Summary
The present investigation is systematically designed in accordance with the aims and objectives. Generally it assumes significance as related to quality of working life; stress arising out of the role played by an employee in the organization (bank); perceived commitment to the organization in which the employee works and psychological well-being of the bank managers and such other aspects of organizational behavior. But, specifically, the study aims at relational comparisons of the scale one; scale two and scale three bank managers of the central Indian state of Madhya Pradesh and the north Indian state of Uttar Pradesh respectively.

Keeping in view the problem of the present investigation, the random sampling technique was applied for data collection. The sample comprised of 300 subjects of bank managers in all. 150 bank managers have been selected from the state of MP and 150 bank managers have been selected from the state of UP. Later on each state’s bank managers had been divided into three groups, namely, scale one bank managers; scale two bank managers and scale three bank managers respectively, with 50 bank managers of each scale.

In all eleven comparison groups have been formulated. Likewise the results are divided into twelve different parts. Altogether 160 null hypotheses have been formed, and each of the hypotheses is tested to meet out the objectives of the research.

Various tools which have been used for gathering the information are valid and reliable. Quality of Working Life Scale developed and standardized by Shawkat and Ansari (2000) has been used. It is a five point scale with 48 items divided among 17 dimensions, and its range is from 48 to 240. Role Stress scale developed and standardized by Paieck (1977) has been used. It is a five point scale with 21 items divided among 10 dimensions, and its range is from 21 to 105. Further for measuring the dependent variable Organizational Commitment Scale developed and standardized by Shawkat and Arsari (2000) has been used. It is a seven point scale with 15 items divided among 3 dimensions, and its range is from 15 to 105. The last scale is Psychological Well-Being Scale developed and standardized by Nishizawa (1996) has been used. It is a five point scale with 40 items divided among 8 dimensions, and its range is from 40 to 200. All the scales have been individually administered upon the respondents. Scoring has been done separately as instructed by the authors. Finally, stepwise multiple regression and t-test have been applied to analyze the data.

The major findings of the results show-

- Quality of working life influenced perceived organizational commitment among overall various levels bank managers of MP and UP states.
- Role stress influenced perceived organizational commitment among overall various levels bank managers of MP and UP states.
- Quality of working life influenced psychological well-being among overall various levels bank managers of MP and UP states.
Summary

- Role stress influenced psychological well-being among overall various levels bank managers of MP and UP states.
- Quality of working life influenced perceived organizational commitment among overall various levels bank managers of MP state.
- Role stress influenced perceived organizational commitment among overall various levels bank managers of MP state.
- Quality of working life influenced psychological well-being among overall various levels bank managers of MP state.
- Role stress influenced psychological well-being among overall various levels bank managers of MP state.
- Quality of working life influenced perceived organizational commitment among overall various levels bank managers of UP state.
- Role stress influenced perceived organizational commitment among overall various levels bank managers of UP state.
- Quality of working life influenced psychological well-being among overall various levels bank managers of UP state.
- Role stress influenced psychological well-being among overall various levels bank managers of UP state.
- Quality of working life influenced perceived organizational commitment among scale one bank managers of MP and UP states.
- Role stress influenced perceived organizational commitment among scale one bank managers of MP and UP states.
- Quality of working life influenced psychological well-being among scale one bank managers of MP and UP states.
- Role stress influenced psychological well-being among scale one bank managers of MP and UP states.
- Quality of working life influenced perceived organizational commitment among scale two bank managers of MP and UP states.
- Role stress influenced perceived organizational commitment among scale two bank managers of MP and UP states.
- Quality of working life influenced psychological well-being among scale two bank managers of MP and UP states.
- Role stress influenced psychological well-being among scale two bank managers of MP and UP states.
- Quality of working life influenced perceived organizational commitment among scale three bank managers of MP and UP states.
- Role stress influenced perceived organizational commitment among scale three bank managers of MP and UP states.
- Quality of working life influenced psychological well-being among scale three bank managers of MP and UP states.
- Role stress influenced psychological well-being among scale three bank managers of MP and UP states.

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• Quality of working life influenced perceived organizational commitment among scale one bank managers of MP state.
• Role stress influenced perceived organizational commitment among scale one bank managers of MP state.
• Quality of working life influenced psychological well-being among scale one bank managers of MP state.
• Role stress influenced psychological well-being among scale one bank managers of MP state.
• Quality of working life influenced perceived organizational commitment among scale two bank managers of MP state.
• Role stress influenced perceived organizational commitment among scale two bank managers of MP state.
• Quality of working life influenced psychological well-being among scale two bank managers of MP state.
• Role stress influenced psychological well-being among scale two bank managers of MP state.
• Quality of working life influenced perceived organizational commitment among scale three bank managers of MP state.
• Role stress influenced perceived organizational commitment among scale three bank managers of MP state.
• Quality of working life influenced psychological well-being among scale three bank managers of MP state.
• Role stress influenced psychological well-being among scale three bank managers of MP state.
• Quality of working life influenced perceived organizational commitment among scale one bank managers of UP state.
• Role stress influenced perceived organizational commitment among scale one bank managers of UP state.
• Quality of working life had not influenced psychological well-being among scale one bank managers of UP state.
• Role stress had not influenced psychological well-being among scale one bank managers of UP state.
• Quality of working life had not influenced perceived organizational commitment among scale two bank managers of UP state.
• Role stress had not influenced perceived organizational commitment among scale two bank managers of UP state.
• Quality of working life influenced psychological well-being among scale two bank managers of UP state.
• Role stress influenced psychological well-being among scale two bank managers of UP state.
• Quality of working life influenced perceived organizational commitment among scale three bank managers of UP state.
Summary

- Role stress influenced perceived organizational commitment among scale three bank managers of UP state.
- Quality of working life influenced psychological well-being among scale three bank managers of UP state.
- Role stress influenced psychological well-being among scale three bank managers of UP state.

Further the results of t-test show-

- Mean scores of quality of working life among overall various levels of bank managers of UP state is higher as compared to the mean scores of quality of working life among overall various levels of bank managers of MP state. The difference between them is non-significant.
- Mean scores of role stress among overall various levels of bank managers of MP state is higher as compared to the mean score of role stress among overall various levels of bank managers of UP state. There is a significant difference between them.
- Mean scores of perceived organizational commitment among overall various levels of bank managers of UP state is higher as compared to the mean scores of perceived organizational commitment among overall various levels of bank managers of MP state. The difference between them is non-significant.
- Mean scores of psychological well-being among overall various levels of bank managers of UP state is higher as compared to the mean scores of psychological well-being among overall various levels of bank managers of MP state. The difference between them is non-significant.
- Mean scores of quality of working life among scale-1 bank managers of UP state is higher as compared to the mean scores of quality of working life among scale-1 bank managers of MP state. There is a significant difference between them.
- Mean scores of quality of working life among scale-2 bank managers of UP state is higher as compared to the mean scores of quality of working life among scale-2 bank managers of MP state. The difference between them is non-significant.
- Mean scores of quality of working life among scale-3 bank managers of UP state is higher as compared to the mean scores of quality of working life among scale-3 bank managers of MP state. The difference between them is non-significant.
- Mean scores of role stress among scale-1 bank managers of MP state is higher as compared to the mean scores of role stress among scale-1 bank managers of UP state. The difference between them is non-significant.
- Mean scores of role stress among scale-2 bank managers of MP state is higher as compared to the mean scores of role stress among scale-2 bank managers of UP state. There is a significant difference between them.
- Mean scores of role stress among scale-3 bank managers of MP state is higher as compared to the mean scores of role stress among scale-3 bank managers of UP state. The difference between them is non-significant.

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Summary

- Mean scores of perceived organizational commitment among scale-1 bank managers of UP state is higher as compared to the mean scores of perceived organizational commitment among scale-1 bank managers of MP state. The difference between them is non-significant.
- Mean scores of perceived organizational commitment among scale-2 bank managers of UP state is higher as compared to the mean scores of perceived organizational commitment among scale-2 bank managers of MP state. The difference between them is non-significant.
- Mean scores of perceived organizational commitment among scale-3 bank managers of UP state is higher as compared to the mean scores of perceived organizational commitment among scale-3 bank managers of MP state. The difference between them is non-significant.
- Mean scores of psychological well-being among scale-1 bank managers of UP state is higher as compared to the mean scores of psychological well-being among scale-1 bank managers of MP state. The difference between them is non-significant.
- Mean scores of psychological well-being among scale-2 bank managers of UP state is higher as compared to the mean scores of psychological well-being among scale-2 bank managers of MP state. There is a significant difference between them.
- Mean scores of psychological well-being among scale-3 bank managers of UP state is higher as compared to the mean scores of psychological well-being among scale-3 bank managers of MP state. The difference between them is non-significant.
- Mean scores of quality of working life among scale-2 bank managers is higher as compared to the mean scores of quality of working life among scale-1 bank managers. There is a significant difference between them.
- Mean scores of quality of working life among scale-3 bank managers is higher as compared to the mean scores of quality of working life among scale-1 bank managers. There is a significant difference between them.
- Mean scores of quality of working life among scale-3 bank managers is higher as compared to the mean scores of quality of working life among scale-2 bank managers. There is a significant difference between them.
- Mean scores of role stress among scale-2 bank managers is higher as compared to the mean scores of role stress among scale-1 bank managers. The difference between them is non-significant.
- Mean scores of role stress among scale-3 bank managers is higher as compared to the mean scores of role stress among scale-1 bank managers. There is a significant difference between them.
- Mean scores of role stress among scale-3 bank managers is higher as compared to the mean scores of role stress among scale-2 bank managers. The difference between them is non-significant.
Summary

- Mean scores of perceived organizational commitment among scale-2 bank managers is higher as compared to the mean scores of perceived organizational commitment among scale-1 bank managers. There is a significant difference between them.
- Mean scores of perceived organizational commitment among scale-3 bank managers is higher as compared to the mean scores of perceived organizational commitment among scale-1 bank managers. There is a significant difference between them.
- Mean scores of perceived organizational commitment among scale-3 bank managers is higher as compared to the mean scores of perceived organizational commitment among scale-2 bank managers. There is a significant difference between them.
- Mean scores of psychological well-being among scale-2 bank managers is higher as compared to the mean scores of psychological well-being among scale-1 bank managers. There is a significant difference between them.
- Mean scores of psychological well-being among scale-3 bank managers is higher as compared to the mean scores of psychological well-being among scale-1 bank managers. There is a significant difference between them.
- Mean scores of psychological well-being among scale-3 bank managers is higher as compared to the mean scores of psychological well-being among scale-2 bank managers. There is a significant difference between them.
- Mean scores of quality of working life among scale-2 bank managers of MP state is higher as compared to the mean scores of quality of working life among scale-1 bank managers of MP state. There is a significant difference between them.
- Mean scores of quality of working life among scale-3 bank managers of MP state is higher as compared to the mean scores of quality of working life among scale-1 bank managers of MP state. The difference between them is non-significant.
- Mean scores of quality of working life among scale-3 bank managers of MP state is higher as compared to the mean scores of quality of working life among scale-2 bank managers of MP state. There is a significant difference between them.
- Mean scores of role stress among scale-1 bank managers of MP state is higher as compared to the mean scores of role stress among scale-2 bank managers of MP state. There is a significant difference between them.
- Mean scores of role stress among scale-1 bank managers of MP state is higher as compared to the mean scores of role stress among scale-3 bank managers of MP state. The difference between them is non-significant.
- Mean scores of role stress among scale-2 bank managers of MP state is higher as compared to the mean scores of role stress among scale-3 bank managers of MP state. There is a significant difference between them.
- Mean scores of perceived organizational commitment among scale-2 bank managers of MP state is higher as compared to the mean scores of perceived organizational commitment among scale-1 bank managers of MP state. There is a significant difference between them.
• Mean scores of perceived organizational commitment among scale-3 bank managers of MP state is higher as compared to the mean scores of perceived organizational commitment among scale-1 bank managers of MP state. The difference between them is non-significant.

• Mean scores of perceived organizational commitment among scale-3 bank managers of MP state is higher as compared to the mean scores of perceived organizational commitment among scale-2 bank managers of MP state. There is a significant difference between them.

• Mean scores of psychological well-being among scale-2 bank managers of MP state is higher as compared to the mean scores of psychological well-being among scale-1 bank managers of MP state. There is a significant difference between them.

• Mean scores of psychological well-being among scale-3 bank managers of MP state is higher as compared to the mean scores of psychological well-being among scale-1 bank managers of MP state. The difference between them is non-significant.

• Mean scores of psychological well-being among scale-3 bank managers of MP state is higher as compared to the mean scores of psychological well-being among scale-2 bank managers of MP state. There is a significant difference between them.

• Mean scores of quality of working life among scale-2 bank managers of UP state is higher as compared to the mean scores of quality of working life among scale-1 bank managers of UP state. There is a significant difference between them.

• Mean scores of quality of working life among scale-3 bank managers of UP state is higher as compared to the mean scores of quality of working life among scale-1 bank managers of UP state. There is a significant difference between them.

• Mean scores of quality of working life among scale-3 bank managers of UP state is higher as compared to the mean scores of quality of working life among scale-2 bank managers of UP state. There is a significant difference between them.

• Mean scores of role stress among scale-1 bank managers of UP state is higher as compared to the mean scores of role stress among scale-2 bank managers of UP state. There is a significant difference between them.

• Mean scores of role stress among scale-1 bank managers of UP state is higher as compared to the mean scores of role stress among scale-3 bank managers of UP state. There is a significant difference between them.

• Mean scores of role stress among scale-2 bank managers of UP state is higher as compared to the mean scores of role stress among scale-3 bank managers of UP state. There is a significant difference between them.

• Mean scores of perceived organizational commitment among scale-2 bank managers of UP state is higher as compared to the mean scores of perceived organizational commitment among scale-1 bank managers of UP state. The difference between them is non-significant.
Mean scores of perceived organizational commitment among scale-3 bank managers of UP state is higher as compared to the mean scores of perceived organizational commitment among scale-1 bank managers of UP state. There is a significant difference between them.

Mean scores of perceived organizational commitment among scale-3 bank managers of UP state is higher as compared to the mean scores of perceived organizational commitment among scale-2 bank managers of UP state. There is a significant difference between them.

Mean scores of psychological well-being among scale-2 bank managers of UP state is higher as compared to the mean scores of psychological well-being among scale-1 bank managers of UP state. There is a significant difference between them.

Mean scores of psychological well-being among scale-3 bank managers of UP state is higher as compared to the mean scores of psychological well-being among scale-1 bank managers of UP state. There is a significant difference between them.

Mean scores of psychological well-being among scale-3 bank managers of UP state is higher as compared to the mean scores of psychological well-being among scale-2 bank managers of UP state. The difference between them is non-significant.

RECOMMENDATIONS

It is a universally known fact that research in any discipline and especially in social sciences is a never ending effort. Similarly any study cannot be free from criticism from varied sides. Researches in psychology focuses on few problem areas, and during the processing of the investigation the researcher comes to know about the novel areas which were unknown during starting the particular study. Each and every research scholar is enthusiastic and is inclined to pursue research which is comprehensive and enduring. However in due process of completion of research, many hurdles and shortcomings pass by the researcher. In a long time period of completing the thesis and thus achieving the desired goal, the investigator has to keep on working by ignoring some important variables because of paucity of time; financial constraints etc. Sometimes the respondents are not available; the other time they may not have the time to answer the investigator’s questions and so on and so forth. As all these unavoidable hindrances accompany a researcher all through the research, many variables in the psychological researches remains unexplored.

By keeping in mind the limitations of the present study, it is suggested that-

- An otherwise extensive plan of study is required to conduct the underlying study on the samples drawn from various other banking organizations like multi-
national banks; cooperative banks; lead banks; regional rural banks (RRBs) and private banks may yield fruitful and varied results.

- Further it is also suggested that this type of research can be replicated on the samples of groups of employees working in some organizations other than banking organizations like railways, educational institutes; medical professionals; government employees of various departments like PHE; PWD; EBS may also be considered to be the source of sample.

- It would be suggested to use much larger samples.

- On the contrary, inversion of the dependent and independent variables of the study as-well-as inclusion and seclusion of one or more variables for the study may lead to varied and substantial results.

- The study can be transformed into a cross-cultural study.