

**APPENDIX (J)**  
**CROSS TABULATION FOR FOUR NULL HYPOTHESES**

**HYPOTHESIS TWO**

**POSITION**

**TABLE 1**  
**CROSS TABULATION: "LEADERSHIP" AGAINST POSITION**

| <b>LEADERSHIP</b>   |                     | <b>Position</b> |               |        |
|---------------------|---------------------|-----------------|---------------|--------|
|                     |                     | <b>Senior</b>   | <b>Junior</b> |        |
| <b>Critical</b>     | <b>Count</b>        | 15              | 43            | 58     |
|                     | <b>Job Position</b> | 93.7%           | 87.7%         | 89.2%  |
| <b>Not Critical</b> | <b>Count</b>        | 1               | 6             | 7      |
|                     | <b>Job Position</b> | 6.3%            | 12.2%         | 10.8%  |
| <b>Total</b>        | <b>Count</b>        | 16              | 49            | 65     |
|                     | <b>Job Position</b> | 100.0%          | 100.0%        | 100.0% |

**QUALIFICATION**

**TABLE 2**  
**CROSS TABULATION: "LEADERSHIP" AGAINST QUALIFICATION**

| <b>LEADERSHIP</b>   |                      | <b>Qualification</b> |             |        |
|---------------------|----------------------|----------------------|-------------|--------|
|                     |                      | <b>Low</b>           | <b>High</b> |        |
| <b>Critical</b>     | <b>Count</b>         | 38                   | 20          | 58     |
|                     | <b>Qualification</b> | 88.4%                | 90.9%       | 89.2%  |
| <b>Not Critical</b> | <b>Count</b>         | 5                    | 2           | 7      |
|                     | <b>Qualification</b> | 11.6%                | 9.1%        | 10.8%  |
| <b>Total</b>        | <b>Count</b>         | 43                   | 22          | 65     |
|                     | <b>Qualification</b> | 100.0%               | 100.0%      | 100.0% |

## EXPERIENCE

**TABLE 3**  
**CROSS TABULATION: "LEADERSHIP" AGAINST EXPERIENCE**

| LEADERSHIP   |            | Experience |            |        |
|--------------|------------|------------|------------|--------|
|              |            | 0-10       | 11 & above |        |
| Critical     | Count      | 25         | 33         | 58     |
|              | Experience | 86.2%      | 91.7%      | 89.2%  |
| Not Critical | Count      | 4          | 3          | 7      |
|              | Experience | 13.8%      | 8.3%       | 10.8%  |
| Total        | Count      | 29         | 36         | 65     |
|              | Experience | 100.0%     | 100.0%     | 100.0% |

## HYPOTHESIS THREE

## POSITION

**TABLE 4**  
**CROSS TABULATION: "PRODUCTIVITY IMPROVEMENT" AGAINST JOB POSITION**

| PRODUCTIVITY IMPROVEMENT |              | Job Position |        | Total  |
|--------------------------|--------------|--------------|--------|--------|
|                          |              | Senior       | Junior |        |
| Critical                 | Count        | 15           | 47     | 62     |
|                          | Job Position | 93.8%        | 95.9%  | 95.4%  |
| Not Critical             | Count        | 1            | 2      | 3      |
|                          | Job Position | 6.3%         | 4.1%   | 4.6%   |
| Total                    | Count        | 16           | 49     | 65     |
|                          | Position     | 100.0%       | 100.0% | 100.0% |

## QUALIFICATION

**TABLE 5**  
**CROSS TABULATION: "PRODUCTIVITY IMPROVEMENT" AGAINST QUALIFICATION**

| PRODUCTIVITY IMPROVEMENT |               |  | Qualification |        | Total  |
|--------------------------|---------------|--|---------------|--------|--------|
|                          |               |  | Low           | High   |        |
| Critical                 | Count         |  | 41            | 21     | 62     |
|                          | Qualification |  | 95.3%         | 95.5%  | 95.4%  |
| Not Critical             | Count         |  | 2             | 1      | 3      |
|                          | Qualification |  | 4.7%          | 4.5%   | 4.6%   |
| Total                    | Count         |  | 43            | 22     | 65     |
|                          | Qualification |  | 100.0%        | 100.0% | 100.0% |

## EXPERIENCE

**TABLE 6**  
**CROSS TABULATION: "PRODUCTIVITY IMPROVEMENT" AGAINST EXPERIENCE**

| PRODUCTIVITY IMPROVEMENT |            |  | Experience |            | Total  |
|--------------------------|------------|--|------------|------------|--------|
|                          |            |  | 0-10       | 11 & above |        |
| Critical                 | Count      |  | 29         | 33         | 62     |
|                          | Experience |  | 100%       | 91.7%      | 95.4%  |
| Not Critical             | Count      |  | -          | 3          | 3      |
|                          | Experience |  | -          | 8.3%       | 4.6%   |
| Total                    | Count      |  | 29         | 36         | 65     |
|                          | Experience |  | 100.0%     | 100.0%     | 100.0% |

## HYPOTHESIS FOUR

### POSITION

**TABLE 7**  
**CROSS TABULATION: "JOB SATISFACTION" POSITION**

| JOB SATISFACTION |                  | Position |        | Total  |
|------------------|------------------|----------|--------|--------|
|                  |                  | Senior   | Junior |        |
| Critical         | Count            | 12       | 43     | 55     |
|                  | Job satisfaction | 75%      | 89.6%  | 85.9%  |
| Not Critical     | Count            | 4        | 5      | 9      |
|                  | Job satisfaction | 25.0%    | 10.4%  | 14.1%  |
| Total            | Count            | 16       | 48     | 64     |
|                  | Job satisfaction | 100.0%   | 100.0% | 100.0% |

### QUALIFICATION

**TABLE 8**  
**CROSS TABULATION: JOB SATISFACTION AGAINST QUALIFICATION**

|              |               | Qualification |        | Total  |
|--------------|---------------|---------------|--------|--------|
|              |               | Low           | High   |        |
| Critical     | Count         | 38            | 17     | 55     |
|              | Qualification | 90.5%         | 77.3%  | 85.9%  |
| Not Critical | Count         | 4             | 5      | 9      |
|              | Qualification | 9.5%          | 22.7%  | 14.1%  |
| Total        | Count         | 42            | 22     | 64     |
|              | Qualification | 100.0%        | 100.0% | 100.0% |

## EXPERIENCE

**TABLE 9**  
**CROSS TABULATION: JOB SATISFACTION AGAINST EXPERIENCE**

|              |            | Experience |            | Total  |
|--------------|------------|------------|------------|--------|
|              |            | 0-10       | 11 & above |        |
| Critical     | Count      | 25         | 30         | 55     |
|              | Experience | 86.2%      | 85.7%      | 85.9%  |
| Not Critical | Count      | 4          | 5          | 9      |
|              | Experience | 13.8%      | 14.3%      | 14.1%  |
| Total        | Count      | 29         | 35         | 64     |
|              | Experience | 100.0%     | 100.0%     | 100.0% |

## HYPOTHESIS FIVE

## POSITION

**TABLE 10**  
**CROSS TABULATION: "ALIGNMENT OF HR STRATEGY WITH STRATEGIC MANAGEMENT PLAN" AGAINST JOB POSITION**

| ALIGNMENT OF HR STRATEGY WITH STRATEGIC MANAGEMENT PLAN |              | Job Position |        | Total  |
|---|--------------|--------------|--------|--------|
|   |              | Senior       | Junior |        |
| Critical  | Count        | 16           | 39     | 55     |
|   | Job Position | 100%         | 86.7%  | 90.2%  |
| Not Critical  | Count        | -            | 6      | 6      |
|   | Job Position | -            | 13.3%  | 9.8%   |
| Total   | Count        | 16           | 45     | 61     |
|   | Job Position | 100.0%       | 100.0% | 100.0% |

## QUALIFICATION

**TABLE 11**  
**CROSS TABULATION: "ALIGNMENT OF HR STRATEGY WITH STRATEGIC MANAGEMENT PLAN" AGAINST JOB QUALIFICATIONS**

| ALIGNMENT OF HR STRATEGY WITH STRATEGIC MANAGEMENT PLAN |               | Qualification |        | Total  |
|---|---------------|---------------|--------|--------|
|   |               | Low           | High   |        |
| Critical  | Count         | 35            | 20     | 55     |
|   | Qualification | 82.5%         | 95.2%  | 90.2%  |
| Not Critical  | Count         | 5             | 1      | 6      |
|   | Qualification | 12.5%         | 4.8%   | 9.8%   |
| Total   | Count         | 40            | 21     | 61     |
|   | Qualification | 100.0%        | 100.0% | 100.0% |

## EXPERIENCE

**TABLE 12**  
**CROSS TABULATION: "ALIGNMENT OF HR STRATEGY WITH STRATEGIC MANAGEMENT" PLAN AGAINST EXPERIENCE**

| ALIGNMENT OF HR STRATEGY WITH STRATEGIC MANAGEMENT PLAN |            | Experience |            | Total  |
|---|------------|------------|------------|--------|
|   |            | 0-10       | 11 & above |        |
| Critical  | Count      | 23         | 32         | 55     |
|   | Experience | 88.5%      | 91.4%      | 90.2%  |
| Not Critical  | Count      | 3          | 3          | 6      |
|   | Experience | 11.5%      | 8.6%       | 9.8%   |
| Total   | Count      | 26         | 35         | 61     |
|   | Experience | 100.0%     | 100.0%     | 100.0% |