

# **EMPLOYEES ENGAGEMENT REPORT**

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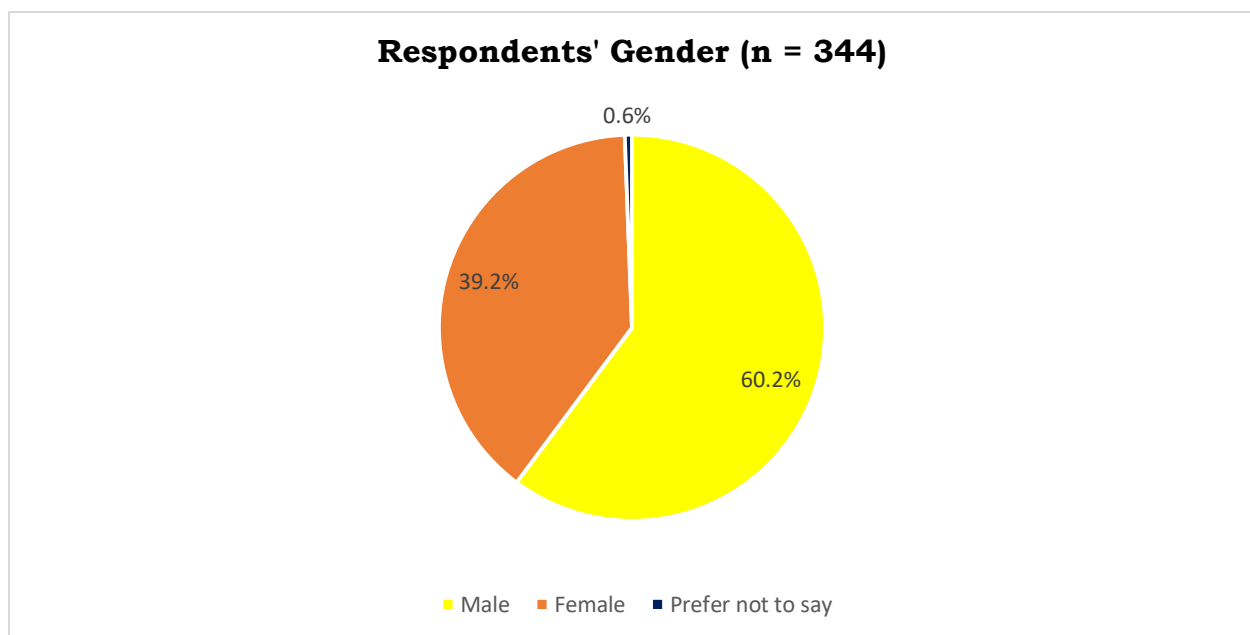
## SURVEY RESULTS

This survey was done to determine and document employees' perception and opinions regarding "what makes employees feels happy in the workplace" and "How the absence of happiness at work affected their communication and interpersonal skills". Data were collected from approximately three-hundred and forty-four employees (344) across various organizations.

## DEMOGRAPHICS

This section of the report explored and documented respondents age, gender, the type of organization in which they are employed and finally their years of experience.

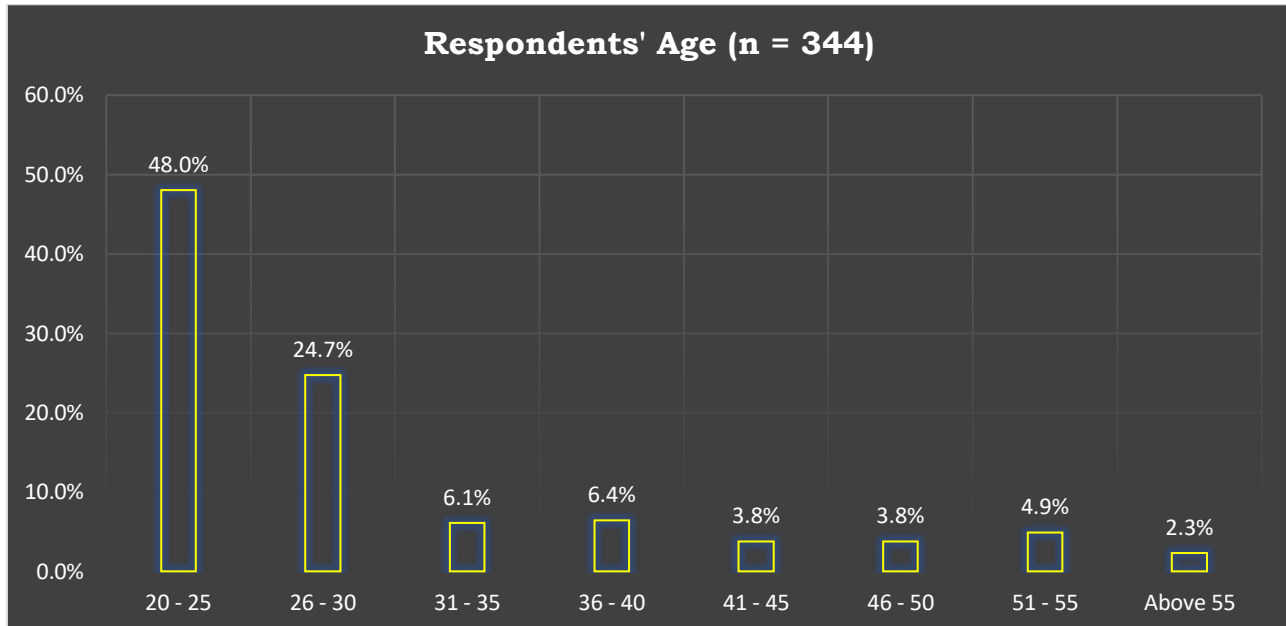
### GENDER



**Figure 1s showing a distribution of respondents' gender**

As graphically represented in Figure 1, **respondents surveyed were predominantly males (60.2%)**, while more than two-thirds were females (39.2%) and the smallest proportion of respondents indicated that they would prefer not to say (0.6%).

## AGE-GROUP



**Figure 2 showing a distribution of respondents age**

**Slight less than a half of respondents (48%) indicated that they were between 20 and 25 years old while a quarter of respondents (24.7%) said they were aged between 26 – 30 years old.** Respondents aged between 31 and 35; 36 and 40; and 41 and 45 accounted for 6.1%, 6.4% and 3.8% of the sample, respectively. Another 3.8% of respondents said they were between 45 and 50 years old while 4.9% said they were between the age of 51 and 55 years old. The smallest proportion of respondents (2.3%) said they were above 55 years old.

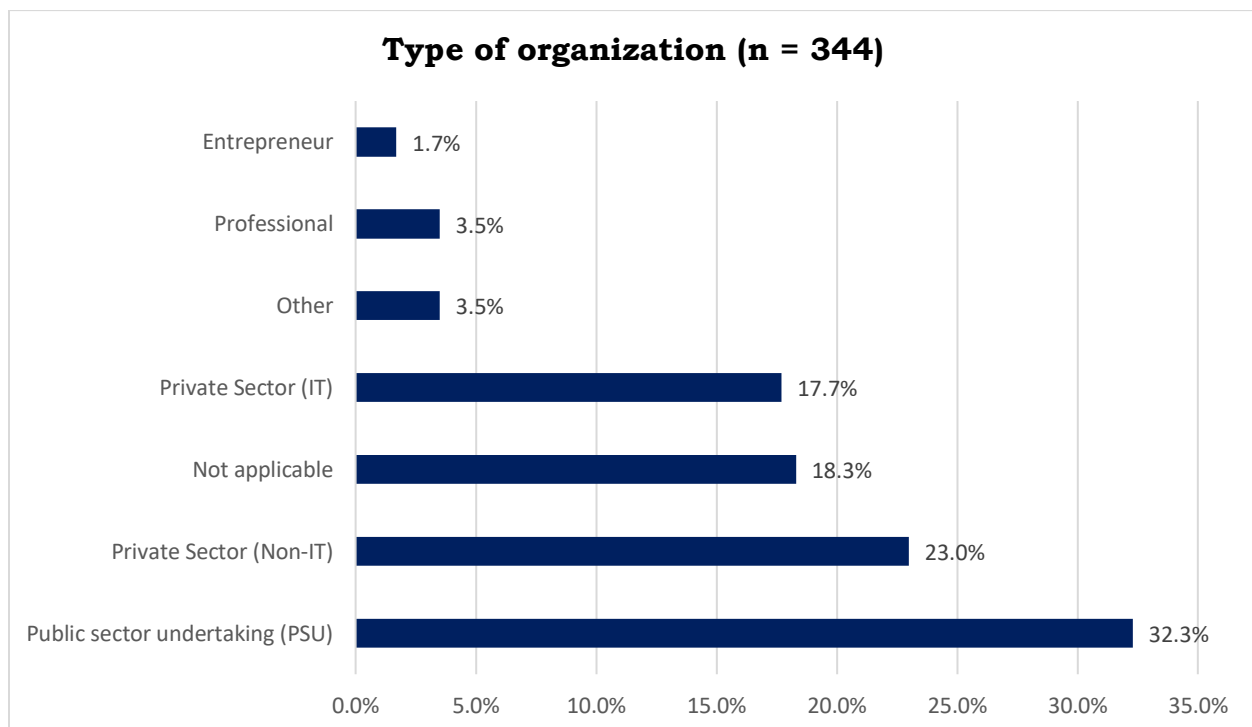
## AGE TO SEX RATIO

**Table 1 shows the Age to Sex Ratio of Respondents**

	Female (%)	Male (%)	Prefer not to say (%)	Total
<b>20 - 25</b>	45.9%	49.3%	50.0%	48.0%
<b>26 - 30</b>	36.3%	17.4%	0.0%	24.7%
<b>31 - 35</b>	2.2%	8.7%	0.0%	6.1%
<b>36 - 40</b>	3.7%	8.2%	0.0%	6.4%
<b>41 - 45</b>	0.7%	5.8%	0.0%	3.8%
<b>46 - 50</b>	5.2%	2.9%	0.0%	3.8%
<b>51 - 55</b>	4.4%	4.8%	50.0%	4.9%
<b>Above 55</b>	1.5%	2.9%	0.0%	2.3%
<b>Total</b>	100.00%	100.00%	100.00%	100.0%

As shown in Table 1, **regardless of gender, most respondents were aged between 20 and 25 years old (male 49.3% vs female 45.9% vs Prefer not to say 50%)**. The data, however, revealed some age disparity in gender, where respondents who were aged between 26 and 30 years (36.3%) and 46 and 50 years (5.2%) were disproportionately females. On the other hand, a larger proportion of males were aged between 31 and 35 years (8.7%), 36 and 40 years (8.2%), 41 and 45 years (5.8%) and above 55 years old (2.9%).

## TYPE OF ORGANIZATION



**Figure 3 showing the distribution of type of organization respondents were employed.**

As seen in Figure 3, **more than three out of every ten respondents (32.3%) reported that they were employed at a Public Sector undertaking (PSU)**, while slightly less than one-quarter of respondents (23%) reported that they were from the Private Sector (Non-IT). Approximately, 18.3% of respondents indicated that the type of organization was “Not Applicable” to them. This was followed by 17.7% of respondents who said they were employed in the Private Sector (IT), while 3.5% said they were from “other”



organizations. The smallest proportion of respondents accounted for Professional and Entrepreneur, recording figures of 3.6% and 1.7%, respectively.

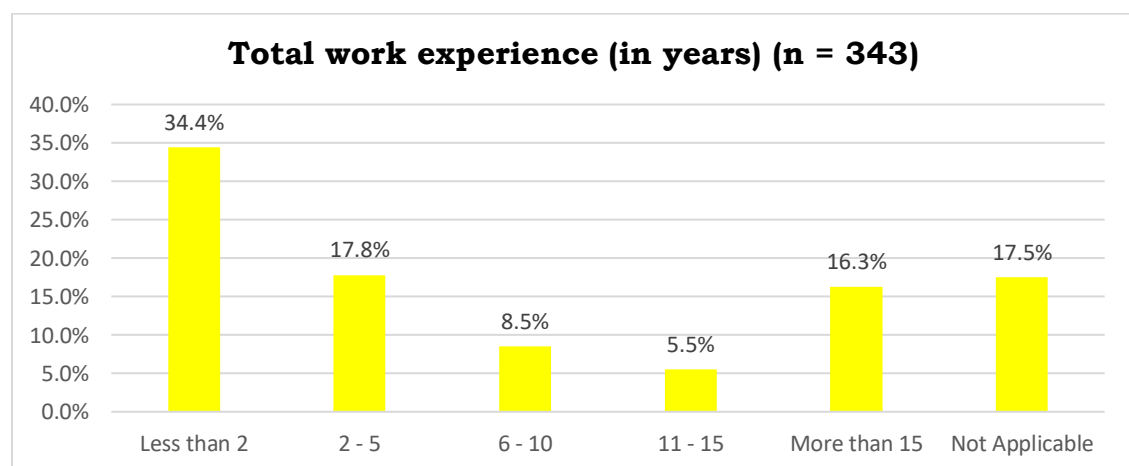
## TYPE OF ORGANIZATION BY GENDER

**Table 2 showing the distribution of type of organization by Gender**

	Female (%)	Male (%)	Prefer not to say (%)	Total
<b>Entrepreneur</b>	0.7%	2.4%	0.0%	1.7%
<b>Not applicable</b>	23.7%	15.0%	0.0%	18.3%
<b>Other</b>	3.7%	3.4%	0.0%	3.5%
<b>Private Sector (IT)</b>	20.0%	16.4%	0.0%	17.7%
<b>Private Sector (Non-IT)</b>	20.0%	24.6%	50.0%	23.0%
<b>Professional</b>	3.7%	3.4%	0.0%	3.5%
<b>Public sector undertaking (PSU)</b>	28.1%	34.8%	50.0%	32.3%
<b>Total</b>	100.0%	100.0%	100.0%	100.0%

Table 2 shows the type of organization respondents were employed disaggregated by gender. Regardless of gender, **most respondents said they were employed in the Public Sector Undertaking (PSU) (females 28.1%, males 34.8% and prefer not to say 50%)**. A larger proportion of females (20%) said they were employed in the Private Sector (IT) when compared to males (16.4%). Similarly, when compared to males, more females (3.7% vs 3.4%) indicating that they were employed in the Professional sector/industry. On the other hand, more males than females were Entrepreneurs (2.4% vs 0.7%) and employed in the Private Sector (Non-IT) (24.6% vs 20%).

## TOTAL WORK EXPERIENCE



**Figure 4 showing the total work experience of respondents**

**The majority of respondents (34.4%) reported that they had less than two (2) years of work experience** while 17.8% said they had between two (2) and five (5) years of work experience. This was followed by approximately, 17,5% of respondents who said, “Not Applicable”. Close to one-sixth of respondents (16.3%) said they have more than fifteen (5) years of work experience. The smallest proportion of respondents accounted for those individuals who said they had between six (6) and ten (10) years of work experience and between eleven (11) and fifteen (15) years of work experience, recording figures of 8.5% and 5.5%, respectively. See Figure 4

## TOTAL WORK EXPERIENCE BY GENDER

**Table 3 showing the distribution of total work experience by gender**

	Female (%)	Male (%)	Prefer not to say (%)	Total
11 - 15	3.00%	7.20%	0.00%	0.055394
2 - 5	16.40%	18.80%	0.00%	0.177843
6 - 10	3.00%	12.10%	0.00%	0.084548
Less than 2	41.00%	30.00%	50.00%	0.344023
More than 15	12.70%	18.40%	50.00%	0.163265
Not Applicable	23.90%	13.50%	0.00%	0.174927
Total	100.00%	100.00%	100.00%	1

**Regardless of gender, the largest proportion of respondents said they had less than two (2) years of work experience (females 41%, males 30% and prefer not to say 50%).** When females and males were compared the data revealed that a larger proportion of males had more than two years of work experience (males 44.4% vs females 35.1%). Details may be found in Table 3.

## QUALITATIVE ANALYSIS

To examine and evaluate what makes employees feel happy and how the absence of happiness affected their communication and interpersonal skills; respondents were provided with two open-ended questions that sought to explore and document these two factors. Additionally, the results of this analysis were disaggregated by key demographic variables.

## WHAT MAKES RESPONDENTS FEEL HAPPY AT WORK?

A word cloud graph was used to determine the major themes respondents provided in regard to what makes them feel happy at work. See Figure 5



**Figure 5 showing a word cloud distribution of the most frequent responses provided by respondents, regarding what makes them feel happy at work.**

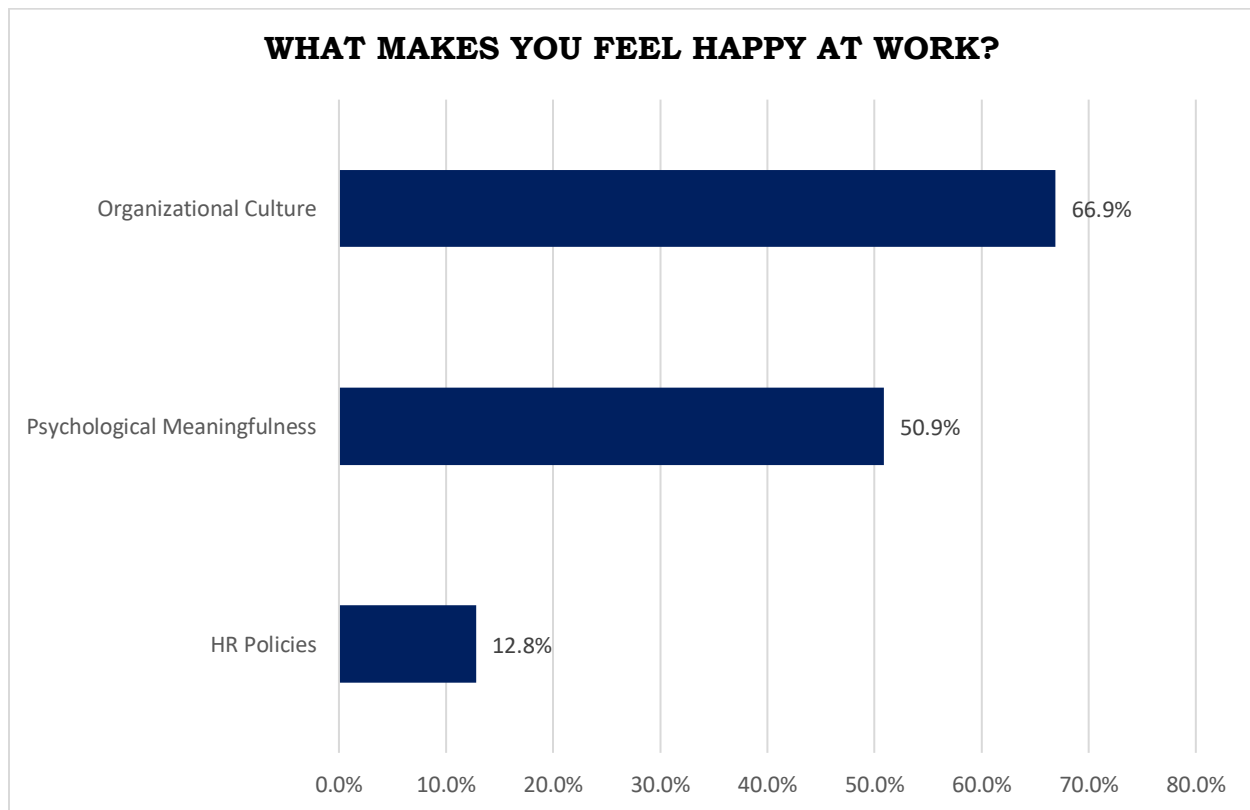
Major themes that were identified were then categorized and assessed to determine how frequently these themes occurred. Table 4 below shows several major themes derived from sub-themes while Figure 6, shows the frequency of each major themes.

**Table 4 showing the major themes that were derived from sub-themes regarding “What makes respondents feel happy at work?”**

Major Themes	Sub-Themes
Organizational Culture	Proper working environment, work condition, culture, teamwork, understanding seniors, autonomy, friendly atmosphere, little work pressure, good interpersonal relationship among workers, personal and professional life balance

Psychological Meaningfulness	Achievement; appreciation and recognition for work; being challenged and overcoming obstacles, successfully completing projects; work satisfaction; and doing impactful work.
HR Policies	Better salary, remuneration, career growth, training, learning

As graphically represented in Figure 6, **third of respondents (66.9%) said they felt happy at work when there was proper organizational culture.** This was followed by half of respondents (50.9%) whose happiness coincided with the psychological meaningfulness of their work. The smallest proportion of respondents (12.8%) reported that they felt happy at work due to HR policies such as better salary and remunerations.



**Figure 6 showing the numerous factors that makes employees feel happy at work**

## WHAT MAKES RESPONDENTS FEEL HAPPY AT WORK BY GENDER

Interestingly, **when the results of the analysis were disaggregated by gender, it was revealed that a larger proportion of females than males, happiness at work coincided with their psychological meaningfulness (females 43.6% vs males 35.4%) of the work they do.** Conversely more males than females felt happy at work because of the organizational culture (males 54.5% vs females 46.8%) and HR policies (males 10.1% vs females 9.6%). See Figure 7

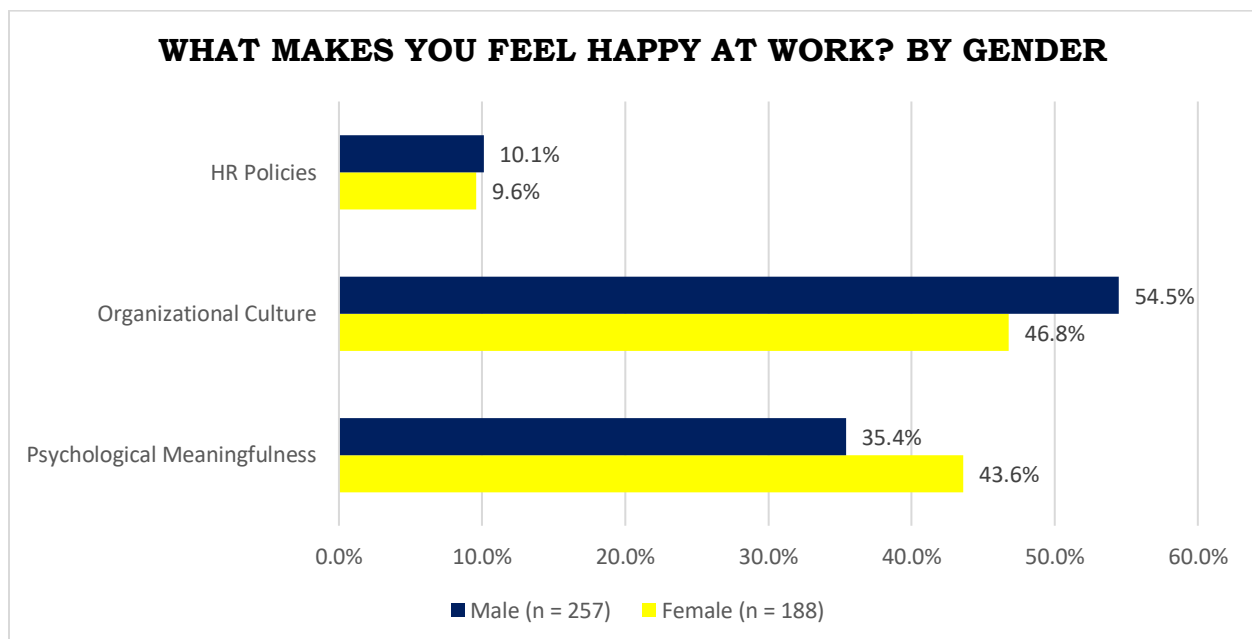
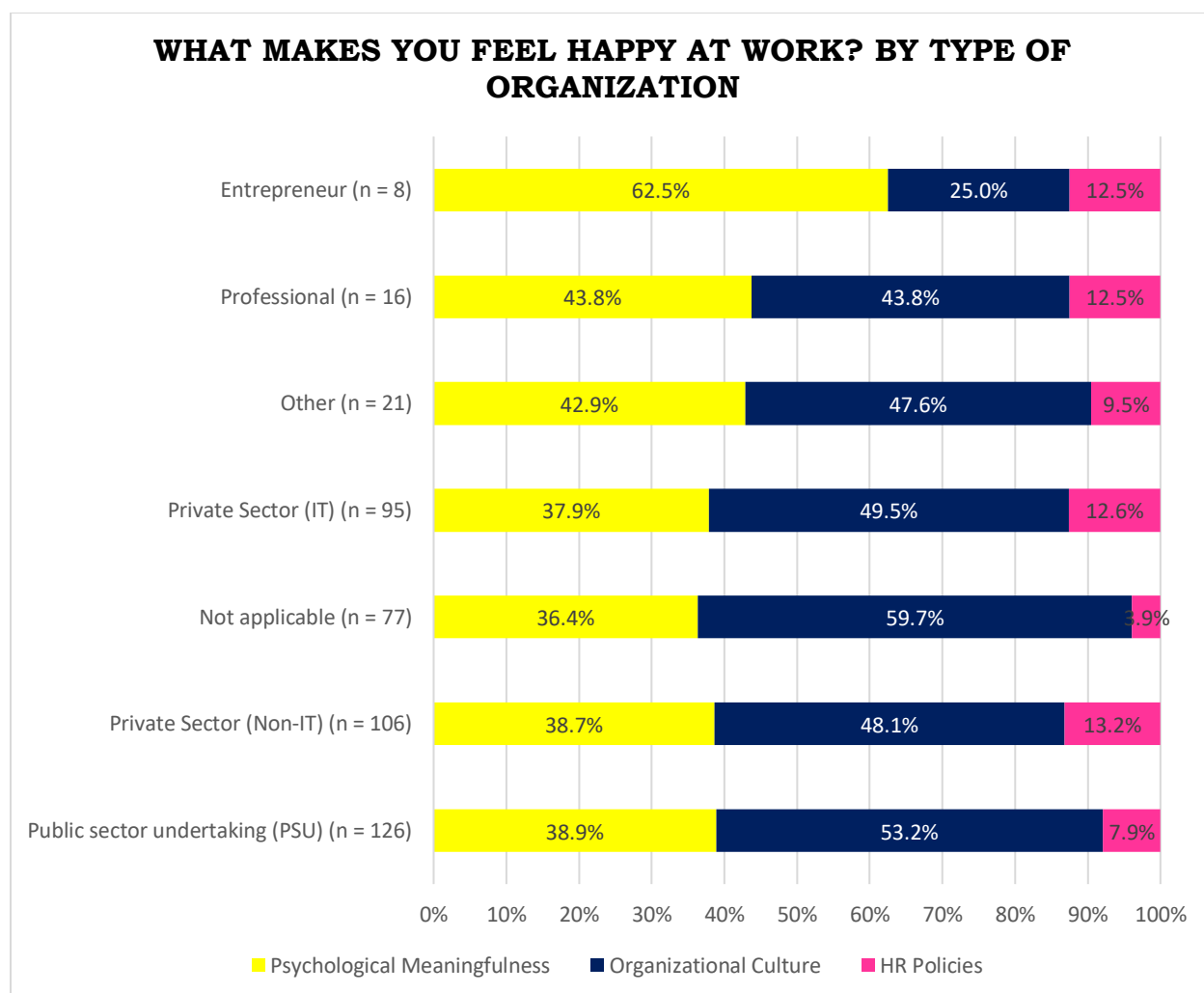


Figure 7 showing the numerous factors that makes employees feel happy at work by Gender

## WHAT MAKES RESPONDENTS FEEL HAPPY AT WORK BY TYPE OF ORGANIZATION

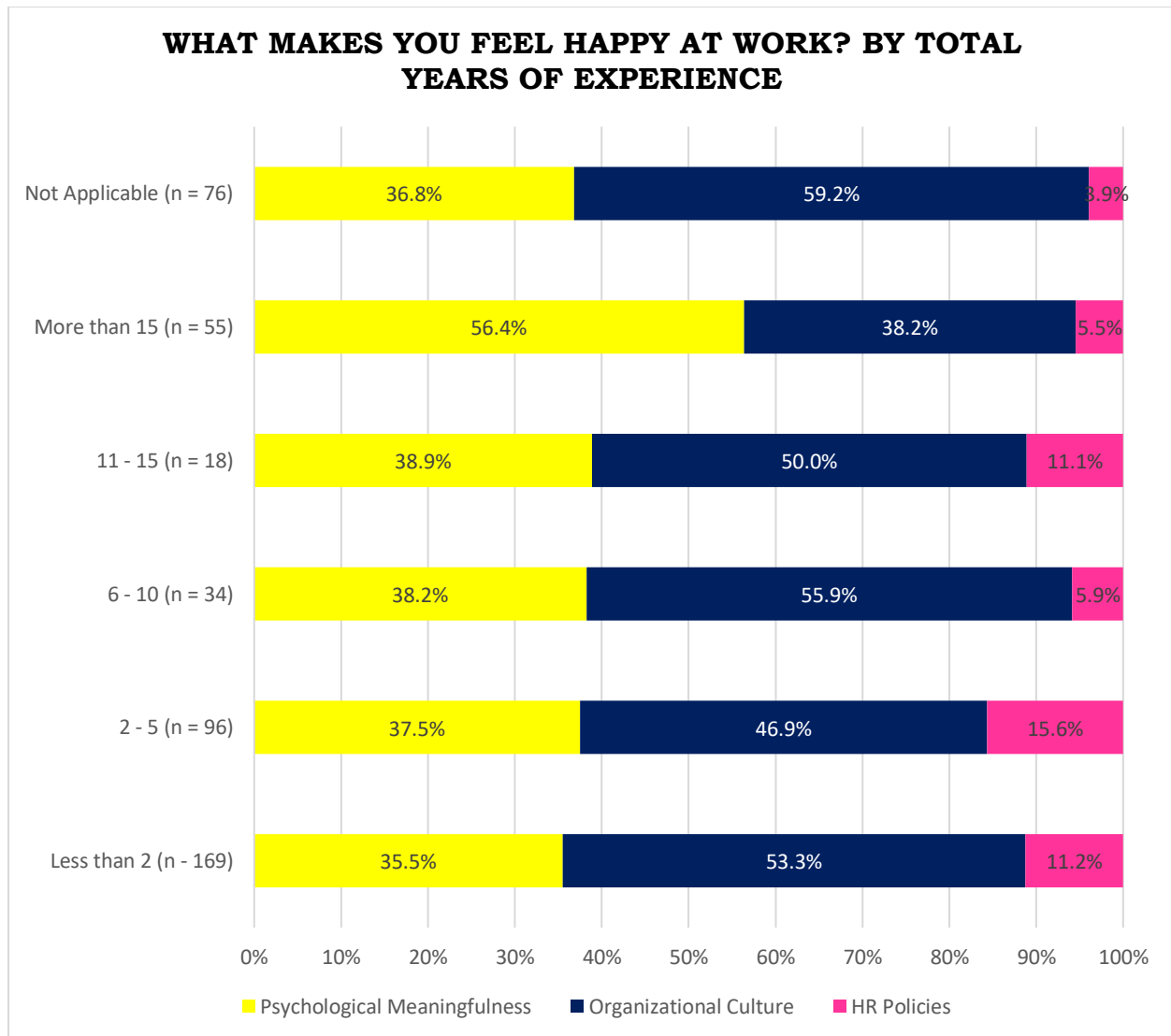
As graphically represented in Figure 8, **most respondents (43.8% - 53.2%) for all the various types of organization indicated that their happiness at work corresponded with the organizational culture, except for entrepreneurs.** The data revealed that most entrepreneurs (62.5%) reported that their happiness coincided with the psychological meaningfulness of the work they do.



**Figure 8 showing what makes respondents feel happy at work by type of organization**

## WHAT MAKES RESPONDENTS FEEL HAPPY AT WORK BY TOTAL WORK EXPERIENCE

The **data revealed that most respondents (46.9% - 59.2%) with less than fifteen (15) years of work experience were more likely to report that their happiness at work was associated with the organization culture.** Interestingly, the results of the analysis revealed that respondents with more than fifteen (15) years of work experience were more likely to report that their happiness at work coincided with the psychological meaningfulness of the work they have done. See Figure 9



**Figure 9 showing what makes respondents feel happy at work by total years of experience**

## **HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECTED RESPONDENTS' COMMUNICATION AND INTERPERSONAL SKILLS?**

A word cloud graph was used to determine the major themes respondents provided in regard to how the absence of happiness at work affected their communication and interpersonal skills. See Figure 8





**Figure 10 showing a word cloud distribution of the most frequent responses provided by respondents, regarding how the absence of happiness at work affected their communication and interpersonal skills.**

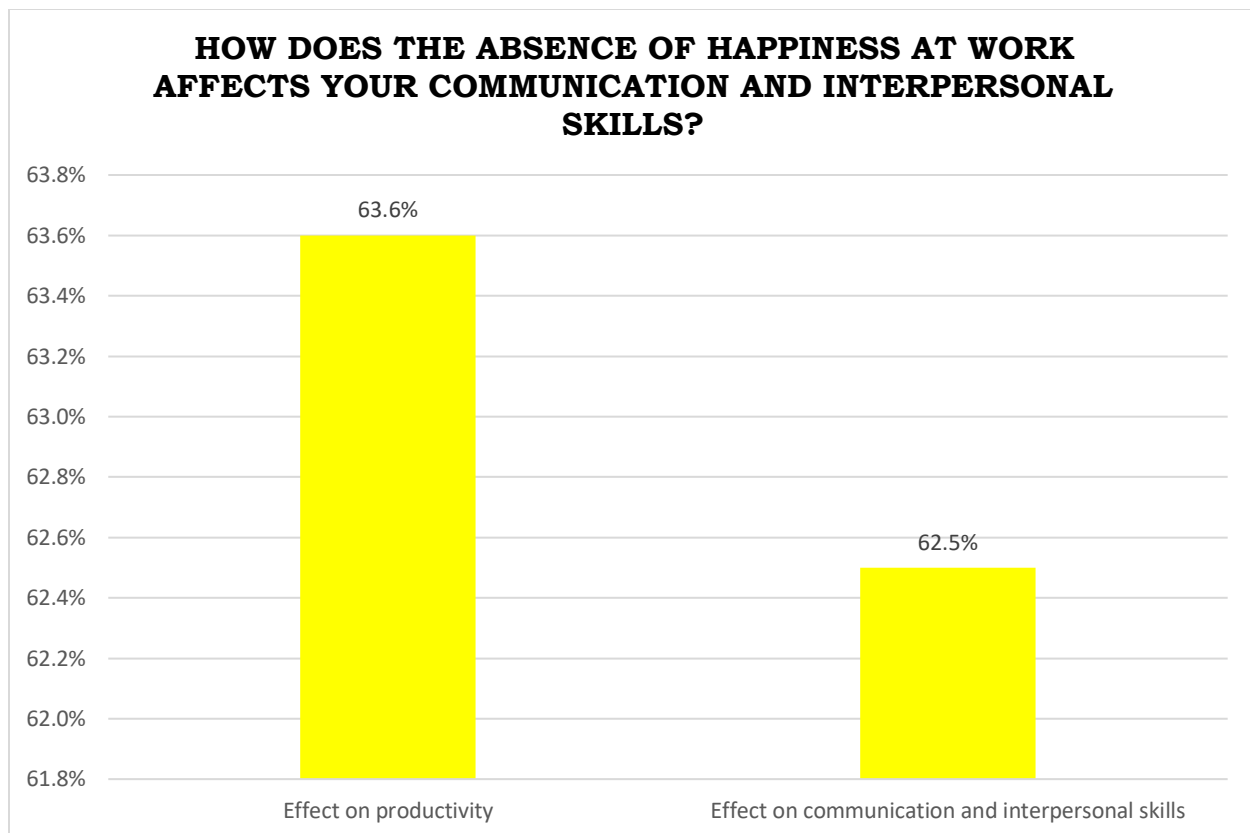
Major themes that were identified were then categorized and assessed to determine how frequently these themes occurred. Table 5 below shows several major themes derived from sub-themes while Figure 11 below shows the frequency of each major themes.

**Table 5 showing the major themes that were derived from sub-themes regarding “How does the absence of happiness at work affected respondents’ communication and interpersonal skills?”**

Major Themes	Sub-Themes
Effect on Productivity <sup>1</sup>	Unproductive, inefficiency, demotivated, lethargic, employees avoid taking initiatives and uncertainty regarding the future
Effect on Communication and Interpersonal Skills	Ineffective communication, impatient, unsociable, impatient and irritated

<sup>1</sup> When respondents were asked: "HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECTS YOUR COMMUNICATION AND INTERPERSONAL SKILLS? BY TOTAL YEARS OF EXPERIENCE?" most respondents indicating that their level of productivity was affected either directly or indirectly.

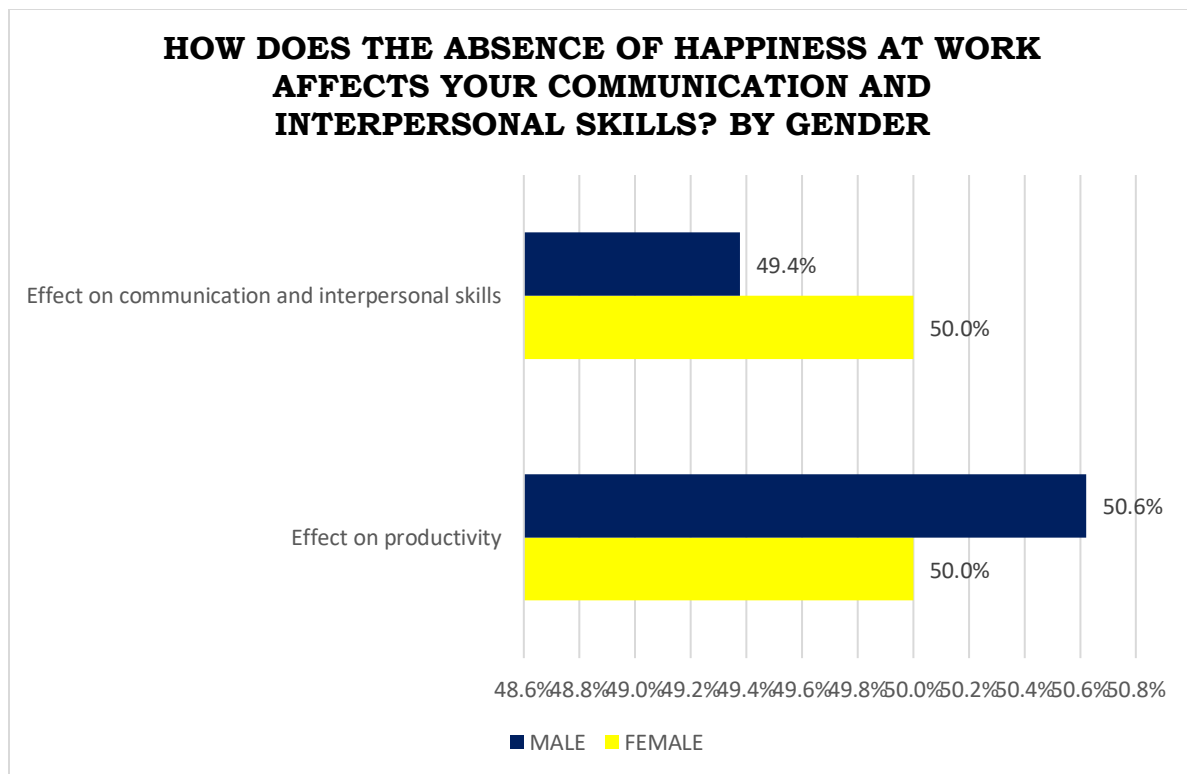




**Figure 11 showing the distribution of several factors that affects respondents' communication and interpersonal skills as a result of the absence of happiness at work.**

As seen in Figure 11 **more than three out of every five respondents (63.6%) said that the absence of happiness in the workplace affected their communication and interpersonal skills by decreasing their productivity and efficiency.** Similarly, 62.5% of respondents reported that the lack of happiness reduces their communication and interpersonal skills.

## **HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECTED RESPONDENTS' COMMUNICATION AND INTERPERSONAL SKILLS? (BY GENDER)**



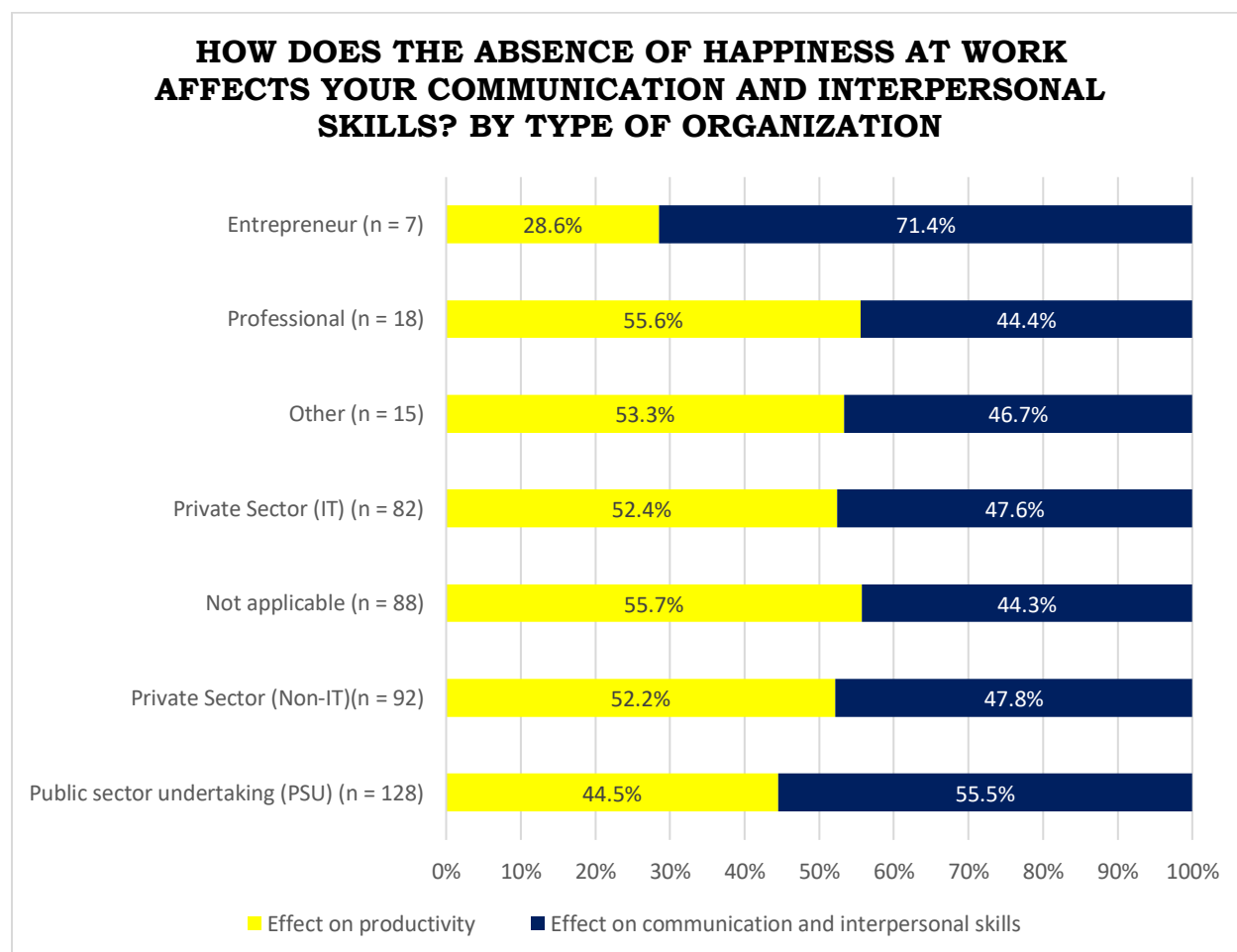
**Figure 12 showing the distribution of several factors that affects respondents' communication and interpersonal skills as a result of the absence of happiness at work by Gender.**

**More females than males reported that the absence of happiness in the workplace affected their communication and interpersonal skills (females 50% vs males 49.4%) while a larger proportion of males than females said the absence of happiness affected their productivity (males 50.6% vs females 50%). See Figure 12**

## **HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECTED RESPONDENTS' COMMUNICATION AND INTERPERSONAL SKILLS? (BY TYPE OF ORGANIZATION)**

**As graphically represented in Figure 13, most respondents (52.4% - 55.6%) from all organizations except for Public Sector Undertaking and Entrepreneur report that the absence of happiness at work affected their communication and interpersonal skill by indirectly affecting their productivity. On the other hand, most**

respondents from the Public Sector Undertaking (55.5%) and Entrepreneurs (71.4%) said that the absence of happiness at work affected their communication and interpersonal skill by making them more unsociable, irritated, rude, moody, etc.

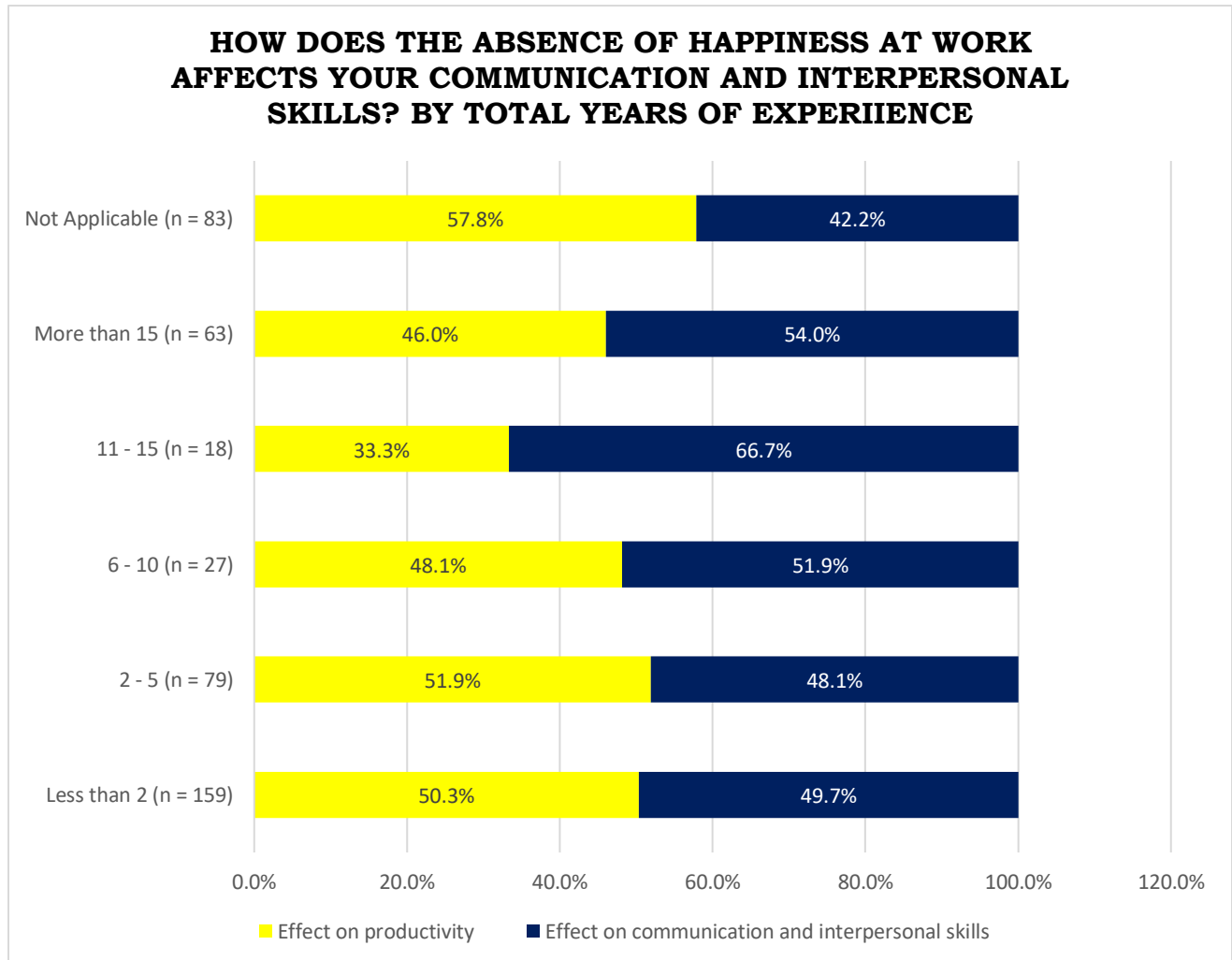


**Figure 13 showing the distribution of several factors that affects respondents' communication and interpersonal skills as a result of the absence of happiness at work by Type of Organization.**

## **HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECTED RESPONDENTS' COMMUNICATION AND INTERPERSONAL SKILLS? (BY TOTAL WORK EXPERIENCE)**

As presented in Figure 14, **most respondents (50.3% - 51.9%) with less than five (5) years of work experience were more likely to suggest that the absence of happiness**

at work affected their level of productivity. However, most respondents (51.9% - 66.7%) with more than five (5) years of experience were more likely to indicate that the absence of happiness at work affected their communications and interpersonal skills.



**Figure 14 showing the distribution of several factors that affects respondents' communication and interpersonal skills as a result of the absence of happiness at work by Total Years of Work Experience.**

## CORRELATION ANALYSIS

This section of the report sought to identify the relationship between what makes employees happy at work and how the absence of happiness at work affect employees' communication and interpersonal skills. A chi-square test of independence was used to determine whether there were statistically significant associations between these two factors.

## PSYCHOLOGICAL MEANIFULNESS BY EFFECT ON PRODUCTIVITY

The results of the chi-square analysis revealed that there was no statistically significant association between psychological meaningfulness and effect on productivity ( $\chi^2 = 3.27$  and  $p > 0.05$ ).

**Table 6 showing psychological meaningfulness by the effect on productivity**

HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECT YOUR COMMUNICATION AND INTERPERSONAL SKILLS? (Effect on productivity)	WHAT MAKES YOU FEEL HAPPY AT WORK? (Psychological Meaningfulness)		
	No	Yes	All
No	42.53%	33.14%	37.82%
Yes	57.47%	66.86%	62.18%
All	100%	100%	100%

$\chi^2 = 3.27$ ,  $p > 0.05$ , Cramer's Value = 0.09

Although there was no statistically significant association, Table 8 above shows that respondents (66.86%) who indicate that they felt happy at work when they attained some form of psychological meaningfulness were also more likely to report that the absence of happiness at work affects their productivity.

## PSYCHOLOGICAL MEANIFULNESS BY EFFECT ON COMMUNICATION AND INTERPERSONAL SKILLS

The data provided convincing evidence that there was a statistically significant association between psychological meaningfulness and effect on communication and interpersonal skills ( $\chi^2 = 4.07$  and  $p < 0.05$ ).

**Table 7 showing psychological meaningfulness by the effect on communication and interpersonal skills**

HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECT YOUR COMMUNICATION AND INTERPERSONAL SKILLS? ( <b>Effect on communication and interpersonal skills</b> )	WHAT MAKES YOU FEEL HAPPY AT WORK? ( <b>Psychological Meaningfulness</b> )		
	<b>No</b>	<b>Yes</b>	<b>All</b>
<b>No</b>	44.25%	33.71%	38.97%
<b>Yes</b>	55.75%	66.29%	61.03%
<b>All</b>	100%	100%	100%

**$X^2 = 4.07$ ,  $p < 0.05$ , Cramer's Value = 0.108**

Most respondents (66.29%) who indicated that they attained some form of psychological meaningfulness were more likely to indicate that the absence of happiness at work affected their communication and interpersonal skills.

The association observed was weak, recording a Cramer's V value of 0,108.

## **ORGANIZATIONAL CULTURE BY EFFECT ON PRODUCTIVITY**

The data provided convincing evidence that there was a statistically significant association between organizational culture and the effect of productivity ( **$X^2 = 7.80$ ,  $p < 0.01$** )

**Table 8 showing organizational culture by the effect on productivity**

HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECT YOUR COMMUNICATION AND INTERPERSONAL SKILLS? ( <b>Effect on productivity</b> )	WHAT MAKES YOU FEEL HAPPY AT WORK? ( <b>Organizational Culture</b> )		
	<b>No</b>	<b>Yes</b>	<b>All</b>
<b>No</b>	47.90%	32.61%	37.82%
<b>Yes</b>	52.10%	67.39%	62.18%
<b>All</b>	100%	100%	100%

**$X^2 = 7.80$ ,  $p < 0.01$ , Cramer's Value = 0.15**

Approximately, 67.39% of respondents who report that they were happy at work as a result of the organizational culture were also more likely to suggest that the absence of happiness at work affected their productivity.

This correlation observed was weak, recording a Cramer's V value of 0.15.

## **ORGANIZATIONAL CULTURE BY EFFECT ON COMMUNICATION AND INTERPERSONAL SKILLS.**

Further analysis revealed that there was a statistically significant association between organizational culture and interpersonal skills. Most respondents (66.09%) who said they felt happy at work as a result of the organizational culture were more likely to report that they felt that the absence of happiness in the workplace affected their communication and interpersonal skills.

**Table 9 showing organizational culture by the effect on communication and interpersonal skills**

HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECT YOUR COMMUNICATION AND INTERPERSONAL SKILLS? (Effect on communication and interpersonal skills)	WHAT MAKES YOU FEEL HAPPY AT WORK? (Organizational Culture)		
	No	Yes	All
No	48.74%	33.91%	38.97%
Yes	51.26%	66.09%	61.03%
All	100%	100%	100%

$\chi^2 = 7.25$ ,  $p < 0.01$ , Cramer's Value = 0.144

The association observed was weak, recording a Cramer's V value of 0.144

## HR POLICIES BY EFFECT ON PRODUCTIVITY

The data further provided convincing evidence that there was a statistically significant association between HR policies and the effect on productivity.

**Table 10 showing HR policies by the effect on productivity**

HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECT YOUR COMMUNICATION AND INTERPERSONAL SKILLS? (Effect on productivity)	WHAT MAKES YOU FEEL HAPPY AT WORK? (HR Policies)		
	No	Yes	All
No	40%	22.73%	37.82%
Yes	60%	77.27%	62.18%
All	100%	100%	100%

$\chi^2 = 4.88$ ,  $p < 0.05$ , Cramer's Value = 0.118

The vast majority of respondents (77.27%) who said they felt happy at work as a result of HR policies were more likely to indicate that the absence of happiness at work affected their productivity.

The association observed was weak, recording a Cramer's V value of 0.118

## HR POLICIES BY EFFECT ON COMMUNICATION AND INTERPERSONAL SKILLS.

The data showed that there was no statistically significant association between HR policies and the effect on communication and interpersonal skills. However, the results revealed that more than three out of every five respondents (63.64%) who said they were happy at work as a result of HR policies were more likely to report that the absence of happiness at work affected their communication and interpersonal skills. See Table 13

**Table 11 shoeing HR policies by the effect on communication and interpersonal skills**

HOW DOES THE ABSENCE OF HAPPINESS AT WORK AFFECT YOUR COMMUNICATION AND INTERPERSONAL SKILLS? (Effect on communication and interpersonal skills)	WHAT MAKES YOU FEEL HAPPY AT WORK? (HR Policies)		
	No	Yes	All
<b>No</b>	39.34%	36.36%	38.97%
<b>Yes</b>	60.66%	63.64%	61.03%
<b>All</b>	100%	100%	100%

**$X^2 = 0.143$ ,  $p > 0.05$ , Cramer's Value = 0.0203**



# APPENDIX

Dear respondents

Through this questionnaire we are trying to explore what happiness at work means to you; and how does its absence affect your communication and interpersonal behaviour at work.

1. What makes you feel happy at work?
2. how does absence of happiness at work affect your communication and interpersonal behaviour at work?

Age (in years):

1. 20-25
2. 26-30
3. 31-35
4. 36-40
5. 41-45
6. 46-50
7. 51-55
8. Above 55

Gender:

1. Female
2. Male
3. Prefer not to say
4. Other

Type of organization:

1. Private sector (IT)
2. Private sector (Non IT)
3. Public sector undertaking (PSU)
4. Professional
5. Entrepreneur
6. Other
7. Not applicable

Total work experience (in years):

1. Less than 2
2. 2-5
3. 6-10
4. 11-15
5. More than 15
6. Not applicable