6.1 INTRODUCTION

This chapter aims in exhibiting the summary of findings of the study. The summarized findings are classified into general findings and findings based on hypotheses testing. The general findings provide the information in understanding the demographic profile of the respondents. The findings based on Hypotheses testing provide the information on objective achievement of the study.

6.2 MAJOR FINDINGS

A. GENERAL FINDINGS BASED ON DESCRIPTIVE ANALYSIS:

1. The sample distribution has an adequate representation from all age categories of employees working in different Karnataka State Public Enterprises. The average age of the total sample respondents is 40.75 years.

   Out of total sample of 524 respondents, 29 percent of them belong to the age group of 51-60 years, 29 percent of them belong to the age group of 21-30 years, 23 percent of them belong to the age group of 31-40 years, and 19 percent of them belong to the age group of 41-50 years. (Table 5.2.1)

2. The sample distribution has an adequate representation of both male and female respondents. The large group of the sample respondents (60%) belongs to male category.

   Out of total sample of 524 respondents, 60 percent of them were male and 40 percent of them were female. (Table 5.2.3 and Figure 5.2.2)

3. The large group of the sample respondents (81%) belongs to married group.

   Out of total sample of 524 respondents, 81.49 percent of them belong to married category, 16.98 percent of them belong to single/ unmarried category, 1.33 percent of them belong to widowed category and 0.19 percent of them belong to divorced category. (Table 5.2.4 and Figure 5.2.3)

4. The sample distribution has representation of employees having different category of education qualification. The large group of the sample respondents (41%) belongs to category possessing graduation degree.

   Out of total sample of 524 respondents, 41 percent of them had graduation degree, 22.5 percent of them had post graduation degree, 18.5 percent of them had PUC qualification, 9 percent of them possess other degrees, 8 percent of
them had SSLC qualification and 1 percent of them had qualified below SSLC. (Table 5.2.5)

5. The large group of the sample respondents (86%) belongs to permanent category of work. The permanent factor of job is the basic nature of public sector.

Out of total sample of 524 respondents, 86 percent of them were permanent employees, 5.5% of them were contract employees, 3.44 percent of them were trainees, 3.1 percent of them belong to temporary work category and 1.9 percent of them were in probationary period. (Table 5.2.6)

6. The sample distribution has representation of all categories of employment cadre when the hierarchy size is considered, which meets the ratio of 1:2:3. The large group of the sample respondents (57%) belongs to Grade C/ Class 3 category of Employment.

Out of total sample of 524 respondents, 57.44 percent of them belong to Grade C/ Class 3 category of employment, 31.3 percent of them belong to Grade B/ Class 2 category of employment, and 11.26 percent of them belong to Grade A/ Class 1 category of employment. (Table 5.2.7)

7. The large group of the sample respondents (29%) had more than 25 years of experience.

Out of total sample of 524 respondents, 29.2 percent of them had above 25 years of experience, 22.9 percent of them had 0-5 years of experience, 19.85 percent of them had 6-10 years of experience, 12.21 percent had 11-15 years of experience, 8.02 percent had 16-20 years of experience, and 7.82 percent had 21-25 years of experience. (Table 5.2.8)

8. The large group of the sample respondents (27%) is in the category whose annual salary income is greater than 5 lakhs.

Out of total sample of 524 respondents, 26.91 percent of them are in the category whose annual salary income is greater than 5 lakh, 25.38 percent of them are in the category whose annual salary income is between 1-2 lakh, 16.6 percent of them are in the category whose annual salary income is between 2-3 lakh, 12.79 percent of them are in the category whose annual salary income is between 2-3 lakh, 12.79 percent of them are in the category whose annual salary income is between 3-4 lakh, and 9.3 percent of them are in the category whose annual salary income is between 4-5 lakh. (Table 5.2.9)
9. The employee awareness about vigilance department is more (63.5%), though their awareness about the whistle blowing concept (24.8%), code of ethics including about whistle blowing (24.2%), vigilance function (28.9%) and confidential reporting hotline (20.23%) is less.

10. The overall awareness level on whistle blowing is more among those respondents having higher education, belonging to class 1 cadre, and whose annual salary income is more than 5 lakh. (Table 5.3.1(6))

11. 24.81 percent of the employees in Karnataka State Public Sector Enterprises are aware of whistle blowing, whereas remaining 75.19 percent of the sample employees are not aware of it. (Table 5.3.1(7))

12. Employee awareness level about whistle blowing is more in power sector (40.37 %) and low in case of service sector (13.39%). (Table 5.3.1(7))

13. Employees in Karnataka State Public Enterprises perceive that proper training to them in whistle blowing leads to safer whistle blowing (60.3%) compared to effective whistle blowing (58.1%) and successful whistle blowing (52%). (Table 5.3.5(6))

14. The career/job related factor (88.5%) is considered as very important factor for protection for whistle blowing in Karnataka State Public Enterprises compared to status/personal image (46.6%), life (45.2%) and family (42.3%). (Table 5.3.6(5))

15. The employees in Karnataka State Public Enterprises perceive that Organization (82.39%), Government/law (77.59%), Reported authority within the organization (77.06%) plays major role in protecting whistle blowers compared to trade union (56.74%), external agencies (53.05%), peers/subordinates(43.09%) and whistle blower themselves (41.62%). Table 5.3.6(13)
B. FINDINGS BASED ON HYPOTHESES TESTING:

16. Employee awareness level about whistle blowing is low in Karnataka State Public Enterprises. The mean value is 1.61 in the total score of 5. The t-test for whistle blowing awareness level is .000<.05, which is significant. The mean value is 1.61 which indicates very low level of awareness. Hypothesis 1 is accepted. (Table 5.4.1(1) and 5.4.1(2))

17. Demographic factors (Educational qualification, Employment level, and Annual salary income) predict awareness level about whistle blowing. Awareness level is more among class 1 employees, having higher education and high income compared to lower cadre, lower education, less income group.

Table 5.4.1(3) shows One-way ANOVA test conducted for demographic factors predicting whistle blowing concept awareness level. The significant p=.000<.05 in case of educational qualification, employment level, and annual salary income. With respect to other factors such as age, gender, marital status, work category and work experience the p>.05, which is not significant. Hypothesis 2 is partially accepted.

Table 5.3.1(1) provides for descriptive statistics of the demographic variables being independent and total awareness level of whistle blowing as dependent factor. The significant variables are educational qualification having highest mean value for post graduation degree (0.449153), employment level having highest mean value for Class 1 cadre (0.501695), annual salary income having highest mean value for income category having greater than 5 lakh (0.483688).

18. Employees prefer to use internal channel than external channel for blowing the whistle in Karnataka State Public Enterprises. The large group of the sample respondents (89.9%) opted for using internal channel.

Table 5.4.2(1) depicts the type of channel preferred to be used or used for blowing the whistle. Out of valid 316 reporters, 89.9 percent of them said internal channel, 4.1 percent of them said external channel, and 6 percent of them said both internal and external channels.

Table 5.4.2(4) shows the test statistics of chi-square analysis. The significant p=0.000<0.05, which is significant in case of type of channel. Hypothesis 3 is accepted.
19. Employees prefer to report the wrongdoing of their superior to immediate superior of wrongdoer. The large group of the sample respondents (66.2%) opted for reporting authority as immediate superior of the wrongdoer. Table 5.4.2(2) depicts the reported authority/ to whom such reports are made. Out of valid 317 sample reporters, 66.2 percent of them reported to immediate superior of wrongdoer, 11 percent to others preferably revealed as trade unions, 6.9 percent to vigilance officer, 5.7 percent to human relations officer, 3.2 percent to other superior than immediate superior, 3.2 percent to lokayuktha as external agency, 1.9 percent to audit committee, 0.9 percent to legal compliance officer, and 0.3 percent preferred multiple options as reporting authority. Table 5.4.2(4) shows the test statistics of chi-square analysis. The significant p=0.000<0.05, which is significant in case of to whom reports are made. Hypothesis 4 is accepted.

20. Employees prefer to use Anonymous letters as a confidential reporting hotline. The large group of the sample respondents (32.4%) opted for anonymous letters as confidential reporting hotline. However interestingly, the larger group of the respondents (40.8%) have opted face to face oral reporting, which indicates the one to one relationship between superiors and subordinates is good and healthy. It also indicates to willingness of upward communication in the organization. Table 5.4.2(3) depicts the confidential reporting hotline used or preferred to be used for reporting wrongdoing by their superiors. Out of valid 142 sample reporters, 40.8 percent opted face to face oral reporting as other option, 32.4 percent opted anonymous letters, 23.9 percent opted telephones, 1.4 percent opted email/internet, and 1.4 percent opted fax as confidential reporting hotline. Table 5.4.2(4) shows the test statistics of chi-square analysis. The significant p=0.000<0.05, which is significant in case of confidential reporting hotline. Hypothesis 5 is accepted.

21. There is significant difference between age factor of the respondents and their action towards whistle blowing. Most of the reporting group belongs to the age group 51-60 years, whereas non-reporting and other groups belong to 21-30 years of age group.
Table 5.4.3(1) shows the test statistics of chi-square analysis. The significant p=0.000<0.05, which is significant in case of employee age factor. Hypothesis 6 with respect to demographic factor influencing whistle blowing with respect to age factor is accepted.

22. There are no significant differences among male and female in their actions towards whistle blowing.

Table 5.4.3(1) shows the test statistics of chi-square analysis. The significant p=0.573>0.05, which is not significant in case of employee gender factor. Hypothesis 6 with respect to demographic factor influencing whistle blowing with respect to gender factor is rejected.

23. There are no significant differences among married, single, widowed and divorced group in their actions towards whistle blowing.

Table 5.4.3(1) shows the test statistics of chi-square analysis. The significant p=0.316>0.05, which is not significant in case of marital status factor. Hypothesis 6 with respect to demographic factor influencing whistle blowing with respect to marital status factor is rejected.

24. There are no significant differences among different education groups in their actions towards whistle blowing.

Table 5.4.3(1) shows the test statistics of chi-square analysis. The significant p=0.148>0.05, which is not significant in case of education qualification factor. Hypothesis 6 with respect to demographic factor influencing whistle blowing with respect to education qualification factor is rejected.

25. There are significant differences among different working groups in their actions towards whistle blowing. The reporting nature is mostly identified among permanent employees, trainees, contract employees and probationary employees and non-reporting nature is mostly identified among temporary employees.

Table 5.4.3(1) shows the test statistics of chi-square analysis. The significant p=0.002<0.05, which is significant in case of work category factor. Hypothesis 6 with respect to demographic factor influencing whistle blowing with respect to work category factor is accepted.
26. There are significant differences among different employment level groups in their actions towards whistle blowing. The class 1 and class 2 employees were mostly identified in reporting group, and class 3 employees were mostly identified with non-reporting group. Table 5.4.3(1) shows the test statistics of chi-square analysis. The significant p=0.022<0.05, which is significant in case of employment level factor. Hypothesis 6 with respect to demographic factor influencing whistle blowing with respect to employment level factor is accepted.

27. There are no significant differences among different groups of experience in their actions towards whistle blowing. Table 5.4.3(1) shows the test statistics of chi-square analysis. The significant p=0.096>0.05, which is not significant in case of work experience factor. Hypothesis 6 with respect to demographic factor influencing whistle blowing with respect to work experience factor is rejected.

28. There are significant differences among different annual salary income groups in their actions towards whistle blowing. The reporting nature is mostly identified among the group whose annual salary income is less than 1 lakh, and more than 4 lakh. The non-reporting nature is identified among the group whose annual salary income is between 1-3 lakhs. The other nature group is identified among the group whose annual salary income is between 3-4 lakhs. Table 5.4.3(1) shows the test statistics of chi-square analysis. The significant p=0.000<0.05, which is significant in case of annual salary income factor. Hypothesis 6 with respect to demographic factor influencing whistle blowing with respect to employee annual salary income factor is accepted.

29. The organization culture includes four factors i.e., healthy and safe working environment and value system, management support and interaction, work culture, and organization philosophy identified by Factor Analysis Method. (Four factors extracted by principal component analysis Table 5.3.4(5))

30. There is significant relationship between organization factors and employee action towards whistle blowing. The organization factors which have significant relationship in case of leadership style (autocratic/democratic and charismatic), information system, and organization culture factors (healthy and safe working environment, management support and interaction, and work culture).
The Table 5.4.4(1) shows the ANOVA test results for organization factors affecting whistle blowing. There is a significant relationship between organization factors and whistle blowing nature. The p<0.05, which is significant in case of leadership style (autocratic/democratic and charismatic), information system, and organization culture factors (healthy and safe working environment, management support and interaction, and work culture). Hypothesis 7 is accepted.

31. The demographic style of leadership, lack of information system, healthy and safe working environment, presence of management support and interaction are the factors mostly identified among reporting groups.

32. The autocratic style of leadership, lack of information system, absence of management support and interaction are the factors mostly identified among non-reporting groups. The charismatic leadership style and good work culture are the factors mostly identified among other group. The reporting group is mainly identified in service, manufacturing and finance sectors and the non-reporting group is mostly identified with power sector and other group is mostly identified with infrastructure group.

33. There is significant relationship between organization factors (sector/type of organization) and employee action towards whistle blowing. The reporting nature is mostly observed among employees working in those organizations having vigilance mechanism.

Table 5.4.4(2) shows the chi-square test result to check whether the reporting nature depends on sector. The significant p<0.05 as per the Fisher’s Exact test, which indicates there is significant difference in action groups based on sector. Hypothesis 7 is accepted.

34. Employees in Karnataka State Public Enterprises perceive training programmes on whistle blowing are needed.

Table 5.4.5(1) and 5.4.5(2) depicts one sample t-test for comparing the mean of need for training programmes on whistle blowing. The mean value is 3.7, which is greater than 3, and the significant value p=0.000<0.05, which indicates significant difference in the mean value, when compared with the test value of 4 (needed). Hypothesis 8 is accepted.
35. There is no significant influence of reporting nature on need for training programme on whistle blowing. The employee reporting nature on whistle blowing does not predicts the employee need for training programmes on whistle blowing. The Table 5.4.5(3) shows chi-square analysis results with respect to need for training on whistle blowing predicted by employee reporting nature. The employee reporting nature does not predict the need for training on whistle blowing since significant p=0.057>0.05. Hypothesis 9 is rejected.

36. There is significant influence of employee work nature on need for training on whistle blowing. The employee need for training programmes on whistle blowing depends on employee work category. The need for training on whistle blowing is highly recognised among permanent, probationary and trainee employees, whereas it least recognised by temporary and contract employees. The Table 5.4.5(3) shows chi-square analysis results with respect to need for training on whistle blowing predicted by employee work category. The work category predicts need for whistle blowing, since significant p=0.000<0.05. Hypothesis 10 is accepted.

37. There is significant influence of employee employment level on need for training on whistle blowing. The employee need for training programmes on whistle blowing depends on employee employment level. Training need on whistle blowing is highly recognised among class 1 employees and least recognised among class 3 employees. The TABLE 5.4.5(3) shows chi-square analysis results with respect to need for training on whistle blowing predicted by employee employment level. The employment level predicts need for whistle blowing, since significant p=0.01<0.05. Hypothesis 11 is accepted.

38. The employee need for training programmes on whistle blowing is moderately predicted by the success, safety and effectiveness factors of such training programmes. The Table 5.4.5(4) shows model summary and test of ANOVA results by testing the need for training programmes on whistle blowing depends on the success, safety and effectiveness factors of such training. The need for training programmes on whistle blowing is the dependent variable, and the success,
safety and effectiveness factors of such training is the independent variables. 
The significant value p=0.000<0.05, which indicates the need for training 
programmes on whistle blowing depends on the success, safety and 
effectiveness factors of such training. Hypothesis 12 is accepted.

39. There is significant difference in the perception of employees with respect to 
their organization having protection measures for whistle blowers. 
Table 5.4.6(2) shows the chi-square test statistics for testing the hypothesis. 
The significant chi-square value p=0.000<0.05, which indicates the existence 
of significant difference in the perception of employees with respect to their 
analysis having protection measures for whistle blowers. Hypothesis 14 is 
accepted.

40. Employees in Karnataka State Public Enterprises perceive there is lack of 
organization support for whistle blowing. 
Table 5.4.6(3) shows the one-sample t-test statistics for testing the hypothesis. 
The significant p=0.000<0.05, which indicates there is significance difference 
in the perception of employees with respect to protection measures. 
Hypothesis 15 is accepted.

41. Employees in Karnataka State Public Enterprises perceive there is lack of 
support from top-level management for whistle blowing. 
Table 5.4.6(3) shows the one-sample t-test statistics for testing the hypothesis. 
The significant p =0.000<0.05, which indicates there is significance difference 
in the perception of employees with respect to protection measures. 
Hypothesis 16 is accepted.

42. Employees in Karnataka State Public Enterprises perceive there is lack of 
support from unions for whistle blowing. 
Table 5.4.6(3) shows the one-sample t-test statistics for testing the hypothesis. 
The significant p=0.000<0.05, which indicates there is significance difference 
in the perception of employees with respect to protection measures. 
Hypothesis 17 is accepted.

43. Employees in Karnataka State Public Enterprises perceive there is lack of 
support from peer group for whistle blowing. 
Table 5.4.6(3) shows the one-sample t-test statistics for testing the hypothesis. 
The significant p=0.000<0.05, which indicates there is significance difference
in the perception of employees with respect to protection measures. Hypothesis 18 is accepted.

44. Employees in Karnataka State Public Enterprises perceive there is lack of trust on reported authority for maintaining the confidentiality for blowing the whistle.

Table 5.4.6(3) shows the one-sample t-test statistics for testing the hypothesis. The significant p=0.000<0.05, which indicates there is significance difference in the perception of employees with respect to protection measures. Hypothesis 19 is accepted.

45. Employees consider precautionary measures for protecting themselves and they perceived to be protected by institutionalising the whistle blowing practice.

Table 5.4.6(3) shows the classified mean ratings of employee’s opinion about protection measures for whistle blowing in Karnataka State Public Sector Enterprises. The seven associated factors have been identified as protection measures. The mean values above 4 are considered high. The highest mean ratings are as follows:

a. Precautionary Measures by the employees have been considered as protection measure taken by employees for blowing the whistle in Karnataka state public sector enterprises. (4.0440)

b. The need for institutionalising whistle blowing practice is perceived to be a protection measure for blowing the whistle by employees in Karnataka State Public Sector Enterprises. (4.1708)