



## Motivation and Performance Linkages: A Comparative Study between Two Sectors of Hospitality Industry

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### Abstract

*Motivation means to move push or persuade to act for satisfying a need. Motivation is a set of process concerned with a kind of force that energizes behavior and directs it towards achieving some specific goals. This study focuses on the role of motivation on employees' performance in two catering sector of hospitality industry in Kolkata, West Bengal, India.*

*The data of the study have been collected from the hospitality sectors situated in Kolkata, the eastern part of India. The empirical analysis has drawn using measure of dispersion according to the objective of the study using SPSS version 16.0. For comparative study, here observed the scale means and Standard Deviation and based on that have got Coefficient of Variation of both the organizations and result confirm that accuracy level of Healthcare catering is better than Institutional catering.*

*The study has recognized the findings include what extent dimensions of motivation influence on employees' performance in case of both the catering sector of hospitality organizations. This research work will help the hospitality managers to understand their key areas of strength and accordingly frame their strategies for decision making in order to improve the performance of the employees.*

**Keywords:** Motivation, performance, hospitality industry, comparative study, catering sector.

### 1. Introduction

Motivation is derived from the word "motivate" means to move push or persuade to act for satisfying a need. Motivation is a set of process concerned with a kind of force that energizes behavior and directs it towards achieving some specific goals.

Employees can be motivated by three types of needs or forces or some call them drives: Personal forces, Push forces and Pull force. Personal forces come from within us. For example, if we hold strong religious or political views, these can influence our behavior. If something is or becomes a matter of personal importance it becomes a motivational force. Push forces come

from other people such as family, colleague, superiors or subordinates. If either or all of these groups make you feel pressured to do something, this becomes a Pull force. In a work situation these forces usually come from either your boss or your employee, or both. Pull force come from external factors those which exist outside yourself and which attract you. Items such as car, a house or a holiday usually involves you in either earning or saving more money. Perhaps these pull you to make money or get a promotion to meet an external need.

Employees' motives, socio-economic background and value system could all interact with how employees perform their work and react to efforts to influence their performance. Moreover, it is well established that the manner in which employees are treated has a profound influence on their work performance. However, given the complexity of work itself, the different meanings that can be attached to the concept of work in modern life, as well as the inherent complexity of the human psyche, the link between managerial efforts to motivate employees to higher levels of performance and the actual performance realized by these efforts, is highly complex and only partially understood.

Various theories were developed to enhance the understanding of motivation and uncover the factors leading to motivation. Given the focus of the study to explore the factors that lead to motivation, particular attention is paid to the following content theories of motivation, namely, Maslow's Hierarchy of Needs, Herzberg's Two Factor Theory, Alderfer's ERG Theory and McClelland's 3 Need Theory.

The world of work has changed dramatically over the past decade, with organizations being assessed against international standards and best practices as a result of downsizing and expanding, globalization increasing, workforces diversifying, new organizational forms and benchmarking.

With the emergence of globalization, competition for companies has reached a higher level as companies are exposed to other companies not only within their own countries but also around the world. Organizations, are investing heavily in acquisition of advanced technologies, developing new processes, and introducing new products to serve their customers. Organizations have set up new departments and hired consultants to develop strategies for competing effectively in the global market. Every day we come across new promotional schemes operated by companies to stay ahead of competition. At the same time many organizations focus on their employees to gain a competitive edge, as technology, processes and organizational structure can be copied but the value that competent and dedicated employees can bring to companies cannot be easily taken away. These facts make employee motivation as one of important determinant of customer satisfaction. Employee motivation is affected by both personal characteristics as well as workplace environment. Organizations benefit from "engaged workers" in a number of ways. Two-way communication helps to shape employee perceptions and aid the company in understanding employees better.

Motivation is an important subject area for researchers and practitioners of management all over the world. Motivation is equally relevant to public and private sectors and civil and military establishments. It seems to be only motivation which can get organizations out of the current global downturn. It is as relevant to charity organizations as it is to the commercial organizations. Increasingly, large manufacturing organizations and other establishments are using the services of industrial psychologists to solve the motivation and morale problems of their staff. Further, more and more companies of all sizes, large, medium or small are offering performance based incentives and rewards to keep their staff motivated. More and more companies are offering long service bonuses to retain skilled and competent staff and to minimize the rates of staff turnover.

Technology not only improves the overall operations but increases revenue, minimizes the labour costs and enhances the competitive advantage. This positive indication provides useful guidelines not only to the present catering commissary establishments but also to those individuals who intent to venture into this business in the near future.

Unfortunately, healthcare establishments have been evidently slow to recognize the importance of human element in their organizations. They have been late to realize that doctors, nurses and paramedical staff are also human beings and need to be motivated. Private hospitals have been first to recognize the fact and have introduced motivation programmes for their staff. However, the government health sector, where flow of the patients is substantially higher than in private hospitals, has been slow to catch up and implement the concept of motivation.

## **2. Various types of catering establishments**

The catering industry which is sometimes referred to as the hospitality industry provides food, drinks and in certain sections, accommodation for people at school, in hospital, at work and at leisure. The various types of catering establishments are Hotels and restaurants, Welfare and industrial, Transport and Other aspects. We are discussing here the segment i.e. Welfare and industrial. In this segment specially focus on schools and college (i.e. Institutional catering), hospitals (i.e. Health care), airlines (i.e. Flight catering) and workers in industry (i.e. Industrial catering).

**Institutional catering:** Initial stage of institutional catering in India is probably originated from “Gurukul” system where students used to stay at teachers “Ashram’s” to seek education. After that during 12<sup>th</sup> century, Nalanda University which was famous as the seat of highest learning not only in India but throughout Asia attracting scholars from China, Japan and Ceylon etc. till 1205 would have adopted institutional catering for its students. So institutional catering which is a vital element in hospitality industry based on the fact that the students tend to move from one place to another for their betterment of education and knowledge.

In the modern world, institutional catering is responsible for health and welfare of young generation as it involves catering to youth in schools, colleges and residential universities. It has got a social responsibility of developing good food habits among the children of the ration and helping to build a strong healthy population.

**Hospital catering:** There is no more priceless possession than good health. We must all eat. This is a biological fact; it is also a fact which sets the catering department fair and square in the centre of the hospital organization.

This is better organized than it was a few years ago – diets are in the charge of a dietitian and catering is supervised by a catering officer. The three main functions are to feed the staff, patients and visitors. Staffs will be provided with good class canteen food or as in most often the case, with the ordinary hospital diets and the canteen will stock light refreshments. The food leaves the main kitchen in electric hotplate trolleys and is sent to each ward which has an afternoon with an adjoining mise-in-place of small equipment for making tea, bread & butter, light items like toast etc. and salads. Each ward sends an order daily for the three meals with requests for full, light, fluid or special diets. The tea meal is usually prepared in this service room.

Now all food, diet in many cases and food cooked in the ward kitchens, is cooked in the main kitchen. In this kitchen all meals for patients, doctors, nurses, and clerical and maintenance staff are prepared. In hospitals where a canteen is provided for out-patients and visitors this will come under the control of the catering officer. The routine of a hospital is strictly timed and meals have to fit in with the duties of the nursing staff.

## **3. Objectives of the Study**

At present the department of human resource is going through tremendous pressure to get and retain skilled man power for organization especially in hospitality industry. Employees' performance is depending on various factors, motivation may be a one of the vital factors. In hospitality industry it is one of the very strong issues. Here main objectives of the study given below:

- To compare the level of motivation between the two catering sectors in hospitality industry.

#### 4. Review of Literature

Effectiveness of Motivation is very important and crucial to motivate the employees towards their objectives and organization goals. It was also important to find out that there is a direct and positive relation between Effectiveness of Motivation and Employees Productivity.

Vroom (1964) cited in [Analoui, F. (2000)] defined motivation as an internal force, based on an individual's conscious and unconscious needs that drives him/her to achieve. [Robbins, S.P. (1993)] further defines motivation as a needs-satisfying process that reveals that when an individual's needs are satisfied or motivated by some factors (motivators), the individual will exert high levels of effort towards organizational goals.

Motivators are referred to as "factors of motivation." Motivators are the factors that influence or lead to positive willingness, and include specific needs, wants, drives or impulses [Hersey, P., & Blanchard, K. (1988)]. These factors (for example, recognition, work content, promotion, supervision, salary and working conditions) could trigger this willingness to achieve organizational goals.

Intrinsic factors refer to the self-generated factors which influence people to behave in a particular way or to influence issues in a particular direction [Armstrong, M. (1996)]. Extrinsic factors refer to things that are done to or for people to motivate them [Armstrong, M. (1996)]. Various authors [Saal, F.E., & Knight, P.A. (1988)], [Schermerhorn, J., Hunt, J., & Osborn, R. (1991)], [Schulze, S., & Steyn, G.M. (2003)], [Steyn, G.M. (2002)] consider all major definitions of motivation to have three components in common that capture the essence and nature of motivation. Namely:

(i) Motivation is regarded to have an *energizing* effect on human behaviour. Based on this, Saal and Knight (1988) postulate that motivation is a state that causes, compels and drives people to act and engage in specific behaviour.

(ii) Motivation is considered to have a *directing* function. It is therefore directed at achieving specific goals. This implies that motivated individuals would engage in behaviour and activities that would heighten the likelihood that their goals might be met [Saal, F.E., & Knight, P.A. (1988)].

(iii) Motivation is regarded to have a *sustaining* function, which explains why motivated people persevere with specific behaviour or actions until the goals or rewards are achieved [Saal, F.E., & Knight, P.A. (1988)].

*Trait Theory* refers to motivation being largely genetically determined. Therefore, people are considered to be born with either a high level of motivation or a low level of motivation. Trait Theory further suggests that the level of motivation is fairly stable over an individual's life span alluding to the assumption that motivation cannot really be developed over time. Trait

Theory, based on the aforementioned, allows little recognition of the dynamic nature of humans [Muchinsky, P.M. (1990)].

*Environmental Theory* is in direct contradiction with Trait Theory. Here, an individual's level of motivation is a product of that individual's circumstances. Environmental theory therefore supports the assumption that environmental or situational factors determine an individual's level of motivation. Environmental Theory further advocates the notion that human nature is dynamic and that a person can become motivated or develop a high level of motivation, given the right conditions. These include work environment, type of work, rewards and relationships with co-workers [Muchinsky, P.M. (1990)].

Similarly, [Banerjee, M. (1995)] considers motivation to be the influencing of an individual's behaviour towards a specific goal whilst taking the individual's specific motives, desires and reality into account. The specific goal being referred to could be the achievement of organizational objectives. If the individual experiences the "influencing" as positive, the situation or process can be considered to be motivating. If the individual, however, experiences the "influencing" as negative, the situation or process can be considered to be de-motivating.

Some authors see motivation as being contained within the individual whereas others view it as arising from sources outside the individual. [Daft, R.L. (1999)] defines motivation as the forces (either internal or external to a person) that arouse enthusiasm and persistence to pursue a certain course of action.

According to [Oosthuizen, T.F.J. (2001)] motivation is one of the key factors in getting employees to increase performance. He further adds that "in today's competitive world and market it is essential that an organization have positively motivated employees to improve productivity and efficiency" [Oosthuizen, T.F.J. (2001)].

[Schulze, S., & Steyn, G.M. (2003)] and [Steyn, G.M. (2002)] indicated that an awareness of the concept of needs is important for understanding the behaviour of people in the work situation, and understanding these needs will facilitate attempts of managers to motivate staff. They further state that needs are also known as motives, because they can move or motivate people to act.

Existing healthcare organizations are expanding by opening hospitals in new service areas and new organizations entering with state of art equipments, latest technology and marketing strategies. Consequently, competition in the healthcare sector is on the rise. Increased incomes and awareness levels are driving the customers to seek quality healthcare. [M.Phil - 010708009]

Employees are the key driving force of any organization who gives endless effort to put a company's decisions into action with a view to achieve the goals of the organization. Employees, therefore, are regarded as an unsurpassed vital resource of organization, and the issue of employee's motivation has become an indispensable part of the human resource strategy of an organization. "Motivation is the force that makes people chooses a particular job, stay with that job and work hard in that job" [Lin P Y (2007)].

A large number of companies neglects to evaluate employee's motivation level while conducting customer satisfaction surveys however many studies have confirmed that employees are internal customers and their satisfaction contributes to the overall customer's satisfaction and organizational performance [Chen, S. H. (2011)]. In service sector excellent service quality is the core of customer satisfaction whereas motivated employees are essential for improving the quality of service [Chen, S. H. (2011)].

Research shows that employees are motivated by various factors, which in turn should satisfy certain needs and expectations [Luthans, F. (1989)]. [Analoui, F. (2000)] research indicates that in terms of motives, managers are interested in power, status, achievement, income and advancement. These are specifically related to the job itself (known as intrinsic factors) and factors related to the work environment (known as extrinsic factors) [Buitendach, J.H., & De Witte, H. (2005)], [Mehta, R., Anderson, R.E., & Dubinsky, A.J. (2000)].

### **5. Sample Selection**

In this study, total no of observations considered 76 for each catering sector, which are collected through the questionnaire from the employees of two various sectors of catering industry in West Bengal during the period of April to October, 2014. The demographic characteristic of the respondents is shown in table 7 at annexure.

### **6. Methodology of the Study**

The study required to identify the employee performance on the basis of role of motivation in difference segments of catering sectors under hospitality industry at Kolkata in West Bengal. The data of this study have collected through questionnaire designed on a 5-point Likert scale ranging from 1 to 5 where 1 means very dissatisfied and 5 means very satisfied. The respondents were asked to evaluate the role of motivation on employee performance at various catering sectors, where they are working. The sample population for this study was composed of employee of various segments of catering sector under hospitality industry in West Bengal during April, 2014 to October, 2014. In this study, we have observed 76 respondents from each sector and using measure of dispersion according to the objective of the study using SPSS version 16.0

### **7. Findings and Analysis**

This chapter is divided into two major sections. The first section provides the demographic characteristics of the respondents. The second section presents results on the respondents' on 9 attributes of role of motivation in different segment of catering sector under hospitality in Kolkata, WB.

#### ***A. Demographic characteristics of the respondents (Sequence are Institutional and Healthcare Catering)***

The demographic characteristics of the respondents are shown in Table 7 (in annexure). The gender distribution of the respondents were not equal in two segments in catering sector, with 00%, 25 % female respondents and 100%, 75% male respondents respectively. The result shows age groups of the respondents were below 20 years (14.5%, 14.5%), followed by 21 to 30 years (55.3%, 63.2%), 31 to 40 years (28.9%, 15.8%) and 41 & above (01.3%, 06.5%) was very less. In terms of level of education, almost (31.6%, 15.8%) of the respondents had a university education level (graduate); (03.9%, 05.3%) of the respondents had a post graduate, (48.7%, 65.8%) of the respondents are belonging under graduate and other (15.8%, 13.1%). The result shows the educational attainment of the respondents is quite good and we can say better than average. With regard to respondents' monthly salary of the job at three stars and above hotel in WB, the largest group included those with a monthly salary of INR 11000 to 15000 (02.6%, 11.9%), INR 5,000 or less than 5,000 (69.8%, 50.0%), INR 6000 – 10000 (26.3%, 34.2%), and INR 16000 & above (01.3%, 03.9%). We can conclude from the above income status that salary, which they are getting, is better than the average and quite good also.

#### ***B. Results on the attributes of role of motivation in different segment of catering sector***

There are three basic measure of dispersion and there are: range, standard deviation and variance. The easiest way to think of their measure of dispersion is that they tell us how spreads out the values are. With the scale data, here we are usually concerned with how the data are dispersed around the mean.

**Table 1: Descriptive Statistics of Institutional Catering**

Descriptive Statistics								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
ReasonWorkload	76	4	1	5	3.18	.141	1.230	1.512
RecognizatioGJob	76	4	1	5	3.82	.131	1.140	1.299
TopMgtMotivate	76	4	1	5	3.29	.134	1.164	1.355
CompValueEmploy	76	4	1	5	3.62	.120	1.045	1.092
GoodAppraisal	76	4	1	5	3.16	.131	1.144	1.308
Jobsecure	76	4	1	5	3.79	.129	1.123	1.262
SalaryEqualRespon	76	4	1	5	3.18	.154	1.344	1.806
HealthCare	76	4	1	5	2.93	.150	1.310	1.716
SufficientRetireBene	76	4	1	5	3.39	.090	.784	.615
Valid N (listwise)	76							

We have 76 observations for each of the sector (here total variables are 9). The range for each is given 4. The range is the difference between the maximum and minimum values and such measure measures the spread of the motivation on employees' performance.

**Table 2: Item-Total Statistics of Institutional Catering**

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ReasonWorkload	27.18	43.806	.682	.870
RecognizatioGJob	26.55	46.437	.559	.880
TopMgtMotivate	27.08	44.554	.677	.871
CompValueEmploy	26.75	46.350	.631	.875
GoodAppraisal	27.21	45.048	.656	.872
Jobsecure	26.58	46.754	.547	.881
SalaryEqualRespon	27.18	42.526	.690	.870
HealthCare	27.43	43.156	.671	.871
SufficientRetireBene	26.97	48.293	.689	.874

**Table 3: Scale Statistics of Institutional Catering**

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
30.37	56.422	7.511	9

The individual means are given and also the total mean is given as 30.37. Here S.D is 7.511 and variance is 56.422.

Coefficient of Variation (CV) = SD/Mean x 100

C.V. = 7.511/30.37x100 or C.V. = 24.732 %

Here, we have calculated C.V. with the help of scale mean (average of combined means of individual) and Standard Deviation.

**Table 4: Descriptive Statistics of Health Care**

Descriptive Statistics								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
ReasonWorkload	76	4	1	5	3.45	.128	1.112	1.237
RecognizatioGJob	76	4	1	5	4.16	.123	1.071	1.148
TopMgtMotivate	76	4	1	5	3.97	.153	1.336	1.786
CompValueEmploy	76	4	1	5	3.78	.112	.974	.949
GoodApprisial	76	3	2	5	3.58	.101	.883	.780
Jobsecure	76	4	1	5	3.58	.139	1.214	1.474
SalaryEqualRespon	76	4	1	5	3.66	.121	1.053	1.108
HealthCare	76	3	2	5	3.76	.095	.831	.690
SuficientRetireBene	76	4	1	5	3.74	.100	.870	.756
Valid N (listwise)	76							

We have 76 observations for each of the sector (here total variables are 9). The range for each is given 4. The range is the difference between the maximum and minimum values and such measures the spread of the motivation on employees' performance.

**Table 5: Item-Total Statistics of Health Care**

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ReasonWorkload	30.22	30.629	.241	.819
RecognizatioGJob	29.51	26.840	.617	.769
TopMgtMotivate	29.70	24.721	.627	.766
CompValueEmploy	29.89	26.442	.743	.755
GoodApprisial	30.09	29.311	.496	.786
Jobsecure	30.09	30.111	.244	.822
SalaryEqualRespon	30.01	26.733	.643	.766
HealthCare	29.91	29.925	.465	.790
SuficientRetireBene	29.93	29.076	.534	.782

**Table 6: Scale Statistics of Health Care**

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
33.67	34.837	5.902	9

The individual means are given and also the total mean is given as 33.67. Here Standard Deviation is 5.902 and variance is 34.837.

Coefficient of Variation (CV) =  $SD/Mean \times 100$

C.V. =  $5.902/33.67 \times 100$  or C.V. = 17.529 %

To compare the two organizations multivariate dataset, we have observed the scale means and Standard Deviation and based on that we have got C.V. of both the organizations. As Standard Deviation of Healthcare catering is less compare to Institutional catering, then it can be said the accuracy level of Healthcare catering is better than Institutional catering. Also, C.V. of Healthcare catering is less compare to Institutional catering, it is confirm that accuracy level of Healthcare catering is better than Institutional catering.

## 8. Conclusion

Motivation is a truly multi dimensional and it defers from person to person and it is a sum of many factors also. Each person has his or her own likes and dislikes, passions, interests and desires. Work in hospitality industry has a special character, does not have fixed time. It is a work which takes twenty-four hours of twenty-four seven days of the week.

In this study, the Standard Deviation and C.V. of Healthcare catering is less compared to the Institutional catering, it means the accuracy level of Healthcare catering is high. By the same one can easily state that the motivation of employees in the healthcare segment is more favorable as compared to the motivation of employees from the institutional segment. However it is necessary for both sectors to ensure enhanced human resource practices and strategies to keep their employees highly motivated to deliver impeccable performance and service.

The results of study provide a better picture to management to evaluate employee motivation level in order to improve their employees' performance. It is been observed that the effectiveness of motivation is very important and crucial to motivate the employees towards their performance. It indicates that most of the variables are favorable towards employees' performance but few areas need to improve to enhance the motivation level of employees' in catering sectors which will help the improvement of performance level.

In order to find and retain the right people for the job, hospitality industry in West Bengal needs to re-design their reward and recognition packages according to the local culture. Each organization has to build its own motivation system based on compatibility between organizational and individual goals.

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## Annexure

**Table 7: Demographic Characteristic of the Respondents**

Variables	Frequency		Percentage %	
	Inst.	HC.	Inst.	HC.
<b>Gender</b> Male	76	57	100	75
Female	00	19	00	25
<b>Age</b> < 20 Years	11	11	14.5	14.5
21-30 Years	42	48	55.3	63.2
31-40 Years	22	12	28.9	15.8
41 years & Above	01	05	01.3	06.5
<b>Income</b> < 5K	53	38	69.8	50.0
6-10 K	20	26	26.3	34.2
11-15 K	02	09	02.6	11.9
16 K & Above	01	03	01.3	03.9
<b>Education</b> < UG	37	50	48.7	65.8
Graduate	24	12	31.6	15.8
PG	03	04	03.9	05.3
Others	12	10	15.8	13.1
<b>Duration</b> < 1 Year	09	17	11.9	22.4
1-2 Years	15	15	19.7	19.7
3-5 Years	39	17	51.3	22.4
> 5 Years	13	27	17.1	35.5
<b>Reason to Continue</b> Salary	40	27	52.6	35.5
Promotion	17	36	22.4	47.4
Leave	10	00	13.1	00.0
Recognition	09	13	11.9	17.1
<b>Switchover</b> Yes	67	44	88.1	57.9
No	09	32	11.9	42.1