co-operative trait categories.

66.6% respondents from 25,001 to 35,000 income group fall into high (43.9%) and very high (22.7%) categories of co-operative trait.

45.5% respondents from 45,001 to 55,000 income group fall into high category of co-operative trait, whereas, 45.5% respondents fall into moderate category of co-operative trait.

52.2% respondents from 55,001 and above income group fall into moderate category of co-operative trait.

FLEXIBLE TRAIT:

1. Type of the Organizations and flexible trait

66.7% respondents from chemical organizations fall into high (54.8%) and very high (11.9%) categories of flexible trait.

60.0% respondents from engineering organizations fall into high (43.7%) and very high (16.3%) categories of flexible trait.

2. Age and flexible trait

64.4% respondents from 25 to 35 years of age group fall into high (51.1%) and very high (13.3%) categories of flexible trait.
63.5% respondents from 46 to 55 years of age group fall into high (16.2%) and very high (47.3%) flexible trait.

62.5% respondents from 56 and above years of age group fall into high (37.5%) and very high (25.0%) categories of flexible trait.

62.2% respondents from 36 to 45 years of age group fall into high (50.0%) and very high (12.2%) categories of flexible trait.

3. Educational background and flexible trait

- 73.5% respondents from graduation educational background fall into high (50.0%) and very high (23.5%) flexible trait.
- 63.5% respondents from technical educational background fall into high (49.7%) and very high (13.8%) flexible trait.
- 58.5% respondents from post graduation educational background fall into high (48.1%) and very high (10.4%) flexible trait.

4. Experience and flexible trait

- 73.0% respondents from 11 to 15 years of experience fall into high (53.8%) and very high (19.2%) flexible trait.
- 64.4% respondents from 6 to 10 years of experience fall into high (50.8%) and very high (13.6%) flexible trait.
- 63.1% respondents from 21 and above years of experience fall into high (45.7%) and very high (17.4%) flexible trait.
- 61.2% respondents from 1 to 5 years of experience fall into high (55.6%) and very high (5.6%) flexible trait.
- 53.0% respondents from 16 to 20 years of experience fall into high (46.9%) and very high (6.1%) categories, whereas, 44.9% respondents fall into moderate flexible trait.

5. Income and flexible trait

- 72.7% respondents from 45,001-55,000 income group fall into high (54.5%) and very high (18.2%) categories of flexible trait.
71.6% respondents from 6,000-15,000 income group fall into high (48.3%) and very high (23.3%) categories of flexible trait.

65.3% respondents from 15,001-25,000 income group fall into high (57.0%) and very high (9.3%) categories of flexible trait.

62.5% respondents from 35,001-45,000 income group fall into high (54.2%) and very high (8.3%) categories of flexible trait.

60.0% respondents fall into high (47.0%) and very high (13.6%) categories of flexible trait from 25,001-35,000 income group.

60.9% respondents from 55,001 and above group fall into high (21.7%) and very high (13.0%) flexible trait.

ENERGETIC TRAIT:

1. Type of the Organizations and energetic trait

- 80.0% respondents from engineering organizations fall into high (51.1%) and very high (28.9%) categories of energetic trait.
- 71.9% respondents from chemical organizations fell into high (41.5%) and very high (30.4%) categories of energetic trait.

2. Age and energetic trait

- 83.3% respondents from 25 to 35 years of age fall into high (51.1%) and very high (32.2%) energetic trait.
- 75.6% respondents from 46 to 55 years of age group fall into high (43.2%) and very high (32.4%) energetic trait.
- 72.5% respondents from 36 to 45 years of age group fall into high (48.0%) and very high (24.5%) categories energetic trait.
- 62.5% respondents from 46 to 56 and above years of age group fall into moderate category of energetic trait.

3. Educational background and energetic trait

- 79.2% respondents from technical educational background fall into high (50.9%) and very high (28.3%) categories of energetic trait.
71.5% respondents from post graduation educational background fall into high (42.9%) and very high (28.6%) categories of energetic trait.

70.6% respondents from graduation educational background fall into high (32.4%) and very high (38.2%) categories of energetic trait.

4. Experience and energetic trait

83.3% respondents from 1 to 5 years of experience fall into high (50.0%) and very high (33.3%) energetic trait.

82.7% respondents from 11 to 15 years of experience fall into high (57.7%) and very high (25.0%) energetic trait.

77.6% respondents from 16 to 20 years of experience fall into high (53.1%) and very high (24.5%) energetic trait.

74.6% respondents from 6 to 10 years of experience fall into high (44.1%) and very high (30.5%) energetic trait.

70.7% respondents from 21 and above years of experience fall into high (37.0%) and very high (33.7%) categories of energetic trait.

5. Income and energetic trait

83.4% respondents from 6,000-15,000 income group fall into high (46.7%) and very high (36.7%) categories of energetic trait.

81.6% respondents from 45,001-55,000 income group fall into high (54.5%) and very high (27.3%) categories of energetic trait.

81.4% respondents from 15,001-25,000 income group fall into high (43.0%) and very high (38.4%) categories of energetic trait.

77.2% respondents from 25,001-35,000 income group fall into high (54.5%) and very high (22.7%) categories of energetic trait.

70.9% respondents from 35,001-45,000 income group fall into high (54.2%) and very high (16.7%) categories of energetic trait.

60.9% respondents from 55,001 and above income group fall into moderate category of energetic trait.
PERSEVERING TRAIT:

1. Persevering trait and type of organization
♦ 80.7% respondents from engineering organizations fall into high (52.6%) and very high (28.1%) persevering trait.
♦ 77.0% respondents from chemical organizations fall into high (44.4%) and very high (32.6%) categories of persevering trait.

2. Age of the respondents and persevering trait
♦ 81.1% respondents from 25 to 35 years of age group fall into high (46.7%) and very high (34.4%) categories of persevering trait.
♦ 74.3% respondents from 46 to 55 years of age group fall into high (44.6%) and very high (29.7%) categories of persevering trait.
♦ 62.5% respondents from 56 and above years of age group fall into high (25.0%) and very high (37.5%) categories of persevering trait.
♦ 81.6% respondents from 36 to 45 years of age group fall into high (55.1%) and very high (26.5%) categories of persevering trait.
♦ 81.1% respondents from 25 to 35 years of age group fall into high (46.7%) and very high (34.4%) categories of persevering trait.

3. Educational background and persevering trait
♦ 82.4% respondents from graduation educational background fall into high (41.2%) and very high (41.2%) categories of persevering trait.
♦ 72.8% respondents from post graduation educational background fall into high (44.2%) and very high (28.6%) categories of persevering trait.
♦ 52.2% respondents from technical educational background fall into high categories of persevering trait.

4. Experience and persevering trait
♦ 79.7% respondents from 6 to 10 years of experience fall into high (49.2%) and very high (30.5%) persevering trait.
♦ 79.6% respondents from 16 to 20 years of experience fall into high (53.1%) and very high (26.5%) categories persevering trait.
77.8% respondents from 1 to 5 years of experience fall into high (50.0%) and very high (27.8%) categories persevering trait.

73.4% respondents from 21 and above years of experience fall into high (40.2%) and very high (33.7%) categories persevering trait.

86.5% respondents fall into very high (28.8%) and high (57.7%) categories preserving trait from 11 to 15 years of experience.

5. Income and persevering trait

84.9% respondents from 15,001-25,000 income group fall into high (46.5%) and very high (38.4%) categories of persevering trait.

84.4% respondents from 6,000-15,000 income group fall into high (51.7%) and very high (33.3%) categories of persevering trait.

77.3% respondents from 25,001-35,000 income group fall into high (51.5%) and very high (25.8%) categories of persevering trait.

72.2% respondents from 45,001-55,000 income group fall into high (45.5%) and very high (27.3%) categories of persevering trait.

58.3% respondents from 35,001-45,000 income group fall into high category of persevering trait.

52.2% respondents from 55,000 and above income group fall into moderate category, whereas, 43.4% respondents fall into high (30.4%) and very high (13.0%) categories of persevering trait.

ORIGINAL TRAIT:

1. Type of the Organizations and original trait

56.3% respondents from engineering organizations fall into high (45.9%) and very high (16.4%) categories of original trait.

55.5% respondents from chemical organizations fall into high (45.9%) and very high (9.6%) categories of original trait.

2. Age and original trait

75.0% respondents from 56 and above years of age fall into high original trait.
45.9% respondents from 36 to 45 years of age group fall into moderate category of original trait.
62.4% respondents from 25 to 35 years of age group fall into high (47.8%) and very high (14.4%) categories of original trait.
55.9% respondents from 46 to 55 years of age group fall into high (48.6%) and very high (6.8%) categories of original trait.

3. Educational background and original trait
61.7% respondents from graduation educational background fall into high (52.9%) and very high (8.8%) categories of original trait.
59.8% respondents from post graduation educational background fall into high (49.4%) and very high (10.4%) categories of original trait.
52.9% respondents from technical educational background fall into high (42.8%) and very high (10.1%) categories of original trait.

4. Experience and original trait
59.3% respondents from 6 to 10 years of experience fall into high (42.4%) and very high (16.9%) categories of original trait.
58.7% respondents from 21 and above years of experience fall into high (50.0%) and very high (8.7%) categories of original trait.
63.3% respondents from 16 to 20 years of experience fall into moderate original trait.
55.8% respondents from 11 to 15 years of experience fall into high categories of original trait.
55.6% respondents from 1 to 5 years of experience fall into high categories of original trait.

5. Income and original trait
64.8% respondents from 15,001-25,000 income group fall into high (46.5%) and very high (16.3%) original trait.
54.2% respondents from 35,001-45,000 income group fall into high (50.0%) and very high (4.2%) original trait.
51.6% respondents from 25,001-35,000 income group fall into high (36.4%) and very high (15.2%) categories of original trait.

55.0% respondents from 6,000-15,000 income group fall into high category of original trait.

47.8% respondents from 55,001 and above income group fall into moderate category of original trait.

45.5% respondents fall into moderate category from 45,001 to 55,000 income group in original trait.

**SELF CONTROLLED TRAIT:**

1. **Type of the Organizations and self controlled trait**
   - 68.9% respondents from engineering organizations fall into moderate category of self controlled trait.
   - 44.4% respondents from chemical organizations fall into moderate category, whereas, 37.7% respondents fall into high (24.4%) and very high (13.3%) categories of self controlled trait.

2. **Age and self controlled trait**
   - 63.3% respondents from 25 to 35 years of age group fall into moderate category of self controlled trait.
   - 62.5% respondents from 56 and above years of age fall into moderate category of self controlled trait.
   - 56.1% respondents from 36 to 45 years of age fall into moderate category of self controlled trait.
   - 48.6% respondents from 46 to 55 years of age group fall into moderate category of self controlled trait.

3. **Educational background and self controlled trait**
   - 61.8% respondents from graduation educational background fall into moderate self controlled trait.
   - 59.7% respondents from post graduation educational background fall into moderate self controlled trait.
54.1% respondents from technical educational background fall into moderate category of self controlled trait.

4. Experience and self controlled trait

- 50.0% respondents from 1 to 5 years of experience fall into moderate self controlled, whereas, 38.0% respondents fall into high category of self controlled trait.
- 66.1% respondents from 6 to 10 years of experience fall into moderate category of self controlled trait.
- 61.2% respondents from 16 to 20 years of experience fall into moderate category of self controlled trait.
- 64.2% respondents from 21 and above years of experience fall into moderate and low categories, whereas, 34.8% respondents fall into high (17.4%) and very high (17.4%) categories of self controlled trait.

5. Income and self controlled trait

- 73.9% respondents from 55,001 and above income group fall into moderate self controlled trait.
- 62.5% respondents from 35,001-45,000 income group fall into moderate self controlled trait.
- 62.1% respondents from 25,001-35,000 income group fall into moderate category of self controlled personality trait.
- 58.3% respondents from 6,000-15,000 income group fall into moderate category of self controlled trait.
- 46.5% respondents from 15,001-25,000 income group fall into moderate category, whereas, 43.0% respondents fall into high (25.6%) and very high (17.4%) categories of self controlled trait.
- 45.5% respondents fall into moderate category, whereas, 27.3% respondents from 45,001-55,000 income group, fall into high category of self controlled trait.
AGGRESSIVE TRAIT:

1. Type of the Organizations and aggressive trait
   ♦ 60.0% respondents from chemical organizations fall into low category of aggressive trait.
   ♦ 57.8% respondents from engineering organizations fall into low category of aggressive trait.

2. Age and aggressive trait
   ♦ 58.8% respondents from 25 to 35 years of age fall into low (54.4%) and poor (4.4%) categories, while 36.7% respondents fall into moderate category of aggressive trait.
   ♦ 68.4% respondents from 36 to 46 years of age fall into low aggressive trait.
   ♦ 56.8% respondents from 46 to 55 years of age fall into low category of aggressive trait.
   ♦ 37.5% respondents from 56 and above years of age group fall into moderate aggressive trait, whereas, 25.0% respondents fall into poor category of aggressive personality trait.

3. Educational background and aggressive trait
   ♦ 62.9% respondents from technical educational background fall into low category of aggressive trait.
   ♦ 58.8% respondents from graduation educational background fall into low category of aggressive trait.
   ♦ 50.6% respondents from post graduation educational background fall into low aggressive trait, whereas, 31.2% fall into moderate category of aggressive trait.

4. Experience and aggressive trait
   ♦ 38.9% respondents from 1 to 5 years of experience fall into moderate aggressive trait, whereas, 22.2% respondents fall into high category of aggressive trait.
   ♦ 61.0% respondents from 6 to 10 years of experience fall into low (67.3%) and poor (5.1%) categories of aggressive trait.
75.0% respondents from 11 to 15 years of experience fall into low (67.3%) and poor (7.7%) categories of aggressive trait.

73.5% respondents from 16 to 20 years of experience fall into low (65.3%) and poor (8.2%) categories of aggressive trait.

78.8% respondents from 21 and above years of experience fall into low (57.6%) and poor (15.2%) categories of aggressive trait.

5. Income and aggressive trait

61.7% respondents from 6,000-15,000 income group fall into low (51.7%) and poor (10.0%) aggressive trait.

72.1% respondents from 15,001-25,000 income group fall into low (64.0%) and poor (8.1%) aggressive trait.

65.2% respondents from 25,001-35,000 income group fall into low (56.1%) and poor (9.1%) aggressive trait.

70.9% respondents from 35,001-45,000 income group fall into low (66.7%) and poor (4.2%) aggressive trait.

72.7% respondents from 45,001-55,000 income group fall into low (63.6%) and poor (9.1%) aggressive trait.

78.2% respondents from 55,001 and above income group fall into low (56.5%) and poor (21.7%) aggressive trait.

POISED TRAIT :

1. Type of the Organizations and Poised trait

70.4% respondents fall into high (46.7%) and very high (23.7%) categories of poised trait from chemical organizations.

66.6% respondents from engineering organizations fall into high (48.1%) and very high (8.5%) poised trait.

2. Age and poised trait

75.6% respondents from 25 to 35 years of age fall into high (55.6%) and very high (20.0%) poised trait.
63.2% respondents from 36 to 45 years of age fall into high (45.9%) and very high (17.3%) poised trait.

66.2% respondents from 46 to 55 years of age fall into high (40.5%) and very high (25.7%) poised trait.

75.0% respondents from 56 and above years of age group fall into high (37.5%) and very high (37.5%) poised trait.

3. Educational background and poised trait

68.6% respondents fall into high (47.2%) and very high (21.4%) categories of poised trait from technical educational background.

70.6% respondents from graduation educational background fall into high (44.1%) and very high (26.9%) poised trait of personality.

67.6% respondents from post graduation educational background fall into high (49.4%) and very high (18.2%) categories of poised trait.

4. Experience and poised trait

72.2% respondents from 1 to 5 years of experience fall into high (72.2%) and very high (16.7%) categories of poised trait.

77.1% respondents from 6 to 10 years of experience fall into high (52.5%) and very high (18.6%) categories of poised trait.

73.1% respondents from 11 to 15 years of experience fall into high (48.1%) and very high (25.0%) categories of poised trait.

57.1% respondents from 16 to 20 years of experience fall into high (46.9%) and very high (10.2%) categories, whereas, 42.9% respondents fall into moderate poised trait.

39.1% respondents from 21 and above years of experience fall into high category, whereas, 30.4% respondents fall into moderate categories of poised trait.

5. Income and poised trait

48.3% respondents from 6,000-15,000 income group fall into high category, whereas, 26.7% fall into moderate category of poised trait.
31.4% respondents from 15,001-25,000 income group fall into very high category whereas, 47.7% respondents fall into high category of poised trait.

51.5% respondents from 25,001-35,000 income group fall into high category, whereas, 33.3% respondents fall into moderate category of poised trait.

41.7% respondents from 35,001 to 45,000 income group fall into high category of poised trait.

54.5% respondents from 45,001 to 55,000 income group fall into high category of poised trait.

47.8% respondents from 55,001 and above income group fall into moderate category, whereas, 34.8% respondents fall into high category of poised trait.

**SOCIABLE TRAIT:**

1. **Type of the Organizations and sociable trait**
   - 46.7 respondents from chemical organizations fall into very high category, and 38.5% respondents fall into high category of sociable trait.
   - 47.4% respondents from engineering organizations fall into very high sociable trait and 34.8% respondents fall into high sociable trait.

2. **Age and sociable trait**
   - 51.1% respondents from 25 to 35 years of age group fall into very high category of sociable trait.
   - 44.9% respondents from 36 to 45 years of age group fall into very high category of sociable trait.
   - 83.7% respondents from 46 to 55 years of age group fall into very high (45.9%) and high (37.8%) sociable trait.
   - 87.5% respondents from 56 and above years of age group fall into very high (37.5%) and high (50.0%) sociable trait.

3. **Education and sociable trait**
   - 82.4% respondents from technical educational background fall into high (32.7%) and very high (49.2%) sociable trait.
91.1% respondents from graduation educational background fall into high (52.9%) and very high (38.2%) sociable trait.

83.2% respondents from post graduation educational background fall into high (37.7%) and very high (45.5%) sociable trait.

4. Experience and sociable trait
- 55.6% respondents from 1 to 5 years of experience fall into high sociable trait.
- 79.7% respondents from 6 to 10 years of experience fall into very high (47.5%) and high (32.2) sociable trait.
- 55.8% respondents from 11 to 15 years of experience fall into very high category of sociable trait.
- 87.8% respondents from 16 to 20 years of experience fall into very high (44.9%) and high (42.9%) categories of sociable trait.
- 81.6% respondents from 21 and above years of experience fall into very high (44.6%) and high (37.0%) categories of sociable trait.

5. Income and sociable trait
- 85.0% respondents from 6,000 to 15,000 income group fall into high (45.0%) and very high (40.0%) sociable trait.
- 87.4% respondents from 15,001 to 25,000 income group fall into high (33.7%) and very high (54.7%) sociable trait.
- 83.3% respondents from 25,001 to 35,000 income group fall into high (31.8%) and very high (51.5%) sociable trait.
- 91.7% respondents from 35,001 to 45,000 income group fall into high (41.7%) and very high (50.0%) sociable trait.
- 81.9% respondents from 45,001 to 55,000 income group fall into high (45.5%) and very high (36.4%) categories of sociable trait.
- 34.8% respondents from 55,001 and above income group fall into moderate category, whereas, (56.5%) respondents fall into high (30.4%) and very high (26.1%) categories of sociable trait.
INDEPENDENCE TRAIT:

1. Type of the Organizations and independence trait
   ♦ 42.2% respondents from chemical organizations fall into high (36.3%) and very high (5.9%) categories, whereas, 39.3% respondents fall into moderate categories of independence trait.
   ♦ 58.5% respondents from engineering organizations fall into moderate category of independence trait.

2. Age and independence trait
   ♦ 52.2% respondents from 25 to 35 years of age group fall into moderate category of independence trait.
   ♦ 50.0% respondents from 36 to 45 years of age group fall into moderate category of independence trait.
   ♦ 47.3% respondents from 46 to 55 years of age group fall into moderate category of independence trait.
   ♦ 75.0% respondents from 56 and above years of age group fall into high category of independence trait.

3. Educational background and independence trait
   ♦ 44.0% respondents from technical educational background fall into moderate category of independence trait.
   ♦ 52.9% respondents from graduation educational background fall into moderate category of independence trait.
   ♦ 57.1% respondents from post graduation educational background fall into moderate category of independence trait.

4. Experience and independence trait
   ♦ 44.4% respondents from 1 to 5 years of experience fall into high category of independence trait.
   ♦ 55.9% respondents from 6 to 10 years of experience fall into moderate category of independence trait.
51.9% respondents from 11 to 15 years of experience group fall into moderate category of independence trait.
57.1% respondents from 16 to 20 years of experience group fall into moderate category of independence trait.
44.6% respondents from 21 and above years of experience fall into high (35.9%) and very high (8.7%) categories of independence trait.

5. Income and independence trait

45.0% respondents from 6,000 to 15,000 income group fall into moderate category of independence trait.
45.3% respondents from 15,001 to 25,000 income group fall into high (39.5%) and very high (5.8%) categories of independence trait.
51.5% respondents from 25,001 to 35,000 income group fall into moderate category of independence trait.
62.5% respondents from 35,001 to 45,000 income group fall into moderate category of independence trait.
72.7% respondents from 45,001 to 55,000 income group fall into moderate category trait.
43.5% respondents from 55,001 and above income group fall into moderate category of independence trait.

CONFIRMITY TRAIT:

1. Type of the Organizations and conformity trait

76.3% respondents from chemical organizations fall into high (45.9%) and very high (30.4%) categories of conformity trait.
70.4% respondents from engineering organizations fall into high (48.9%) and very high (21.5%) categories of conformity trait.

2. Age and conformity trait

70.0% respondents from 25 to 35 years of age group fall into high (45.6%) and very high (24.4%) categories of conformity trait.
73.5% respondents from 36 to 45 years of age group fall into high (49.0%) and very high (24.5%) categories of conformity trait.

75.7% respondents from 46 to 55 years of age group fall into high (44.6%) and very high (31.1%) categories of conformity trait.

75.0% respondents from 55 and above years of age group fall into high category of conformity trait.

3. Educational background and conformity

74.2% respondents from technical educational background fall into high (45.3%) and very high (28.9%) categories of conformity trait.

82.4% respondents from graduation educational background fall into high (55.9%) and very high (26.5%) categories of conformity trait.

67.6% respondents from post graduation educational background fall into high (48.1%) and very high (19.5%) categories of conformity trait.

4. Experience and conformity trait

72.2% respondents from 1 to 5 years of experience fall into high (61.1%) and very high (11.1%) categories of conformity trait.

42.4% respondents from 6 to 10 years of experience fall into high categories of conformity trait.

80.7% respondents from 11 to 15 years of experience fall into high (44.2%) and very high (36.5%) categories of conformity trait.

71.5% respondents from 16 to 20 years of experience fall into high (53.1%) and very high (18.4%) categories of conformity trait.

77.1% respondents from 21 and above experience fall into high (46.7%) and very high (30.4%) categories of conformity trait.

5. Income and conformity trait

78.3% respondents from 6,000 to 15,000 income group fall into high (50.0%) and very high (28.3%) categories of conformity trait.

72.1% respondents from 15,001 to 25,000 income group fall into high (32.6%) and very high (39.5%) categories of conformity trait.
69.7% respondents from 25,001 to 35,000 income group fall into high (56.1%) and
very high (13.6%) categories of conformity trait.

66.7% respondents from 35,001 to 45,000 income group fall into high category of
conformity trait.

63.6% respondents from 45,001 to 55,000 income group fall into high category of
conformity trait.

43.5% respondents from 55,001 and above income group fall into high category,
whereas, 43.5% respondents fall into moderate category of conformity trait.

**DOMINANT TRAIT:**

1. **Type of the Organizations and dominant trait**
   - 50.4% respondents from chemical organizations fall into moderate category of
dominant trait.
   - 43.0% respondents from engineering organizations fall into moderate category of
dominant trait.

2. **Age and dominant trait**
   - 35.6% respondents from 25 to 35 years of age group fall into high category of
dominant trait.
   - 50.0% respondents from 36 to 45 years of age group fall into moderate category
of dominant trait.
   - 56.8% respondents from 46 to 55 years of age group fall into moderate category
of dominant trait.
   - 75.0% respondents from 56 and above years of age fall into moderate category of
dominant trait.

3. **Educational background and dominant trait**
   - 46.5% respondents from technical educational background fall into moderate
category of dominant trait.
   - 52.9% respondents from graduation educational background fall into moderate
category of dominant trait.
44.2% respondents from post graduation educational background fall into moderate category of dominant trait.

4. Experience and dominant trait
- 50.0% respondents from 1 to 5 years of experience fall into high dominant trait.
- 35.6% respondents from 6 to 8 years of experience fall into moderate category of dominant trait.
- 40.4% respondents from 11 to 15 years of experience fall into moderate category of dominant trait.
- 61.2% respondents from 16 to 20 years of experience fall into moderate category of dominant trait.
- 53.3% respondents from 21 and above years of experience fall into moderate dominant trait.

5. Income and dominant trait
- 38.3% respondents from 6,000 to 15,000 income group fall into moderate category of dominant trait.
- 58.1% respondents from 15,001 to 25,000 income group fall into moderate category of dominant trait.
- 42.4% respondents from 25,001 to 35,000 income group fall into moderate category of dominant trait.
- 54.2% respondents from 35,001 to 45,000 income group fall into low (50.0%) and poor (4.2%) categories of dominant trait.
- 45.5% respondents from 45,001 to 55,000 income group fall into moderate category of dominant trait.
- 52.2% respondents from 55,001 and above income group fall into moderate category of dominant trait.
Total scores of Personality traits and background variables:

Figure - 3:
Type of the Organizations and Personality Traits

Figure - 5:
Age of the respondents and Personality Traits.
Figure 1. Educational background and Personality Traits

Figure 2. Experience and Personality Traits
5. FINDINGS OF BACKGROUND VARIABLES

- 33.3% respondents fall into 25 to 35 years of age group, 36.3 % respondents fall into 36 to 45 years of age group, whereas only 3% respondents fall into 56 and above years of age group.
- 58.9% respondents fall into technical educational background and 28.5% respondents fall into post graduation educational background while only 12.6% respondents fall into graduation educational background.
- 34.1% respondents fall into 21 and above years of experience, 21.9% respondents fall into 6 to 10 years of experience while, only 6.7% respondents fall into 1 to 5 years of experience.
- 31.9% respondents fall into 15001 to 25000 income group, 24.4% respondents fall into 25001 to 35000 income group, 22.2% respondents fall into 30001 to 40000 income group, whereas only 4.1% respondents fall into 45000 to 55000 income group.