CHAPTER V

RESULTS AND DISCUSSION

This chapter deals with the description of the demographic variables of the middle level Executives and inferential statistics with respect to their certain perspectives on Locus of Control, Autonomy and Control, Emotional Maturity, Interpersonal Relationship, Job Content, Organization based self-esteem, Quality of Work Life, Job Stress and Job Satisfaction. Further, the proposed hypotheses are tested in this chapter. The results of the study are presented in this chapter under the following sub-heads:

5.1. Description of the Demographic variables of the middle level Executives.

5.2. Perspectives of the middle level Executives’ Demographic variables towards Locus of Control, Autonomy and Control, Emotional Maturity, Interpersonal Relationship, Job Content, Organization based self-esteem, Quality of Work Life, Job Stress and Job Satisfaction.

5.3. Correlation between middle level Executives’ Demographic variables, Locus of Control, Autonomy and Control, Emotional Maturity, Interpersonal Relationship, Job Content, Organization based self-esteem, Quality of Work Life, Job Stress and Job Satisfaction.

5.4. Impact of Quality of Work Life on Job Stress and Job Satisfaction among the middle level Executives.

5.1. DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR DEMOGRAPHIC FACTORS

- Age-wise distribution shows that majority of the respondents belong to the ‘below 30 years’ and ’31 – 40 years’ age group.
- Gender-wise, majority (72.26 per cent) of them are male and the remaining 24.74 per cent of them are female.
- Marital status-wise distribution shows that merely a half (52.28 per cent) of them are unmarried and the remaining 47.72 per cent of them are married.
- Educational qualification-wise, the respondents are selected as, Graduates, Post-Graduates and Professional degree holders. Among them more than a
half (56.32 per cent) of them are graduates, 25.26 per cent of them are professional degree holders, and the remaining 18.42 per cent of them are post-graduates.

- Department-wise distribution of respondents shows that majority (44.56 per cent) of them from production department, 20.18 per cent of them from Administration department, 8.95 per cent each of them from Maintenance and human resource department, 7.37 per cent of them from quality assurance and control department, 5.96 per cent of them from Research and Development department and only 4.04 per cent of them from effluent treatment plant. Department-wise distribution shows that majority of the respondents from maintenance and administration department.

- Monthly income-wise distribution of respondents show that 55.26 per cent of them who earn ‘above Rs.35,000’, 24.39 per cent of them earn ‘up to Rs.25,000’, 13.68 per cent of them earn ‘Rs.30,001 to 35,000’ and the remaining 6.67 per cent of them earn ‘Rs.25,001 to 30,000’. Hence, monthly income-wise distribution of respondents show that more than a half of them are belong to the ‘above Rs.35,000’ income earning group.

- Family type-wise the distribution of respondents shows that 56.14 per cent of them from nuclear family type and the remaining 43.86 per cent of them belong to the joint family type. Number of dependents-wise distribution shows that 27.37 per cent of them have ‘one’ dependent, 36.14 per cent of them have ‘Two’ dependents, 11.23 per cent of them have ‘Three’ dependents and 25.26 per cent of them have ‘Four and above’ number of dependents. It is very clear from this result that most of the respondents have maximum of two members as their dependents.

- 64.56 per cent of the respondents have their primary operation at the manufacturing units, 21.75 per cent of them have their operation at administrative sections, 11.40 per cent of them have their operations at the services division and only 2.28 per cent of them have other responsibilities.

- Status of job-wise distribution of respondents shows that majority (71.40 per cent) of them have Technical jobs and only 28.60 per cent of them have non-technical jobs.
Years of experience-wise, distribution of respondents reveals that 29.12 per cent of them have less than 5 years experience, 45.44 per cent of them have 5 to 10 years experience, 21.75 per cent of them have 11-15 years experience, 3.68 per cent of them have more than 11 years experience in this industry. It is known from the distribution in this study that majority of the respondents have within 10 years in the industry.

Years of experience in the present designation-wise distribution shows that majority (59.30 per cent) of them have experience up to 5 years in their present designation, 33.68 per cent of them have ‘6 to 10 years’ experience in their present designation and only 7.02 per cent of them are experienced ‘more than 10 years’ of experience in their present designation. The distribution shows that majority of the respondents have less than five years experience in their present designation.

5.2 DEMOGRAPHIC VARIABLES AND STUDY VARIABLES

5.2.1. Demographic Variables and Locus of Control

Age and Locus of Control

It is known from this result that there is no much difference among the different age group of the respondent on their locus of control. It is also known from the standard deviation that there is no much difference among the respondents among themselves on their locus of control. Further to know the significant difference among the different age group of locus of control, one-way analysis of variance was applied. The obtained ‘F’-value is found to be 9.301 with the ‘p’ value 0.001. It means there is a significant difference among the different age group of the respondents. Hence, the proposed null hypothesis is rejected.

Gender and Locus of Control

There is no much difference among the respondents themselves on locus of control. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 5.944 with the ‘p’ value 0.001. It means there is a significant difference at the 0.01 level between male and female respondents on their locus of control. Hence, the proposed null hypothesis is rejected.
Marital Status and Locus of Control

- There is no much difference among the respondents themselves on locus of control. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 11.353 with the ‘p’ value 0.001. It means there is a significant difference at the 0.01 level between married and unmarried respondents on their locus of control. Hence, the proposed null hypothesis is rejected.

Educational status and Locus of Control

- It is implied from this result that professionals have higher locus of control than others. Also, the results of standard deviation show that there are no much deviation among themselves on Locus of Control. Further to confirm the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 49.007 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their educational status. Hence, the proposed null hypothesis is rejected.

Department and Locus of Control

- It is implied from this result that mean score of locus of control for production, and quality assurance and control departments have higher locus of control among them. The result of standard deviation shows that the respondents who are at the human resource department have not much deviated among themselves on locus of control. Further to ascertain the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 15.158 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their department. Hence, the proposed null hypothesis is rejected.

Monthly Income and Locus of Control

- It is known from this result ‘above Rs.35,000’ and ‘upto Rs.25,000’ monthly income earning group respondents have higher locus of control among them. The result of standard deviation shows that there is no much deviation among them on locus of control. Further to confirm the result
statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 5.878 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their monthly income. Hence, the proposed null hypothesis is rejected.

**Family Type and Locus of Control**

- It means nuclear family type respondents have higher variation on locus of control than their joint family type counterparts. Also, there is no much difference among the respondents themselves on locus of control. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 3.655 with the ‘p’ value 0.001. It means there is a significant difference at the 0.01 level between nuclear and joint family type respondents on their locus of control. Hence, the proposed null hypothesis is rejected.

**Number of Dependents and Locus of Control**

- It is very clear from this result that the respondents who have only one dependent as well as three dependents have higher locus of control than other categories. The result of standard deviation shows that the respondents who three dependents have not much deviated among themselves on locus of control than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 8.887 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their number of dependents. Hence, the proposed null hypothesis is rejected.

**Primary Operation and Locus of Control**

- It is known from this result that the respondents who have their primary operation at ‘manufacturing’ have higher locus of control than others. The result of standard deviation shows that the respondents who have their primary operation at administration have deviated among themselves on locus of control than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The
there is a significant difference among the different categories of the respondents according to their primary operation. Hence, the proposed null hypothesis is rejected.

**Status of Job and Locus of Control**
- It means respondents who have been involved in technical jobs have higher locus of control than their non-technical counterparts. Also, there is no much difference among the respondents themselves on locus of control. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 5.995 with the ‘p’ value 0.001. It means there is a significant difference at the 0.01 level between technical and non-technical job status of the respondents on their locus of control. Hence, the proposed null hypothesis is rejected.

**Years of Experience and Locus of Control**
- It is known from this result that the respondents who have more than 15 years experience in the industry have higher locus of control than others. The result of standard deviation shows that the respondents who have more than 15 years of experience in this industry do not differ among themselves on locus of control than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 54.976 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their years of experience on locus of control. Hence, the proposed null hypothesis is rejected.

**Experience in the present designation and Locus of Control**
- It is understood from this result that the respondents who have upto 5 years experience in the present designation have higher locus of control than others. The result of standard deviation shows that the respondents who have more than 10 years of experience in the present designation do not differ among themselves on locus of control than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 33.863
with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their experience in the present designation on locus of control. Hence, the proposed null hypothesis is rejected.

5.2.2 Demographic Variables and Autonomy and Control

Age and Autonomy and Control

➢ It is known from this result that there is no much difference among the different age group of the respondent on their perceived Autonomy and control. It is also known from the standard deviation that below 30 years age group has no much difference among themselves on their perceived Autonomy and control. Further to know the significant difference among the different age group on their perceived Autonomy and control, one-way analysis of variance was applied. The obtained ‘F’-value is found to be 8.239 with the ‘p’ value 0.001. It means there is significant difference among the different age group of the respondents. Hence, the proposed null hypothesis is rejected.

Gender and Autonomy and Control

➢ It means male respondents have slight variation on their perceived Autonomy and control than their female counterparts. Also, there is no much difference among the respondents themselves on Autonomy and control. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 0.711 with the ‘p’ value 0.477. It means there is no significant difference between male and female respondents on their perceived Autonomy and control. Hence, the proposed null hypothesis is accepted.

Marital Status and Autonomy and Control

➢ It means unmarried respondents have higher perception on Autonomy and control than their married counterparts. Also, there is much difference among the respondents themselves on Autonomy and control. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 4.915 with the ‘p’ value 0.001. It means there is a significant difference at the 0.01 level between married
and unmarried respondents on their perceived Autonomy and control. Hence, the proposed null hypothesis is rejected.

**Educational status and Autonomy and Control**

- It is understood from this result that professionals have perceived higher Autonomy and control than others. Also, the results of standard deviation show that professionals deviate much among themselves on their perceived Autonomy and Control. Further to confirm the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 3.136 with the ‘p’ value 0.044. It means there is a significant difference at 0.05 level among the different categories of the respondents according to their educational status. Hence, the proposed null hypothesis is rejected.

**Department and Autonomy and Control**

- It is implied from this result that mean scores of perceived Autonomy and control is perceived higher for administration and maintenance. The result of standard deviation shows that the respondents who are at the administration and effluent treatment plant have much deviated among themselves on their perceived Autonomy and control. Further to ascertain the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 6.147 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their department. Hence, the proposed null hypothesis is rejected.

**Monthly Income and Autonomy and Control**

- It is known from this result ‘upto Rs.25,000’ monthly income earning group respondents have higher perceived Autonomy and control among them. The result of standard deviation shows that there is much deviation among them on perceived Autonomy and control. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 14.678 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their monthly income. Hence, the proposed null hypothesis is rejected.
Family Type and Autonomy and Control

- It means joint family type respondents have higher variation on perceived Autonomy and control than their nuclear family type counterparts. Also, there is much difference among the respondents themselves on their perceived Autonomy and control. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 9.256 with the ‘p’ value 0.001. It means there is a significant difference at the 0.01 level between nuclear and joint family type respondents on their perceived Autonomy and control. Hence, the proposed null hypothesis is rejected.

Number of Dependents and Autonomy and Control

- It is very clear from this result that the respondents who have only one dependent as well as three dependents have higher Autonomy and control than other categories. The result of standard deviation shows that the respondents who have more than three dependents have much deviated among themselves on Autonomy and control than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 32.548 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their number of dependents. Hence, the proposed null hypothesis is rejected.

Primary Operation and perceived Autonomy and Control

- It is known from this result that the respondents who have their primary operation in the ‘administration’ department have perceived higher Autonomy and control than others. The result of standard deviation shows that the respondents who have their primary operation at the services department have deviated much among themselves on perceived Autonomy and control than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 27.830 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents.
according to their primary operation. Hence, the proposed null hypothesis is rejected.

**Status of Job and perceived Autonomy and Control**

- It means respondents who have been involved in technical jobs have perceived higher Autonomy and control than their non-technical counterparts. Also, there is no much difference among the respondents themselves on Autonomy and control. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 1.978 with the ‘p’ value 0.048. It means there is a significant difference at the 0.05 level between technical and non-technical job status of the respondents on their perceived Autonomy and control. Hence, the proposed null hypothesis is rejected.

**Years of Experience and Autonomy and Control**

- It is known from this result that the respondents who have less than 5 years and more than 15 years experience in the industry have perceived higher Autonomy and control than others. The result of standard deviation shows that the respondents who have less than 5 years of experience in this industry do differ among themselves on their perceived Autonomy and control than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 35.446 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their years of experience on perceived Autonomy and control. Hence, the proposed null hypothesis is rejected.

**Experience in the present designation and Autonomy and Control**

- It is understood from this result that the respondents who have upto 5 years experience in the present designation have perceived higher Autonomy and control than others. The result of standard deviation shows that the respondents who have upto 5 years of experience in the present designation do differ much among themselves on Autonomy and control than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be
32.064 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their experience in the present designation on perceived Autonomy and control. Hence, the proposed null hypothesis is rejected.

5.2.3 Demographic Variables and Emotional Maturity

Age and Emotional Maturity
- It is known from this result that the ’41 – 50 years’ age group has higher emotional maturity among the different age group of the respondent. It is also known from the standard deviation that ’41 – 50 years’ age group has lesser deviation among themselves on emotional maturity than their other age group counterparts. Further to know the significant difference among the different age group on their Emotional Maturity, one-way analysis of variance was applied. The obtained ‘F’-value is found to be 16.479 with the ‘p’ value 0.001. It means there is a significant difference among the different age group of the respondents. Hence, the proposed null hypothesis is rejected.

Gender and Emotional Maturity
- It means female respondents have slight variation on their Emotional Maturity than their male counterparts. Also, there is no much difference among the respondents themselves on Emotional Maturity. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 1.650 with the ‘p’ value 0.999. It means there is no significant difference between male and female respondents on their Emotional Maturity. Hence, the proposed null hypothesis is accepted.

Marital Status and Emotional Maturity
- It means unmarried respondents have higher on Emotional Maturity than their married counterparts. Also, there is no much deviation among the respondents themselves on Emotional Maturity. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 2.447 with the ‘p’ value 0.015. It means there is a significant difference at the 0.01 level between married and unmarried
respondents on their Emotional Maturity. Hence, the proposed null hypothesis is rejected.

**Educational status and Emotional Maturity**

- It is known from this result that professionals have higher Emotional Maturity than others. Also, the results of standard deviation show that post-graduates deviate much among themselves on their Emotional Maturity. Further to confirm the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 19.099 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their educational status. Hence, the proposed null hypothesis is rejected.

**Department and Emotional Maturity**

- It is implied from this result that mean scores of Emotional Maturity is higher for research and development, and production department executives. The result of standard deviation shows that the respondents who are at the administration and maintenance department have much deviated among themselves on their Emotional Maturity. Further to ascertain the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 19.833 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their department. Hence, the proposed null hypothesis is rejected.

**Monthly Income and Emotional Maturity**

- It is known from this result there is no much difference among the different monthly income earning group respondents have higher Emotional Maturity among them. The result of standard deviation shows that there is much deviation among them on Emotional Maturity. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 1.0778 with the ‘p’ value 0.358. It means there is a significant difference among the different categories of the respondents according to their monthly income. Hence, the proposed null hypothesis is rejected.
Family Type and Emotional Maturity

- It means nuclear family type respondents have higher variation on Emotional Maturity than their nuclear family type counterparts. Also, there is much difference among the respondents themselves on their Emotional Maturity. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 0.640 with the ‘p’ value 0.523. It means there is no significant difference at the 0.05 level between nuclear and joint family type respondents on their Emotional Maturity. Hence, the proposed null hypothesis is accepted.

Number of Dependents and Emotional Maturity

- It is very clear from this result that the respondents who have three dependent have higher Emotional Maturity than other categories. The result of standard deviation shows that the respondents who have one dependent have much deviated among themselves on Emotional Maturity than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 5.252 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their number of dependents. Hence, the proposed null hypothesis is rejected.

Primary Operation and Emotional Maturity

- It is known from this result that the respondents who have their primary operation in the ‘service’ department have higher Emotional Maturity than others. The result of standard deviation shows that the respondents who have their primary operation at the services department have deviated much among themselves on Emotional Maturity than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 2.683 with the ‘p’ value 0.001. It means there is a 0.05 level significant difference among the different categories of the respondents according to their primary operation. Hence, the proposed null hypothesis is rejected.
Status of Job and Emotional Maturity

- It means respondents who have been involved in technical jobs have higher Emotional Maturity than their non-technical counterparts. Also, there is no much difference among the respondents themselves on Emotional Maturity. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 1.739 with the ‘p’ value 0.083. It means there is no significant difference at the 0.05 level between technical and non-technical job status of the respondents on their Emotional Maturity. Hence, the proposed null hypothesis is accepted.

Years of Experience and Emotional Maturity

- It is known from this result that the respondents who have less than 5 years and 5 – 10 years experience in the industry have higher Emotional Maturity than others. The result of standard deviation shows that the respondents who have less than 5 years of experience in this industry deviate much among themselves on their Emotional Maturity than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 18.532 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their years of experience on Emotional Maturity. Hence, the proposed null hypothesis is rejected.

Experience in the present designation and Emotional Maturity

- It is understood from this result that the respondents who have upto 5 years experience in the present designation have higher Emotional Maturity than others. The result of standard deviation shows that the respondents who have upto 5 years of experience in the present designation do differ much among themselves on Emotional Maturity than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 46.039 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their experience in the present
designations on Emotional Maturity. Hence, the proposed null hypothesis is rejected.

5.2.4 Demographic Variables and Interpersonal Relationship

Age and Interpersonal Relationship

- It is known from this result that ‘below 30 years’ age group has higher Interpersonal Relationship among the different age group of the respondent. It is also known from the standard deviation that ‘41 – 50 years’ age group has much deviation among themselves on Interpersonal Relationship than their other age group counterparts. Further to know the significant difference among the different age group on their Interpersonal Relationship, one-way analysis of variance was applied. The obtained ‘F’-value is found to be 3.185 with the ‘p’ value 0.024. It means there is 0.05 level significant difference among the different age group of the respondents. Hence, the proposed null hypothesis is rejected.

Gender and Interpersonal Relationship

- It means male respondents have slight variation on their Interpersonal Relationship than their female counterparts. Also, female respondents have much deviation among themselves on Interpersonal Relationship. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 0.957 with the ‘p’ value 0.339. It means there is no significant difference between male and female respondents on their Interpersonal Relationship. Hence, the proposed null hypothesis is accepted.

Marital Status and Interpersonal Relationship

- It means unmarried respondents have higher on Interpersonal Relationship than their married counterparts. Also, there is much deviation among the married respondents themselves on Interpersonal Relationship. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 4.766 with the ‘p’ value 0.01. It means there is 0.01 level significant difference between married and unmarried respondents on their Interpersonal Relationship. Hence, the proposed null hypothesis is rejected.
Educational status and Interpersonal Relationship

- It is known from this result that post-graduates have higher Interpersonal Relationship than others. Also, the results of standard deviation show that professionals deviate much among themselves on their Interpersonal Relationship. Further to confirm the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 30.839 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their educational status. Hence, the proposed null hypothesis is rejected.

Department and Interpersonal Relationship

- It is implied from this result that mean scores of Interpersonal Relationship is higher for effluent treatment plant, research and development department executives. The result of standard deviation shows that the respondents who are at the administration and maintenance department have much deviated among themselves on their Interpersonal Relationship. Further to ascertain the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 19.319 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference among the different categories of the respondents according to their department. Hence, the proposed null hypothesis is rejected.

Monthly Income and Interpersonal Relationship

- It is known from this result that the monthly income group ‘upto Rs.25,000’ has better interpersonal relationship than other groups. The result of standard deviation shows that the monthly income group ‘Rs.30,001 – 35,000’ has much deviation among themselves on Interpersonal Relationship. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 20.855 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their monthly income. Hence, the proposed null hypothesis is rejected.
Family Type and Interpersonal Relationship

- It means joint family type respondents have better interpersonal relationship than their nuclear family type counterparts. Also, the nuclear family type respondents deviate much themselves on their Interpersonal Relationship. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 5.486 with the ‘p’ value 0.00. It means there is a significant difference at the 0.01 level between nuclear and joint family type respondents on their Interpersonal Relationship. Hence, the proposed null hypothesis is rejected.

Number of Dependents and Interpersonal Relationship

- It is very clear from this result that the respondents who have only one dependent have better Interpersonal Relationship than other categories. The result of standard deviation shows that the respondents who have two dependents have much deviated among themselves on Interpersonal Relationship than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 19.647 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their number of dependents. Hence, the proposed null hypothesis is rejected.

Primary Operation and Interpersonal Relationship

- It is known from this result that the respondents who have their primary operation in the ‘manufacturing’ department have better Interpersonal Relationship than others. The result of standard deviation shows that the respondents who have their primary operation at the services department have deviated much among themselves on Interpersonal Relationship than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 6.133 with the ‘p’ value 0.01. It means there is a significant difference at the 0.01 level among the different categories of the respondents according to their primary operation. Hence, the proposed null hypothesis is rejected.
Status of Job and Interpersonal Relationship

- It means respondents who have been involved in technical jobs have better Interpersonal Relationship than their non-technical counterparts. Also, the respondents who are in the non-technical jobs deviate much among themselves on Interpersonal Relationship. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 3.627 with the ‘p’ value 0.00. It means there is a significant difference at the 0.01 level between technical and non-technical job status of the respondents on their Interpersonal Relationship. Hence, the proposed null hypothesis is accepted.

Years of Experience and Interpersonal Relationship

- It is known from this result that the respondents who have less than 5 years and 5 – 10 years experience in the industry have better Interpersonal Relationship than others. The result of standard deviation shows that the respondents who have 11 – 15 years of experience in this industry deviate much among themselves on their Interpersonal Relationship than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 4.649 with the ‘p’ value 0.003. It means there is a significant difference among the different categories of the respondents according to their years of experience on Interpersonal Relationship. Hence, the proposed null hypothesis is rejected.

Experience in the present designation and Interpersonal Relationship

- It is understood from this result that the respondents who have more than 10 years experience in the present designation have better Interpersonal Relationship than others. The result of standard deviation shows that the respondents who have upto 5 years of experience in the present designation do differ much among themselves on Interpersonal Relationship than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 18.160 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their
experience in the present designation on Interpersonal Relationship. Hence, the proposed null hypothesis is rejected.

5.2.5 Demographic Variables and Job Content

Age and Job Content

- It is known from this result that ‘below 30 years’ age group has higher Job Content among the different age group of the respondent. It is also known from the standard deviation that ‘31 – 40 years’ age group has much deviation among themselves on Job Content than their other age group counterparts. Further to know the significant difference among the different age group on their Job Content, one-way analysis of variance was applied. The obtained ‘F’-value is found to be 64.6705 with the ‘p’ value 0.00. It means there is 0.01 level significant difference among the different age group of the respondents. Hence, the proposed null hypothesis is rejected.

Gender and Job Content

- It means female respondents have higher job content than their male counterparts. Also, male respondents have much deviation among themselves on Job Content. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 2.202 with the ‘p’ value 0.028. It means there is a significant difference at the 0.05 level between male and female respondents on their Job Content. Hence, the proposed null hypothesis is rejected.

Marital Status and Job Content

- It means unmarried respondents have higher on Job Content than their married counterparts. Also, married respondents have much deviation among themselves on Job Content. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 9.324 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference between married and unmarried respondents on their Job Content. Hence, the proposed null hypothesis is rejected.

Educational status and Job Content

- It is known from this result that professional courses qualified respondents have higher job content than other groups. Also, the results of standard
deviation show that graduates deviate much among themselves on their Job Content. Further to confirm the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 9.578 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their educational status. Hence, the proposed null hypothesis is rejected.

**Department and Job Content**

- Respondents of maintenance, quality assurance and control departments and very lower for effluent treatment plant. The result of standard deviation shows that the respondents who are at the administration have much deviated among themselves on their Job Content. Further to ascertain the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 12.439 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference among the different categories of the respondents according to their department. Hence, the proposed null hypothesis is rejected.

**Monthly Income and Job Content**

- It is known from this result that the monthly income group ‘upto Rs.25,000’ has higher Job Content than other groups. The result of standard deviation shows that the monthly income group ‘Rs.25,001 – 30,000’ has much deviation among themselves on Job Content. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 6.500 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their monthly income. Hence, the proposed null hypothesis is rejected.

**Family Type and Job Content**

- It means joint family type respondents have better Job Content than their nuclear family type counterparts. Also, the nuclear family type respondents deviate much themselves on their Job Content. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 0.312 with the ‘p’ value 0.755. It means there is no
significant difference between nuclear and joint family type respondents on their Job Content. Hence, the proposed null hypothesis is accepted.

**Number of Dependents and Job Content**
- It is very clear from this result that the respondents who have only one dependent have higher Job Content than other categories. The result of standard deviation shows that the respondents who have four and above dependents have much deviated among themselves on Job Content than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 16.263 with the ‘p’ value 0.01. It means there is a significant difference among the different categories of the respondents according to their number of dependents. Hence, the proposed null hypothesis is rejected.

**Primary Operation and Job Content**
- It is known from this result that the respondents who have their primary operation in the ‘Other’ department have higher Job Content than others. The result of standard deviation shows that the respondents who have their primary operation at the administration department have deviated much among themselves on Job Content than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 18.167 with the ‘p’ value 0.01. It means there is a significant difference at the 0.01 level among the different categories of the respondents according to their primary operation. Hence, the proposed null hypothesis is rejected.

**Status of Job and Job Content**
- It means respondents who have been involved in technical jobs have higher Job Content than their non-technical counterparts. Also, the respondents do not have difference in their deviation among themselves on Job Content. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 1.767 with the ‘p’ value 0.078. It means there is no significant difference at the 0.05 level between
Years of Experience and Job Content

- It is known from this result that the respondents who have less than 5 years experience in the industry have higher Job Content than others. The result of standard deviation shows that the respondents who have 5 – 10 years of experience in this industry deviate much among themselves on their Job Content than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 119.799 with the ‘p’ value 0.00. It means there is a significant difference among the different categories of the respondents according to their years of experience on Job Content. Hence, the proposed null hypothesis is rejected.

Experience in the present designation and Job Content

- It is known from this result that the respondents who have upto 5 years experience in the present designation have higher Job Content than other groups. The result of standard deviation shows that the respondents who have more than 10 years experience in the present designation do differ much among themselves on Job Content than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 163.012 with the ‘p’ value 0.001. It means there is a significant difference among the different categories of the respondents according to their experience in the present designation on Job Content. Hence, the proposed null hypothesis is rejected.

5.2.6 Demographic Variables and Organization based Self-esteem

Age and Organization based self-esteem

- It is known from this result that ‘below 30 years’ age group has higher Organization based self-esteem among the different age group of the respondent. It is also known from the standard deviation that ‘41 – 50 years’ age group has much deviation among themselves on Organization based self-esteem than their other age group counterparts. Further to know
the significant difference among the different age group on their Organization based self-esteem, one-way analysis of variance was applied. The obtained ‘F’-value is found to be 51.164 with the ‘p’ value 0.00. It means there is 0.01 level significant difference among the different age group of the respondents. Hence, the proposed null hypothesis is rejected.

**Gender and Organization based self-esteem**

- It means female respondents have higher Organization based self-esteem than their male counterparts. Also, male respondents have much deviation among themselves on Organization based self-esteem. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 6.552 with the ‘p’ value 0.00. It means there is a significant difference at the 0.01 level between male and female respondents on their Organization based self-esteem. Hence, the proposed null hypothesis is rejected.

**Marital Status and Organization based self-esteem**

- It means unmarried respondents have higher on Organization based self-esteem than their married counterparts. Also, married respondents have much deviation among themselves on Organization based self-esteem. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 6.708 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference between married and unmarried respondents on their Organization based self-esteem. Hence, the proposed null hypothesis is rejected.

**Educational status and Organization based self-esteem**

- It is known from this result that the respondents who are graduates have higher Organization based self-esteem than other groups. Also, the results of standard deviation show that professionals deviate much among themselves on their Organization based self-esteem. Further to confirm the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 28.949 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the
respondents according to their educational status. Hence, the proposed null hypothesis is rejected.

**Department and Organization based self-esteem**

- It is implied from this result that mean scores of Organization based self-esteem is higher for respondents of maintenance department. The result of standard deviation shows that the respondents who are at the human resource department have much deviated among themselves on their Organization based self-esteem. Further to ascertain the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 23.130 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference among the different categories of the respondents according to their department. Hence, the proposed null hypothesis is rejected.

**Monthly Income and Organization based self-esteem**

- It is known from this result that the respondents do not differ significantly have higher Organization based self-esteem than other groups. The result of standard deviation shows that the monthly income group ‘Above Rs.35,001’ has much deviation among themselves on Organization based self-esteem. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 1.245 with the ‘p’ value 0.293. It means there is no significant difference among the different categories of the respondents according to their monthly income. Hence, the proposed null hypothesis is accepted.

**Family Type and Organization based self-esteem**

- It means there is no difference between nuclear and joint family type respondents on Organization based self-esteem. Also, the nuclear family type respondents deviate more than joint family type respondents much themselves on their Organization based self-esteem. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 0.062 with the ‘p’ value 0.951. It means there is no significant difference between nuclear and joint family type respondents on their Organization based self-esteem. Hence, the proposed null hypothesis is accepted.
**Number of Dependents and Organization based self-esteem**

- It is very clear from this result that the respondents who have only one dependent have higher Organization based self-esteem than other categories. The result of standard deviation shows that the respondents who have two dependents, four and above dependents have much deviated among themselves on Organization based self-esteem than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 59.583 with the ‘p’ value 0.01. It means there is a significant difference among the different categories of the respondents according to their number of dependents. Hence, the proposed null hypothesis is rejected.

**Primary Operation and Organization based self-esteem**

- It is known from this result that the respondents who have their primary operation in the ‘Other’ department have higher Organization based self-esteem than others. The result of standard deviation shows that the respondents who have their primary operation at the administration and manufacturing department have deviated much among themselves on Organization based self-esteem than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 32.768 with the ‘p’ value 0.00. It means there is a significant difference at the 0.01 level among the different categories of the respondents according to their primary operation. Hence, the proposed null hypothesis is rejected.

**Status of Job and Organization based self-esteem**

- It means respondents who have been involved in technical jobs have higher Organization based self-esteem than their non-technical counterparts. Also, the respondents do not have difference in their deviation among themselves on Organization based self-esteem. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 6.819 with the ‘p’ value 0.00. It means there is a significant difference at the 0.01 level between technical and non-technical
job status of the respondents on their Organization based self-esteem. Hence, the proposed null hypothesis is rejected.

**Years of Experience and Organization based self-esteem**

- It is known from this result that the respondents who have less than 5 years experience in the industry have higher Organization based self-esteem than others. The result of standard deviation shows that the respondents who have more than 15 years of experience in this industry deviate much among themselves on their Organization based self-esteem than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 35.877 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their years of experience on Organization based self-esteem. Hence, the proposed null hypothesis is rejected.

**Experience in the present designation and Organization based self-esteem**

- It is known from this result that the respondents who have upto 5 years experience in the present designation have higher Organization based self-esteem than other groups. The result of standard deviation also shows that the respondents who have upto 5 years experience in the present designation do deviate among themselves on Organization based self-esteem than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 5.669 with the ‘p’ value 0.001. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their experience in the present designation on Organization based self-esteem. Hence, the proposed null hypothesis is rejected.

**5.2.7 Demographic Variables and Quality of Work Life**

**Age and Quality of Work Life**

- It is known from this result that ‘below 30 years’ age group has higher perceived Quality of Work Life among the different age group of the respondent. It is also known from the standard deviation that ‘41 – 50
years’ age group has much deviation among themselves on Perceived Quality of Work Life than their other age group counterparts. Further to know the significant difference among the different age group on their Perceived Quality of Work Life, one-way analysis of variance was applied. The obtained ‘F’-value is found to be 1.544 with the ‘p’ value 0.202. It means there is no significant difference among the different age group of the respondents. Hence, the proposed null hypothesis is accepted.

**Gender and Quality of Work Life**

- It means male respondents have higher Perceived Quality of Work Life than their male counterparts. But, female respondents have much deviation among themselves on Perceived Quality of Work Life. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 4.564 with the ‘p’ value 0.00. It means there is a significant difference at the 0.01 level between male and female respondents on their Perceived Quality of Work Life. Hence, the proposed null hypothesis is rejected.

**Marital Status and Quality of Work Life**

- It means unmarried respondents have higher on Perceived Quality of Work Life than their married counterparts. Married respondents have much deviation among themselves on Perceived Quality of Work Life. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 4.877 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference between married and unmarried respondents on their Perceived Quality of Work Life. Hence, the proposed null hypothesis is rejected.

**Educational status and Quality of Work Life**

- It is known from this result that the respondents who are graduates have higher Perceived Quality of Work Life than other groups. Also, the results of standard deviation show that professionals deviate much among themselves on their Perceived Quality of Work Life. Further to confirm the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 3.546 with the ‘p’ value 0.029. It means there is a
significant difference at 0.05 level among the different categories of the respondents according to their educational status. Hence, the proposed null hypothesis is rejected.

**Department and Quality of Work Life**

- It is implied from this result that mean scores of Perceived Quality of Work Life is higher for respondents of quality assurance and human resource department. The result of standard deviation shows that the respondents who are at the administration department have much deviated among themselves on their Perceived Quality of Work Life. Further to ascertain the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 5.432 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference among the different categories of the respondents according to their department. Hence, the proposed null hypothesis is rejected.

**Monthly Income and Quality of Work Life**

- It is known from this result that the respondents who earn upto Rs.25,000 have higher Perceived Quality of Work Life than other groups. The result of standard deviation shows that the monthly income group ‘Rs.30001 -35000’ has much deviation among themselves on Perceived Quality of Work Life. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 5.997 with the ‘p’ value 0.001. It means there is a significant difference at the 0.01 level among the different categories of the respondents according to their monthly income. Hence, the proposed null hypothesis is rejected.

**Family Type and Quality of Work Life**

- It means joint family type respondents have perceived higher Quality of Work Life than nuclear family type. Also, the nuclear family type respondents deviate more than joint family type respondents much themselves on their Perceived Quality of Work Life. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 3.384 with the ‘p’ value 0.001. It means there is at 0.01 level significant difference between nuclear and joint family type
respondents on their Perceived Quality of Work Life. Hence, the proposed null hypothesis is accepted.

**Number of Dependents and Quality of Work Life**

- It is very clear from this result that the respondents who have only ‘one dependent’ and ‘four and above’ group have higher Perceived Quality of Work Life than other categories. The result of standard deviation shows that the respondents who have two dependents, four and above dependents have much deviated among themselves on Perceived Quality of Work Life than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 22.404 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their number of dependents. Hence, the proposed null hypothesis is rejected.

**Primary Operation and Quality of Work Life**

- It is known from this result that the respondents who have their primary operation in the ‘Other’ department have higher Perceived Quality of Work Life than others. The result of standard deviation shows that the respondents who have their primary operation at the administration and manufacturing department have deviated much among themselves on Perceived Quality of Work Life than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 27.238 with the ‘p’ value 0.00. It means there is a significant difference at the 0.01 level among the different categories of the respondents according to their primary operation. Hence, the proposed null hypothesis is rejected.

**Status of Job and Quality of Work Life**

- It means respondents who have been involved in technical jobs have higher Perceived Quality of Work Life than their non-technical counterparts. Also, the respondents whose job status is non-technical has deviation among themselves on their Perceived Quality of Work Life. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained
‘t’ value is found to be 1.216 with the ‘p’ value 0.224. It means there is no significant difference between technical and non-technical job status of the respondents on their Perceived Quality of Work Life. Hence, the proposed null hypothesis is accepted.

**Years of Experience and Quality of Work Life**

- It is known from this result that the respondents who have less than 5 years experience in the industry have higher Perceived Quality of Work Life than others. The result of standard deviation shows that the respondents who have less than 5 years of experience in this industry deviate much among themselves on their Perceived Quality of Work Life than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 12.181 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their years of experience on Perceived Quality of Work Life. Hence, the proposed null hypothesis is rejected.

**Experience in the present designation and Quality of Work Life**

- It is known from this result that the respondents who have more than 10 years experience in the present designation have higher Perceived Quality of Work Life than other groups. The result of standard deviation also shows that the respondents who have upto 5 years experience in the present designation do deviate among themselves on Perceived Quality of Work Life than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 9.724 with the ‘p’ value 0.001. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their experience in the present designation on Perceived Quality of Work Life. Hence, the proposed null hypothesis is rejected.
5.2.8. Demographic Variables and Job Stress

Age and Job Stress

- It is known from this result that ‘below 30 years’ age group has higher Job Stress among the different age group of the respondent. It is also known from the standard deviation that ‘41 – 50 years’ age group has much deviation among themselves on Job Stress than their other age group counterparts. Further to know the significant difference among the different age group on their Job Stress, one-way analysis of variance was applied. The obtained ‘F’-value is found to be 4.024 with the ‘p’ value 0.008. It means there is a significant difference at 0.01 level among the different age group of the respondents. Hence, the proposed null hypothesis is accepted.

Gender and Job Stress

- It means female respondents have higher Job Stress than their male counterparts. But, male respondents have much deviation among themselves on Job Stress. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 2.223 with the ‘p’ value 0.026. It means there is a significant difference at the 0.05 level between male and female respondents on their Job Stress. Hence, the proposed null hypothesis is rejected.

Marital Status and Job Stress

- It means unmarried respondents have higher on Job Stress than their married counterparts. Married respondents have much deviation among themselves on Job Stress. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 4.188 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference between married and unmarried respondents on their Job Stress. Hence, the proposed null hypothesis is rejected.

Educational status and Job Stress

- It is known from this result that the respondents who are graduates have higher Job Stress than other groups. Also, the results of standard deviation show that graduates deviate much among themselves on their Job Stress. Further to confirm the result, one-way analysis of variance test was applied.
The obtained ‘F’-value is found to be 43.590 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their educational status. Hence, the proposed null hypothesis is rejected.

**Department and Job Stress**

- It is implied from this result that mean scores of Job Stress is higher for respondents of research and development and maintenance department. The result of standard deviation shows that the respondents who are at the administration department have much deviated among themselves on their Job Stress. Further to ascertain the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 27.651 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference among the different categories of the respondents according to their department. Hence, the proposed null hypothesis is rejected.

**Monthly Income and Job Stress**

- It is known from this result that the respondents who earn upto Rs.25,001 to 30,000 and above Rs.35,000 income groups have higher Job Stress than other groups. The result of standard deviation shows that the monthly income group ‘Rs.25001 - 30000’ has much deviation among themselves on Job Stress. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 24.737 with the ‘p’ value 0.001. It means there is a significant difference at the 0.01 level among the different categories of the respondents according to their monthly income. Hence, the proposed null hypothesis is rejected.

**Family Type and Job Stress**

- It means joint family and nuclear family type respondents have perceived same state on Quality of Work Life. Also, the joint family type respondents deviate more than nuclear family type respondents much themselves on their Job Stress. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 0.038 with the ‘p’ value 0.970. It means there is no significant difference between
nuclear and joint family type respondents on their Job Stress. Hence, the proposed null hypothesis is accepted.

**Number of Dependents and Job Stress**

- It is very clear from this result that the respondents who have only ‘one dependent’ group have higher Job Stress than other categories. The result of standard deviation shows that the respondents who have four and above dependents have much deviated among themselves on Job Stress than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 70.586 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their number of dependents. Hence, the proposed null hypothesis is rejected.

**Primary Operation and Job Stress**

- It is known from this result that the respondents who have their primary operation in the ‘manufacturing’ department have higher Job Stress than others. The result of standard deviation shows that the respondents who have their primary operation at the administration department have deviated much among themselves on Job Stress than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 25.766 with the ‘p’ value 0.00. It means there is a significant difference at the 0.01 level among the different categories of the respondents according to their primary operation. Hence, the proposed null hypothesis is rejected.

**Status of Job and Job Stress**

- It means respondents who have been involved in technical jobs have higher Job Stress than their non-technical counterparts. Also, the respondents whose job status is non-technical has deviation among themselves on their Job Stress. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 10.340 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level
between technical and non-technical job status of the respondents on their Job Stress. Hence, the proposed null hypothesis is rejected.

**Years of Experience and Job Stress**

- It is known from this result that the respondents who have more than 15 years and less than 5 years experienced in the industry have higher Job Stress than others. The result of standard deviation shows that the respondents who have less than 5 years of experience in this industry deviate much among themselves on their Job Stress than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 5.825 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their years of experience on Job Stress. Hence, the proposed null hypothesis is rejected.

**Experience in the present designation and Job Stress**

- It is known from this result that the respondents who have 6 to 10 years experience in the present designation have higher Job Stress than other groups. The result of standard deviation also shows that the respondents who have upto 5 years experience in the present designation do deviate among themselves on Job Stress than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 4.852 with the ‘p’ value 0.008. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their experience in the present designation on Job Stress. Hence, the proposed null hypothesis is rejected.

5.2.9. Demographic Variables and Job Satisfaction

**Age and Job Satisfaction**

- It is known from this result that ‘below 300 years’ age group has higher Job Satisfaction among the different age group of the respondent. It is also known from the standard deviation that ‘41 – 50 years’ age group has much deviation among themselves on Job Satisfaction than their other age group
counterparts. Further to know the significant difference among the different age group on their Job Satisfaction, one-way analysis of variance was applied. The obtained ‘F’-value is found to be 9.499 with the ‘p’ value 0.00. It means there is no significant difference among the different age group of the respondents. Hence, the proposed null hypothesis is accepted.

**Gender and Job Satisfaction**

- It means male respondents have higher Job Satisfaction than their female counterparts. But, female respondents have much deviation among themselves on Job Satisfaction. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 3.312 with the ‘p’ value 0.00. It means there is a significant difference at the 0.01 level between male and female respondents on their Job Satisfaction. Hence, the proposed null hypothesis is rejected.

**Marital Status and Job Satisfaction**

- It means unmarried respondents have higher on Job Satisfaction than their married counterparts. Married respondents have much deviation among themselves on Job Satisfaction. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 5.983 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference between married and unmarried respondents on their Job Satisfaction. Hence, the proposed null hypothesis is rejected.

**Educational status and Job Satisfaction**

- It is known from this result that the respondents who are graduates have higher Job Satisfaction than other groups. Also, the results of standard deviation show that professionals deviate much among themselves on their Job Satisfaction. Further to confirm the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 35.262 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their educational status. Hence, the proposed null hypothesis is rejected.
Department and Job Satisfaction

- It is implied from this result that mean scores of Job Satisfaction is higher for respondents of quality assurance and human resource department. The result of standard deviation shows that the respondents who are at the administration department have much deviated among themselves on their Job Satisfaction. Further to ascertain the result, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 8.695 with the ‘p’ value 0.00. It means there is at 0.01 level significant difference among the different categories of the respondents according to their department. Hence, the proposed null hypothesis is rejected.

Monthly Income and Job Satisfaction

- It is known from this result that the respondents who earn upto Rs.25,000 have higher Job Satisfaction than other groups. The result of standard deviation shows that the monthly income group ‘Rs.30001 - 35000’ has much deviation among themselves on Job Satisfaction. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 13.003 with the ‘p’ value 0.001. It means there is a significant difference at the 0.01 level among the different categories of the respondents according to their monthly income. Hence, the proposed null hypothesis is rejected.

Family Type and Job Satisfaction

- It means joint family type respondents have perceived higher Quality of Work Life than nuclear family type. Also, the nuclear family type respondents deviate more than joint family type respondents much themselves on their Job Satisfaction. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 7.275 with the ‘p’ value 0.001. It means there is a significant difference at 0.01 level between nuclear and joint family type respondents on their Job Satisfaction. Hence, the proposed null hypothesis is accepted.
Number of Dependents and Job Satisfaction

- It is very clear from this result that the respondents who have only ‘one dependent’ and ‘four and above’ group have higher Job Satisfaction than other categories. The result of standard deviation shows that the respondents who have two dependents have much deviated among themselves on Job Satisfaction than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 43.709 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their number of dependents. Hence, the proposed null hypothesis is rejected.

Primary Operation and Job Satisfaction

- It is known from this result that the respondents who have their primary operation in the ‘Other’ department have higher Job Satisfaction than others. The result of standard deviation shows that the respondents who have their primary operation at the service and administration department have deviated much among themselves on Job Satisfaction than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 18.173 with the ‘p’ value 0.00. It means there is a significant difference at the 0.01 level among the different categories of the respondents according to their primary operation. Hence, the proposed null hypothesis is rejected.

Status of Job and Job Satisfaction

- It means respondents who have been involved in technical jobs have higher Job Satisfaction than their non-technical counterparts. Also, the respondents whose job status is non-technical has deviation among themselves on their Job Satisfaction. Further to confirm the result statistically independent sample ‘t’-test was applied and the obtained ‘t’ value is found to be 4.103 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level between technical and non-technical job status of the respondents on their Job Satisfaction. Hence, the proposed null hypothesis is accepted.
Years of Experience and Job Satisfaction

- It is known from this result that the respondents who have less than 5 years experience in the industry have higher Job Satisfaction than others. The result of standard deviation shows that the respondents who have less than 5 years of experience in this industry deviate much among themselves on their Job Satisfaction than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 19.679 with the ‘p’ value 0.00. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their years of experience on Job Satisfaction. Hence, the proposed null hypothesis is rejected.

Experience in the present designation and Job Satisfaction

- It is known from this result that the respondents who have ‘6 to 10 years’ experience in the present designation have higher Job Satisfaction than other groups. The result of standard deviation also shows that the respondents who have upto 5 years experience in the present designation do deviate among themselves on Job Satisfaction than other group of respondents. Further to confirm the result statistically, one-way analysis of variance test was applied. The obtained ‘F’-value is found to be 7.983 with the ‘p’ value 0.001. It means there is a significant difference at 0.01 level among the different categories of the respondents according to their experience in the present designation on Job Satisfaction. Hence, the prop null hypothesis is rejected.

5.3. CORRELATION BETWEEN MIDDLE LEVEL EXECUTIVES’ SELECTED DEMOGRAPHIC VARIABLES AND DEPENDENT VARIABLES

The Table 4.14 shows the results of correlation between the selected demographic variables and study variables.

- Age is correlated significantly at 0.01 level with all the variables significantly at 0.01 level except quality of work life, which is correlated significantly at 0.05 level.
Gender is correlated significantly at the 0.01 level with Locus of Control, Organization based Self-esteem, Quality of Work Life and Job Satisfaction, whereas, Job Content and Job Stress are correlated at the 0.05 level with the Gender. But the dependent variables namely, Autonomy and Control, Emotional Maturity and Interpersonal Relationship have no correlation with the demographic variable gender.

Marital status has correlation with all the study variables at the 0.01 level.

Educational status has significant correlation at the 0.01 level with the dependent variables namely, Locus of control, Emotional maturity, Interpersonal relationship, Job content, Organization based self-esteem and Job Stress, whereas, Autonomy and control, Quality of Work Life and Job Satisfaction do not have correlation with educational status.

Department has 0.01 level significant correlation with Locus of control, Emotional Maturity, Interpersonal Relationship, Job Content, Job Stress and Job Satisfaction, but do not correlate with Autonomy and Control, Organization based Self-esteem and Quality of Work Life.

Annual Income has significant correlation with Autonomy and Control, Job Content and Job Stress at the 0.01 level. Type of family has significant correlation with Locus of Control, Autonomy and Control, Interpersonal Relationship, Quality of Work Life and Job Satisfaction at the 0.01 level.

Number of dependents has 0.01 level significant correlation with the variables Job Content, Organization based Self-esteem and Job Stress, whereas, Locus of Control, Autonomy and Control and Job Satisfaction has 0.05 level significant correlation.

Primary operation has significant correlation with Locus of Control, Organization based self-esteem and Job Stress at the 0.01 level. Status of Job has correlation with the Locus of Control, Interpersonal Relationship, Organization based Self-esteem, Job Stress and Job Satisfaction at the 0.01 level, and correlation at the 0.05 level with the Autonomy and Control.

Years of experience has significant correlation with all the variables at the 0.01 level.
Years of Experience in the present designation has correlation at the 0.01 level with Locus of Control, Autonomy and Control, Emotional Maturity, Interpersonal Relationship, Job Content and Organization based Self-esteem. Hence, it is observed that majority of the demographic variables have significant correlation with the dependent variables.

**Hypothesis – 10b. There is no correlation between Locus of Control, Autonomy and Control, Emotional Maturity, Interpersonal Relationship, Job Content, Organization based self-esteem, Quality of Work Life, Job Stress and Job Satisfaction of the middle level Executives**

The Table 4.15 shows the results of correlation between the selected dependent variables. Locus of Control has correlation at the 0.01 level with Autonomy and Control ($r = 0.340$), Emotional Maturity ($r = 0.379$), Quality of Work Life ($r = 0.235$) and Job Satisfaction ($r = 0.236$). Autonomy of Control has significant correlation at the 0.01 level with the Locus of Control ($r = 0.340$), Emotional Maturity ($r = 0.160$), Interpersonal Relationship ($r = 0.561$), Job Content ($r = 0.586$), Organization based Self-esteem ($r = 0.459$), Quality of Work Life ($r = 0.674$), Job Stress ($r = 0.281$) and Job Satisfaction ($r = 0.714$). Emotional Maturity has significant correlation at 0.01 level with Locus of Control ($r = 0.138$), Interpersonal Relationship ($r = 0.286$), Job Content ($r = 0.449$) and Organization based Self-esteem ($r = 0.274$), whereas, Quality of Work Life has significant correlation at 0.05 level ($r = 0.097$). But Job Stress and Job Satisfaction have no significant relationship with the Emotional Maturity. Interpersonal Relationship has significant correlation with all other variables at the 0.01 level with Autonomy and Control ($r = 0.561$), Emotional Maturity ($r = 0.286$), Job Content ($r = 0.149$), Organization based Self-esteem ($r = 0.388$), Quality of Work Life ($r = 0.693$), Job Stress ($r = 0.319$), and Job Satisfaction ($r = 0.694$), but it has no correlation with Locus of Control. Job Content has significant correlation at 0.01 level with the Autonomy and Control ($r = 0.586$), Emotional Maturity ($r = 0.449$), Interpersonal Relationship ($r = 0.149$), Organization based Self-esteem ($r = 0.596$), Quality of Work Life ($r = 0.363$) and Job Satisfaction ($r = 0.424$), and it has 0.05 level correlation with the Job Stress ($r = 0.047$). Organization based Self-esteem has significant correlation at the 0.01 level with the Autonomy and Control ($r = 0.459$),
Emotional Maturity (r = 0.274), Interpersonal Relationship (r = 0.388), Job Content (r = 0.388), Quality of Work Life (r = 0.305), Job Stress (r = 0.305) and Job Stress (r = 0.330). Quality of Work Life has significant correlation at 0.01 level with Locus of Control (r = 0.235), Autonomy and Control (r = 0.674), Interpersonal Relationship (r = 0.693), Job Content (r = 0.363), Organization based Self-esteem (r = 0.305), Job Satisfaction (r = 0.690) and significant correlation at 0.05 level with Emotional Maturity (r = 0.097) and Job Stress (r = 0.094). Job Stress has significant correlation at 0.01 level with Autonomy and Control (r = 0.281), Interpersonal Relationship (r = 0.319), Job Content (r = 0.047), Organization based Self-esteem (0.330) and Job Satisfaction (r = 0.690). Job Satisfaction has significant correlation at the 0.01 level with Locus of Control (r = 0.236), Autonomy and Control (r = 0.714), Interpersonal Relationship (r = 0.694), Job Content (r = 0.424), Organization based self-esteem (r = 0.590), Quality of Work Life (r = 0.690) and Job Stress (r = 0.370). Hence, it is observed from this study that majority of the variables have significant correlation with the other variables. Hence, the proposed null hypothesis is rejected.

5.4. INFLUENCE OF DEMOGRAPHIC FACTORS ON FACTORS OF LOCUS OF CONTROL, AUTONOMY AND CONTROL, EMOTIONAL MATURITY, INTERPERSONAL RELATIONSHIP, JOB CONTENT, ORGANIZATIONAL BASED SELF-ESTEEM, QUALITY OF WORK LIFE, JOB STRESS AND JOB SATISFACTION

5.4.1. Demographic Factors and Locus of Control

Results of Regression Analysis to find out the influence of selected demographic factors on dependent variable Locus of Control is presented in Table 4.16 shows the regression analysis where the dependant variable is Locus of Control and the independent variables are the demographic factors of the respondents like Age, Gender, Marital Status, Educational Qualification, Department, Monthly Income, Family Type, Number of Dependents, Primary Operation, Status of Job, Years of Experience and Years of Experience in the present designation. From the multiple regression tables it is noted that the value of co-efficient of regression (R2) is 0.411 which implies that 41.10 percent of the
variation on the Locus of control is explained by the independent variables used in this study.

To check whether this $R^2$ is statistically significant, ANOVA is used. The $F$ value obtained is 32.344 ($P<0.001$) and hence it is concluded that there is significant relationship between the dependent variable locus of control and the independent variables (demographic factors). The table reveals that among the different independent variables Gender ($t = 6.282$), marital status ($t = 7.392$), educational status ($t = -5.530$), Type of Family ($t = -3.248$), Primary Operation ($t = 3.998$), Status of Job ($t = -6.068$) and Years of experience ($t = -4.161$). This shows that these independent variables highly influence the dependant variable, Locus of Control. However, among the significant independent variables, marital status has high influence on the locus of control, whereas gender, educational status, type of family, status of job and years of experience have negative influence. Other variables like Age, department, annual income, number of dependents and experience in present designation do not influence significantly towards the dependent variable.

5.4.2. Demographic Factors and Autonomy and Control

Results of Regression Analysis to find out the influence of selected demographic factors on dependent variable Autonomy and Control is presented in Table

Table 4. 17 shows the regression analysis where the dependant variable is Autonomy and Control and the independent variables are the demographic factors of the respondents like Age, Gender, Marital Status, Educational Qualification, Department, Monthly Income, Family Type, Number of Dependents, Primary Operation, Status of Job, Years of Experience and Years of Experience in the present designation. From the multiple regression tables it is noted that the value of co-efficient of regression ($R^2$) is 0.272 which implies that 27.20 percent of the variation on the Autonomy and Control is explained by the independent variables used in this study.

To check whether this $R^2$ is statistically significant, ANOVA is used. The $F$ value obtained is 17.367 ($P<0.001$) and hence it is concluded that there is significant relationship between the dependent variable Autonomy and control and
the independent variables (demographic factors). The table reveals that among the different independent variables Gender (t = -6.626), Department (t = -2.1782), Type of family (t = 4.384), Number of Dependents (t = -4.836), Primary Operation (t = 8.004), Status of Job (t = -7.957) and Years of experience (t = -4.685). This shows that these independent variables highly influence the dependant variable on Autonomy and Control. However, among the significant independent variables, primary operation and type of family have high influence on the Autonomy and Control, whereas gender, department, annual income, number of dependents, status of job and years of experience have negative influence. Other variables like Age, educational status, annual income and experience in present designation do not influence significantly towards the dependent variable.

5.4.3. Demographic Factors and Emotional Maturity

Results of Regression Analysis to find out the influence of selected demographic factors on dependent variable Emotional Maturity is presented in Table.

Table 4.18 shows the regression analysis where the dependant variable is Emotional Maturity and the independent variables are the demographic factors of the respondents like Age, Gender, Marital Status, Educational Qualification, Department, Monthly Income, Family Type, Number of Dependents, Primary Operation, Status of Job, Years of Experience and Years of Experience in the present designation. From the multiple regression tables it is noted that the value of co-efficient of regression (R2) is 0.232 which implies that 23.20 percent of the variation on the Emotional Maturity is explained by the independent variables used in this study.

To check whether this R2 is statistically significant, ANOVA is used. The F value obtained is 14.052 (P<0.001) and hence it is concluded that there is significant relationship between the dependent variable Emotional Maturity and the independent variables (demographic factors). The table reveals that among the different independent variables Educational status (t = -2.167), Department (t = -5.842), Status of Job (t = -2.092) and Experience in present designation (t = -4.347). This shows that these independent variables highly influence the dependant variable on Emotional Maturity. However, among the significant independent
variable, gender has high influence on the Emotional maturity, whereas educational status, department, status of job and experience in the present designation have negative influence. Other variables like Age, marital status, annual income, type of family, number of dependents, primary operation and years of experience do not influence significantly towards the dependent variable.

**5.4.4. Demographic Factors and Interpersonal Relationship**

Results of Regression Analysis to find out the influence of selected demographic factors on dependent variable Interpersonal Relationship is presented in Table.

Table 4.19 shows the regression analysis where the dependant variable is interpersonal relationship and the independent variables are the demographic factors of the respondents like Age, Gender, Marital Status, Educational Qualification, Department, Monthly Income, Family Type, Number of Dependents, Primary Operation, Status of Job, Years of Experience and Years of Experience in the present designation. From the multiple regression tables it is noted that the value of co-efficient of regression (R²) is 0.386 which implies that 38.60 percent of the variation on the Interpersonal Relationship is explained by the independent variables used in this study.

To check whether this R² is statistically significant, ANOVA is used. The F value obtained is 29.226 (P<0.001) and hence it is concluded that there is significant relationship between the dependent variable Interpersonal Relationship and the independent variables (demographic factors). The table reveals that among the different independent variables Gender (t = -8.755), Marital Status (t = 4.996), Educational status (t = 3.405), Department (t = 6.237), Type of Family (t = 6.649), Number of Dependents (t = -5.468), Primary operation (t = 6.761), Status of Job (t = -7.536), Years of Experience (t = -3.586) and Experience in present designation (t = 6.019). This shows that these independent variables highly influence the dependant variable on Interpersonal Relationship. However, among the significant independent variable, Type of family, department, experience in the present designation, marital status have high influence on the Emotional maturity, whereas Gender, Annual Income, Number of Dependents, Status of Job and Years of
experience have negative influence. Other variables like Age, Annual Income do not influence significantly towards the dependent variable.

5.4.5. Demographic Factors and Job Content

Results of Regression Analysis to find out the influence of selected demographic factors on dependent variable Interpersonal Relationship is presented in Table

Table 4.20 shows the regression analysis where the dependant variable is Job Content and the independent variables are the demographic factors of the respondents like Age, Gender, Marital Status, Educational Qualification, Department, Monthly Income, Family Type, Number of Dependents, Primary Operation, Status of Job, Years of Experience and Years of Experience in the present designation. From the multiple regression tables it is noted that the value of co-efficient of regression (R2) is 0.492 which implies that 49.20 percent of the variation on the Job Content is explained by the independent variables used in this study.

To check whether this R2 is statistically significant, ANOVA is used. The F value obtained is 44.968 (P<0.001) and hence it is concluded that there is significant relationship between the dependent variable Job Content and the independent variables (demographic factors). The table reveals that among the different independent variables Marital status (t = 3.490), Department (t = -6.231), Annual Income (t = -3.161), Number of Dependents (t = -4.274), Years of Experience (t = -6.487) and Experience in the present designation (t = -5.245). This shows that these independent variables highly influence the dependant variable on Job Content. However, among the significant independent variable, Marital Status has high influence on the Job Content, whereas Department, Annual Income, Number of Dependents, Years of experience and Experience in the present designation have negative influence. Other variables like Age, Gender, Educational status, Type of Family, Primary operation and status of job do not influence significantly towards the dependent variable.
5.4.6. Demographic Factors and Organization based Self-esteem

Results of Regression Analysis to find out the influence of selected demographic factors on dependent variable Organization based Self-esteem is presented in Table.

Table 4.21 shows the regression analysis where the dependant variable is Organizational based Self-esteem and the independent variables are the demographic factors of the respondents like Age, Gender, Marital Status, Educational Qualification, Department, Monthly Income, Family Type, Number of Dependents, Primary Operation, Status of Job, Years of Experience and Years of Experience in the present designation. From the multiple regression tables it is noted that the value of co-efficient of regression (R2) is 0.370 which implies that 37.00 percent of the variation on the Organization based Self-esteem is explained by the independent variables used in this study.

To check whether this R2 is statistically significant, ANOVA is used. The F value obtained is 27.238 (P<0.001) and hence it is concluded that there is significant relationship between the dependent variable Organization based Self-esteem and the independent variables (demographic factors). The table reveals that among the different independent variables Marital status (t = 5.140), Educational status (t = 2.627), Department (t = -2.37), Type of Family (t = 2.153), Number of Dependents (t = -8.304), Primary Operation (t = 6.521), Status of Job (t = -4.450), Years of Experience (t = -6.705) and Experience in present designation (t = 5.509). This shows that these independent variables highly influence the dependant variable on Organization based Self-esteem. However, among the significant independent variables, Primary operation, Marital Status and Experience in present designation have high influence on the Organization based self-esteem, whereas Department, Number of Dependents, Status of Job and Years of Experience have negative influence. Other variables like Gender, Annual Income, do not influence significantly towards the dependent variable.

5.4.7. Demographic Factors and Quality of Work Life

Results of Regression Analysis to find out the influence of selected demographic factors on dependent variable Quality of Work Life is presented in Table.
Table 4.22 shows the regression analysis where the dependant variable is Organizational based Self-esteem and the independent variables are the demographic factors of the respondents like Age, Gender, Marital Status, Educational Qualification, Department, Monthly Income, Family Type, Number of Dependents, Primary Operation, Status of Job, Years of Experience and Years of Experience in the present designation. From the multiple regression tables it is noted that the value of co-efficient of regression (R²) is 0.288 which implies that 28.80 percent of the variation on Quality of Work Life is explained by the independent variables used in this study.

To check whether this R² is statistically significant, ANOVA is used. The F value obtained is 18.805 (P<0.001) and hence it is concluded that there is significant relationship between the dependent variable Quality of Work Life and the independent variables (demographic factors). The table reveals that among the different independent variables Gender (t = -9.857), Marital status (t = 3.057), Educational status (t = 2.275), Type of Family (t = 2.060), Number of Dependents (t = -2.246), Primary Operation (t = 9.479), Status of Job (t = -8.675), Years of Experience (t = -8.643) and Experience in present designation (t = 6.070). This shows that these independent variables highly influence the dependant variable on Quality of Work Life. However, among the significant independent variables, Primary operation and Experience in present designation have high influence on the Organization based self-esteem, whereas Gender, Number of Dependents, Status of Job and Years of Experience have negative influence. Other variables like Department and Annual Income do not influence significantly towards the dependent variable.

5.4.8. Demographic Factors and Job Stress

Results of Regression Analysis to find out the influence of selected demographic factors on dependent variable Job Stress is presented in Table.

Table 4.23 shows the regression analysis where the dependant variable is Job Stress and the independent variables are the demographic factors of the respondents like Age, Gender, Marital Status, Educational Qualification, Department, Monthly Income, Family Type, Number of Dependents, Primary Operation, Status of Job, Years of Experience and Years of Experience in the
present designation. From the multiple regression tables it is noted that the value of co-efficient of regression (R2) is 0.426 which implies that 42.60 percent of the variation on Job Stress is explained by the independent variables used in this study. To check whether this R2 is statistically significant, ANOVA is used. The F value obtained is 34.510 (P<0.001) and hence it is concluded that there is significant relationship between the dependent variable Job Stress and the independent variables (demographic factors). The table reveals that among the different independent variables Gender (t = -4.132), Marital status (t = 2.964), Educational status (t = 2.941), Department (t = 6.357), Type of Family (t = 8.293), Number of Dependents (t = -9.375), Primary Operation (t = 2.117), Status of Job (t = -5.573), Years of Experience (t = 3.553) and Experience in present designation (t = -1.914). This shows that these independent variables highly influence the dependant variable on Job Stress. However, among the significant independent variables, Type of Family and Department have high influence on the Job Stress, whereas Gender, Number of Dependents, Status of Job and Years of Experience have negative influence. Other variables like Age and Annual Income do not influence significantly towards the dependent variable.

5.4.9. Demographic Factors and Job Satisfaction

Results of Regression Analysis to find out the influence of selected demographic factors on dependent variable Job Satisfaction is presented in Table.

Table 4.24 shows the regression analysis where the dependant variable is Job Satisfaction and the independent variables are the demographic factors of the respondents like Age, Gender, Marital Status, Educational Qualification, Department, Monthly Income, Family Type, Number of Dependents, Primary Operation, Status of Job, Years of Experience and Years of Experience in the present designation. From the multiple regression tables it is noted that the value of co-efficient of regression (R2) is 0.433 which implies that 43.30 percent of the variation on Job Satisfaction is explained by the independent variables used in this study.

To check whether this R2 is statistically significant, ANOVA is used. The F value obtained is 35.377 (P<0.001) and hence it is concluded that there is significant relationship between the dependent variable Job Satisfaction and the
independent variables (demographic factors). The table reveals that among the
different independent variables Gender (t = -12.674), Marital status (t = 3.395),
Educational status (t = 2.264), Type of Family (t = 12.205), Number of Dependents
(t = -8.743), Primary Operation (t = 8.701), Status of Job (t = -9.877), Years of
Experience (t = -3.965) and Experience in present designation (t = 2.176). This
shows that these independent variables highly influence the dependant variable on
Job Stress. However, among the significant independent variables, Type of Family
and Department have high influence on the Job Satisfaction, whereas Gender,
Number of Dependents, Status of Job and Years of Experience have negative
influence. Other variables like Age, Department and Annual Income do not
influence significantly towards the dependent variable.

5.4.10. Influence of Selected Independent Variables and Quality of Work Life

Results of Regression Analysis to find out the influence of selected
independent factors on dependent variable Quality of Work Life is presented in
Table.

Table 4.25 shows the regression analysis where the dependant variable is
Quality of Work Life and the independent variables are the selected factors
namely, Organization based Self-esteem, Locus of Control, Emotional Maturity,
Interpersonal relation, Autonomy and control, and Job content. From the multiple
regression tables it is noted that the value of co-efficient of regression (R2) is 0.627
which implies that 62.70 percent of the variation on Quality of Work Life is
explained by the independent variables used in this study.

To check whether this R2 is statistically significant, ANOVA is used. The
F value obtained is 157.728 (P<0.001) and hence it is concluded that there is
significant relationship between the dependent variable Quality of Work Life and
the independent variables. The table reveals that among the different independent
variables Locus of Control (t = 2.964), Autonomy and Control (t = 7.636),
Interpersonal Relationship (t = 13.761), Job Content (t = 3.766), and Organization
based Self-esteem (t = -3.453). This shows that these independent variables highly
influence the dependant variable on Quality of Work Life. However, among the
significant independent variables, Type of Interpersonal Relationship and,
Autonomy and Control have high influence on the Quality of Work Life. Other
variable Emotional Maturity do not influence significantly towards the dependent variable.

5.4.11. Influence of Quality of Work Life on Job Stress

Results of Regression Analysis to find out the influence of Quality of Work Life on Job Stress is presented in Table.

Table 4.26 shows the regression analysis where the dependant variable is Job Stress and the independent variable is Quality of Work Life. From the multiple regression tables it is noted that the value of co-efficient of regression (R2) is 0.009 which implies that 0.90 percent of the variation on Job Stress is explained by the independent variable Quality of Work Life used in this study.

To check whether this R2 is statistically significant, ANOVA is used. The F value obtained is 5.065 (P<0.05) and hence it is concluded that there is significant relationship between the dependent variable Job Stress and the independent quality of work life. The table reveals that among the different independent variables Quality of Work Life (t = 2.251). This shows that the independent variable quality of work life highly influence the dependant variable on Job Stress.

5.4.12. Influence of Quality of Work Life on Job Satisfaction

Result of Regression Analysis to find out the influence of Quality of Work Life on Job Satisfaction is presented in Table.

Table 4.27 shows the regression analysis where the dependant variable is Job Satisfaction and the independent variable is Quality of Work Life. From the multiple regression tables it is noted that the value of co-efficient of regression (R2) is 0.477 which implies that 47.70 percent of the variation on Job Satisfaction is explained by the independent variable Quality of Work Life used in this study.

To check whether this R2 is statistically significant, ANOVA is used. The F value obtained is 517.075 (P<0.000) and hence it is concluded that there is significant relationship between the dependent variable Job Satisfaction and the independent quality of work life. The table reveals that among the different independent variable Quality of Work Life (t = 22.739). This shows that the independent variable quality of work life highly influence the dependant variable on Job Satisfaction.