CHAPTER- 5

Findings & Suggestions

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5.1 Findings & Implication (Work stress and its impact on employees' productivity)

5.2 Suggestions for the Organisation

5.1 Findings & Implication:

The structured questionnaire data were collected, coded, and entered into an Excel sheet, then imported into SPSS format. Version 21 was used for data analysis. From the data analysis, we can draw the following conclusions.

The findings of the study are divided into two parts. This chapter presents the survey results and an in-depth analysis done during the research. The findings from the research are divided into two categories. The main findings of the data analysis based on frequency analysis are covered in the first section. The analysis outcomes in inferential statistics are covered in the second section. The analysis and implementation of CFA and SEM using the primary data are also covered in this chapter. The conclusions are drawn using the Chi-square test, Kruskal Wallis test, Pearson Correlation and regression techniques. The study's main findings are presented below.

Part 1: Examination of frequency analysis of various demographic factors related to the subject.

- More than 1400 respondents were concerned about doing this research. Research was conducted in Gujarat's four major cities: Ahmedabad, Vadodara, Surat, and Rajkot. From Ahmedabad, there are 1000 respondents, and in Vadodara, 140 respondents were chosen for the research, respectively, while from Surat, there are 160, and in Rajkot, 100 respondents were chosen for the study. With the qualifying questions, only middle-aged IT employees of different cities of Gujarat, facing issues at work and being stressed with work demands, have been considered for study. Respondents reported feeling stressed due to work demands. The reason might be feeling stressed because work demands have become essential for all middle-aged IT employees who are middle-aged, offering an extensive range of leadership, experience, and

knowledge. For IT teams and industry to succeed, it might be essential to acknowledge and capitalize on their work and expertise in today's world.

- In the demographic detail, the researcher collects details like the city of belonging, gender, age, education, type of employment, designation, respondent's monthly income, work experience, office working time, marital status and family structure. Then, after the data analysis, it was found that 50.4% of the respondents were male, while the rest were female. For the age group, it was found that 28.4% of the respondents belong to the age group of 20 to 30, and 25.3% belong to the age group of 31 to 40. Approximately 24.1% are in the age group of 41 to 50, while the remaining were above 50. In the education profile, 23.4% of the respondents are postgraduate, 20.2% are undergraduates, and 17.6% are Doctorate level. It was found that approximately 27.2% of them were temporarily employed, while 22.6% had a permanent job, whereas the rest were either part-time or on probation. Approximately 40% had salaries less than 50,000, 17% had between 50k-100k, and the rest had salaries above 100,000. In marital status, 41.6% of the respondents are married, and more than 56.9% live in a nuclear family structure.
- The maximum number of respondents currently employed in the IT sector belongs to the upper-middle-income and high-income groups. At the same time, most of them had less than four years of working experience. Despite having above-average income, respondents still needed to be satisfied with the salary they received for the job based on their experience level. The mean value was 1.71, which indicated a high level of dissatisfaction for the same. Also, many respondents regarded inadequate pay as the primary reason for developing high stress among them. The mean value was around 1.36, with one being highly stressful. This could even be one reason for high stress among individuals working in the IT field. Moreover, about half of them also suggested that incentives and bonuses from the company are essential in reducing stress and encouraging employee productivity.
- On the other hand, most were allocated flexible time schedules and working premises, with most opting for working from home. Despite all of this, employees were still facing issues regarding long working hours and short deadlines. Many even cited reasons such as tight working schedules and strict rules to be followed as more prominent reasons for high stress among them. The mean value of all the participants

considering the previously mentioned reasons to be highly stressful was around 1.91. In addition to these, respondents also referred to attending to more than one customer or working on multiple projects at a given time as a subsequent reason for high stress among the individuals. It can be assumed from the above findings that the respondents want limited work hours and invest their time in other activities of their desire rather than work.

- It was also observed that many respondents believed that the nature of their work is too stagnant for them to be productive, resulting in a loss of interest and ultimately leading to high stress regarding performance at work. The respondents also claimed that work stress reduces their performance and that working in a group might affect others, leading to a domino effect. The mean value stood at 4.15 for people agreeing with the previously mentioned statement. Meanwhile, high pressure and expectation from the employer also play a vital role in work stress management. This negatively impacts the employee's work and leads to effects such as insomnia and anxiety attacks, which in succession cause more and more tension and pressure at work, as is evident from the mean value table.
- It was also noted that despite all of the irregularities in the IT sector, more than 60% chose to pursue this field, having more than 5 years of experience. Moreover, most of them belonged to a nuclear family, which indicates that despite facing problems, most respondents are somewhat satisfied with their jobs and careers. According to the respondents ' responses, one noteworthy benefit observed due to a high-stress working environment was that they managed to develop the skill of making accurate judgements in times of high load or high work pressure due to a stressful environment. This shows that even though stress negatively affects an employee's personal and professional life, it sometimes might develop necessary skills, which is also regarded as a flight or fight response.
- In response to factors that cause stress at the workplace, it was found that the most prominent factors included –inadequate pay/salary (1.3), frequent anxiety attacks (1.59), insomnia/sleep deprivation (1.6), lack of communication with higher authorities (1.7), competition among colleagues (1.8), targets to achieve before the deadline(1.8), tight working schedules (1.93), strict rules to be followed (1.91) If we rank the factors from high end to low end, we can identify the highly influencing

factors, with 1 being the factor considered to be highly stressful and 5 being the least stressful. It is no wonder that factors such as poor human resource planning (3.91), poor organizational structure (3.51), and company interior (3.2) contributed least to the above, followed by family conflict and unreasonable behaviour or bullying among the respondents working at the office.

[Objective 1: To explore the factors that cause work stress among IT employees.]

- From the above table, a certain number of conclusions can be made concerning the development of stress among personnel working in the IT field. Looking at the overall picture of work-related stress factors across different cities in Gujarat, we find that employees in Ahmedabad, Vadodara, and Rajkot are experiencing similar stress levels. In Ahmedabad, the average stress level related to work factors is about 2.34, while in Vadodara, it is slightly higher at 2.37. Rajkot shows a slightly lower average of 2.07. When we tally up all these averages, the total comes out to be 2.79, which falls quite close to the moderately stressful range on a scale of five. One common thread among employees in these cities is the perception of stress stemming from tight working schedules and the need to adhere to strict rules and regulations in the workplace. These factors are universally recognized as sources of moderate stress across different industries and job roles.
- However, some specific stressors stand out as particularly challenging for employees. One of these is the demand for long hours and overtime work, which adds pressure and fatigue to an already demanding job. Additionally, the expectation to juggle multiple customers or projects simultaneously is another significant stress factor cited by employees across these cities.
- Interestingly, when we delve deeper into the nuances of workplace stress, we find that certain cities exhibit unique challenges. In Surat and Vadodara, for instance, workplace bullying emerges as a highly stressful issue. The prevalence of bullying behaviour in these cities adds an extra layer of emotional strain and discomfort for employees, contributing to an overall heightened sense of stress in these work environments.
- When we look at how people feel about their roles at work, in Ahmedabad, the average is about 2.29; in Surat, it is 2.49; and overall, it is 2.27, which is close to

feeling neutral on a scale of five. However, in Vadodara and Surat, the average is 2.1 and 1.96, which is closer to moderately stressful. Having clear goals to work towards is less stressful, but sudden changes in roles, repetitive tasks, and frequent meetings are seen as moderately stressful. Now, talking about personal and interpersonal factors, in Surat and Vadodara, people rated their feelings at 2.94 and 2.59 on average. Overall, it is 2.51. In Ahmedabad and Rajkot, it is 2.38 and 2.9, again close to neutral. Feeling like your boss expects too much and work affecting family life are seen as moderately stressful. However, conflicts within the family are rated as highly stressful.

- Looking at health issues in Vadodara and Surat, the average rating is around 2.57 and 2.43, which is close to feeling neutral on a scale of five. But in Ahmedabad and Rajkot, it is 1.76 and 2.8, with an overall average of 1.99, which is closer to moderately stressful. People find issues like trouble sleeping and dealing with personal or family illnesses to be moderately stressful. Also, concerns related to COVID-19 health matters are seen as stressful.
- Regarding organizational factors, people in Vadodara and Surat rate their experiences around 2.99 and 2.85 on average. In Surat and Rajkot, it is 2.97 and 2.99. Overall, it is 2.98, which is close to neutral. Things like a bad office environment, insufficient staff, struggling with new technology, and poorly designed equipment are highly stressful.
- When we look at the issue of gender discrimination in workplaces, particularly in Ahmedabad and Surat, the average rating stands at around 2.81 and 2.94, respectively. In Vadodara and Rajkot, it is slightly lower at 2.69 and 2.1. Overall, the collective average comes to 2.76, hovering near the neutral mark on a scale of five. Discrimination based on factors such as religion or caste is deeply troubling for individuals. Feeling hindered by one's gender when attempting challenging tasks and facing indifferent or unsupportive management are reported as highly stressful aspects of work life.
- Turning to the assessment of work environments in different cities, Surat and Ahmedabad show relatively higher satisfaction levels, with average ratings of 3.41 and 3.21, respectively. In Vadodara, the average stands at 3.09, while the overall picture puts it at 3.16, both nearing the neutral point on the scale. However, in Rajkot, the rating drops to 2.31, indicating a more moderately stressful environment.

- High stress levels are commonly associated with inadequate organizational policies and processes, insufficient human resources planning, and ineffective grievance redressal mechanisms. People also express moderate stress when it comes to adhering to organizational discipline.
- While some cities fare better regarding work environment satisfaction, others exhibit areas of improvement, particularly concerning gender discrimination and organizational practices. Addressing these issues could lead to a healthier and more productive workplace for employees.
- In summary, while the average levels of work-related stress may hover around the moderately stressful range across Ahmedabad, Vadodara, and Rajkot, the specific stressors and challenges employees face vary. Understanding these nuances is crucial for employers and policymakers to develop targeted interventions and support systems to alleviate workplace stress and foster healthier work environments.

Showing the rank of the factors that cause stress in the workplace

(1-Highly Stressful, 2 -Moderately Stressful, 3- Neutral, 4- Less Stressful And 5- Least Stressful)

City		Ahmedabad		Vadodara		Surat		Rajkot		Total	
Sr No.	**Stress causing factors**		**Rank**		**Rank**		**Rank**		**Rank**		**Rank**
1.	WRFAVG	2.34	**5**	2.37	**7**	3.42	**1**	2.07	**7**	2.45	**5**
2.	RRFAVG	2.29	**6**	2.1	**8**	2.49	**7**	1.96	**8**	2.27	**6**
3.	PIFAVG	2.38	**4**	2.59	**4**	2.94	**4**	2.9	**2**	2.51	**4**
4.	FCFAVG	2.03	**7**	2.39	**6**	2.51	**6**	2.12	**5**	2.13	**7**
5.	HIAVG	1.76	**8**	2.57	**5**	2.43	**8**	2.8	**3**	1.99	**8**
6.	OFAVG	2.99	**2**	2.85	**2**	2.97	**3**	2.99	**1**	2.98	**2**
7.	GDAVG	2.81	**3**	2.69	**3**	2.94	**4**	2.1	**6**	2.76	**3**
8.	WEAVG	3.21	**1**	3.09	**1**	3.41	**2**	2.31	**4**	3.16	**1**

- The rank table also reveals significant findings across all the cities regarding the factors causing stress among the respondents. Overall, the work environment (WEAVG) had the least stressor ranking across most of the cities in the survey, particularly across the cities of Ahmedabad, Vadodara, and Rajkot. This indicates that the work environment across most cities has proved to be efficient and well-managed, thus not contributing to stress among the respondents. Thus, it can be considered a source of low stress levels across the cities. Similarly, organizational factors (OFAVG) were ranked as the least causing stressors, especially in Rajkot, where it ranked first. This finding indicates that organizational management across all the cities effectively reduces employee stress.
- Contrary to this, health-related issues (HIAVG) were observed to be a significant source of stress, especially in the cities of Ahmedabad and Surat, where it ranked as the most stressful factor among others. This showcases a need for better health and wellness initiatives in these cities. Role-related factors (RRFAVG) were also critical factors causing high stress, particularly in cities like Vadodara. This suggests that clarity regarding the role of employees and job satisfaction should be improved to reduce stress
- To some extent, work-related factors contribute to causing significant stress among the respondents, especially in cities like Rajkot and Vadodara. Meanwhile, personal and interpersonal issues (PIFAVG) show mixed results, being less stressful in the cases of Rajkot city while being moderately higher in other cities. Similarly, financial and career-related factors (FCFAVG) cause stress in cities like Ahmedabad and Vadodara. In contrast, respondents from Rajkot city do not experience the same amount of stress from the respective factors as others. At the same time, gender discrimination (GDAVG) was responsible for causing a moderate amount of stress across most of the cities, particularly in Rajkot.

[Objective 3: To measure the influence of the quality of work on the productivity of IT employees.]

- From the tests conducted in data frequency analysis, we can interpret that the average mean scores of Quality of Work (QWAVG) indicate that respondents in Ahmedabad (4.15) have the highest average perception of stress's influence on the quality of

working life, followed by Rajkot (4.00), Vadodara (3.94), and Surat (3.51) and total mean is 4.11 which are near to four (agree) on a scale of five. This implies that respondents in Ahmedabad and Rajkot generally perceive stress as having a more significant impact on their working quality than in Vadodara and Surat.

- It was also observed that the average mean scores of absenteeism (ABAVG) indicate that respondents in Surat's average mean is 3.45, which is near to three (neutral) on a scale of five, Rajkot (4.01) having the highest beliefs and perceptions related to absenteeism, followed by Ahmedabad (3.97), Vadodara (3.79) and total mean is 3.89 which are near to four (agree) on a scale of five. This suggests that there may be regional differences in attitudes and beliefs regarding absenteeism, which could influence workplace dynamics and strategies for addressing absenteeism-related issues.
- Moreover, it was found that the average mean scores of Poor Performance (PP) indicate that respondents in Ahmedabad (4.07) have the highest average mean, followed by Vadodara (4.00), Rajkot (3.92), and total mean is 3.98, while being near to four (agree) on a scale of five. In Surat, the average mean is 3.48, near three (neutral) on a scale of five. This indicates variations in perceptions across different cities, suggesting that stress, fear of job loss, and productivity may be perceived differently among employees depending on their location.
- From the tests conducted, we can interpret that the average mean scores of Missing Service Level Agreement (MSL) indicate that respondents in Ahmedabad (3.70) have the highest average mean, and the total mean is 3.55, which is near four (agree) on a scale of five. In Vadodara, Rajkot and Surat, the average mean is 3.42, 3.12 and 3.04, respectively, which are near to three (neutral) on a scale of five. This suggests variations in stress levels, productivity, and concerns regarding meeting deadlines among employees in different cities, with Ahmedabad consistently showing higher stress levels and concerns about meeting deadlines.

Showing the rank of the employee's productivity factors

(1- Strongly Disagree, 2- Disagree, 3- Neither Agree nor Disagree, 4- Agree, 5- Strongly Agree)

City		Ahmedabad		Vadodara		Surat		Rajkot		Total	
Sr. No	**Employee productivity factors**		**Rank**		**Rank**		**Rank**		**Rank**		**Rank**
1.	**QWAVG**	4.15	1	3.94	2	3.51	1	4.00	1	4.05	1
2.	**ABAVG**	3.97	3	3.79	4	3.45	2	4.01	2	3.89	3
3.	**PPAVG**	4.07	2	4.00	1	3.48	3	3.92	3	3.98	2
4.	**GEAVG**	4.04	4	3.94	2	3.48	3	3.16	5	3.90	4
5.	**MSLAVG**	3.70	5	3.42	5	3.04	5	3.12	4	3.55	5

- The ranking table shows that employees across different cities agree that stress negatively affects essential factors like the quality of work, absenteeism, performance, group engagement, and meeting service level agreements. This points to stress management strategies better to improve employee well-being and company performance.
- Looking at the ranking of employee productivity factors across Ahmedabad, Vadodara, Surat, and Rajkot, it is clear that different cities focus on different things. Quality of work (QWAVG) ranked the highest in all cities, especially in Ahmedabad and Rajkot, with scores of 4.15 and 4.00, making it the top priority for employee productivity. This suggests that workers here see the quality of work as the most critical factor for productivity.
- In contrast, missing service level agreements (MSLAVG) ranked the lowest in all cities, especially in Rajkot and Surat, scoring 3.12 and 3.04, respectively. This might mean that meeting service level agreement is not considered a significant issue in these places compared to other factors.
- Absenteeism (ABAVG) showed some differences between cities. Rajkot rated it relatively high, with a score of 4.01, which shows that absenteeism is more of a concern there. Vadodara, however, rated it lower, with a score of 3.79. Group engagement (GEAVG) also varied across cities, ranking higher in Ahmedabad and Vadodara but much lower in Rajkot, where it ranked fifth.

- Overall, quality of work stands out as the most critical factor for employee productivity in all the cities. Meanwhile, absenteeism and group engagement show different levels of importance, and missing service level agreements consistently rank as less of a priority.

Part 2: Examining the data through statistical tests and evaluating the interrelation.

The second part of the findings shows the results of inferential statistics. Researchers conduct reliability tests, Chi-square tests, ANOVA analyses, regression analyses, correlations, and the Kruskal-Wallis test in inferential statistics. The study's significant findings are explained below.

Part 2.1: Using the Cronbach Alpha test to assess the reliability and consistency of the dataset constructed.

- This part of the thesis introduces and describes the scales used for this research. The Cronbach alpha coefficient was calculated for all the scales mentioned below to test whether the items that make up a scale all measure the same underlying attribute. Scales are considered reliable when their Cronbach alpha coefficient is 0.7 or higher, and this value is preferably higher than 0.9.
- The Cronbach alpha coefficient was calculated to check if the items that make up the factors are in order to check the statement about work-related factors that cause stress at the workplace. The statement is about role-related and organizational factors. The statement is about how stress affects health issues. The statement is about the work environment and work stress.
- Statement about the financial and career factors of employees. Statement about employee productivity impact at the workplace. Statement about stress at work influences one's quality of life—a statement about increased absenteeism rate due to work stress. Statement about stress at work reducing overall performance. Statement about the group engagement significantly impacted by work stress. Statement about the missing service level agreement to prevent stress at work. Statement about moonlighting potentially reducing productivity and causing fatigue. Statement about tough competition in the IT sector due to stressful working conditions. Statement

about the eagerness to learn new ways of making work more productive despite workplace stress. To check the levels of satisfaction with the working conditions of the organizations. To examine if the organization's salary aligns with employee knowledge and expertise. Testing the scale for reliability revealed that for all the above statements, Cronbach alpha coefficient was 0.745. Therefore, this scale is considered reliable.

[Objective 6: To analyze the relationship among selective demographic variables on work stress-related factors and employee productivity-related factors.

Part 2.2: Application of Pearson's Chi-Square test to check the assumed hypothesis.

Ho: There is no significant relationship between the demographic variable and feeling stressed by work demands.

Sr no.	Hypothesis statement	Ho = accepted/rejected
1.	There is no significant relationship between respondents' gender and feeling stressed with the work demands.	Rejected
2.	There is no significant relationship between the respondents' residential city and their feeling stressed by the work demands.	Failed to be rejected
3.	The respondents' ages and feelings of stress about work demands are the same.	Rejected
4.	Respondents' education and feeling stressed by the work demands are the same.	Rejected
5.	There is no significant relationship between the respondents' employment type and their feelings caused by work demands.	Failed to be rejected

- One of the hypotheses tested using Chi-square analysis is that there is no significant relationship between the gender of respondents and feeling stressed with the demands

of the work. The Pearson's chi-square tests yielded a significance value of .000, less than .05, which means the hypothesis was rejected. As a result, there exists a relationship between the gender of an employee and feeling stressed with the demands of work. Hence, companies should work to reduce stress due to the demand for work, irrespective of their gender. Among many remedies that reduce stress during work, companies should focus on introducing equal support to both genders. E.g. training programs and educational seminars regarding the previously mentioned statement. Apart from this, companies should try to address issues such as gender bias among individuals, and regular communication and feedback might prove essential to eliminate stress among them. Age and education were also found to correlate significantly with stress during work demands. This could also mean that stress levels differ among different age groups and employees with different education levels. It also indicates that different age groups may experience varying stress levels due to differences in career stage, responsibilities, and coping mechanisms.

- Conversely, according to chi-square, there is no significant relationship between the Residential City of the respondent and feeling stressed with work demands. Stress levels are mostly the same across all the cities, indicating a need for equal coping strategies to be developed to solve them. Similarly, in the employment type of the respondents, it was observed that it does not have a significant relationship with the stress feeling due to work demands, which indicates that stress factors are similar regardless of the employment type.

<u>There is no significant influence of demographic variables on employee stress reduction programs.</u>

Sr no.	Hypothesis statement	Ho = accepted/rejected
1.	There is no significant relationship between the resident city of the respondent and stress reduction programs for the employees.	Rejected
2.	There is no significant relationship between the gender of the respondent and stress reduction programs for the employees.	Rejected
3.	There is no significant relationship between the age of the respondent	Rejected

	and stress reduction programs for the employees.	
4.	There is no significant relationship between the designation of the respondent and stress reduction programs for the employees.	Rejected
5.	There is no significant relationship between the type of employment of the respondent and stress reduction programs for the employees.	Rejected

- However, another hypothesis was tested using Pearson's chi-square test, which showed no significant relationship between the residential city of the employee and stress reduction programs for the employees. Moreover, it was observed after acquiring a value of .000 (less than .05), which indicated the existence of a relationship between the residence of an employee and stress reduction programs for the employees. This indicates that implementing such reduction measures or programs should vary according to the local organizational policies and resources in that locality. Moreover, gender also seemed to have a relationship with the stress reduction programs, which suggests that stress reduction programs should be crafted keeping in mind gender-specific needs. They should be made equal to all but also in a way that addresses specific problems both genders face. Also, it was found that age, designation and employment type, all of the demographic variables, tend to have a particular relationship with the stress reduction programs at any organization. This would mean that different age groups and employees at different levels of organizational hierarchy should possess varying access to such programs, possibly due to differences in roles, responsibilities at hand or even company-related policies.

There is no significant relationship between demographic variables, so an organization should adopt more Stress Management strategies.

Sr no.	Hypothesis statement	Ho= accepted / rejected
1.	There is no significant relationship between the respondents' ages and the organizations' need to adopt more Stress Management strategies.	Rejected
2.	There is no significant relationship between the respondent's resident city and the organization's need to adopt more Stress Management strategies.	Rejected
3.	There is no significant relationship between the respondents' gender, and the organization should adopt more stress management strategies.	Rejected
4.	There is no significant relationship between the family structure of the respondent and the organization's need to adopt more Stress Management strategies.	Failed to be rejected

- Similarly, another hypothesis was tested that there is no significant relationship between the age of the respondent and the organization should adopt some more stress management strategies. After thorough analysis using Pearson's chi-square technique, a significance value lower than .05 was obtained, indicating a relationship between the employee's age and the organization should adopt more stress management strategies. It is evident that younger employees might face stress related to career advancement and job security issues, while older employees might need health programs or struggle with work-life balance due to increased responsibilities towards family. In addition to this, young employees might benefit from mentorship programs or peer support, while their senior counterparts benefit from mental health services and employee assistance programs. However, another hypothesis was tested that there is no significant relationship between residential cities and organizations should adopt some more stress management strategies.
- Moreover, it was found from Pearson chi-square that the hypothesis assumed was rejected and indicated a specific relationship between them. Moreover, it is easily understood that employees living in urban areas may encounter stressors related to

commuting to the office, cost of living, and urban standard of living, compared to those living in rural areas. Conversely, there can be specific roles with high pressure and demanding deadlines, which may be inherently more stressful regardless of the age or residence of an employee. Hence, stress management strategies vary widely based on the age and residence of an employee. As a result, organizations should adapt to strategies accordingly.

- Moreover, it was also found out from the Pearson chi-square tests that there exists a specific significant relationship between the gender of the respondent and the belief that the organization should adopt more management strategies. This is understood as both gender types, men and women, possess' different views and even experience work stress differently comparatively. Consequently, it was found that there needs to be a significant relationship between family structure and the belief that the organization should adopt more management strategies. This clearly states that family structure does not influence the employees' views of the need for additional stress management strategies.

<u>There is no significant influence of demographic variables on feeling work stress impacts the level of productivity.</u>

Sr no.	Hypothesis statement	Ho= accepted / rejected
1.	There is no significant relationship between the respondents' age and feelings of work stress and productivity.	Rejected
2.	There is no significant relationship between the Resident City of the respondent and feeling work stress impacts your level of productivity.	Rejected
3.	There is no significant relationship between the respondent's education and feel work stress impacts their level of productivity.	Rejected
4.	There is no significant relationship between the designation of the respondent and the feeling that work stress impacts your level of productivity.	Rejected

- However, another hypothesis was tested, and it was found that there is a significant relationship between an employee's age and the feeling of work stress impacting the level of productivity. After analyzing the hypothesis using Pearson's chi-square test, it was revealed that there was some influence of an employee's age and feeling that work stress impacts the level of productivity. People of different ages perceive work stress on different levels; in other words, younger employees may be more resilient towards specific types of stress but might need to have the correct experience in dealing with it. At the same time, older employees may face difficulties like family responsibilities, financial burdens, and concerns related to career planning, which might lead to lower productivity at work. Hence, as a resolution, the distribution of workload evenly among them and a supportive environment may be critical to promoting stress-free space among all age groups of individuals. Another hypothesis was tested that the residence of an employee has no relationship and feels work stress impacts the level of productivity. However, it was later concluded that an influence between an employee's residence and feeling of work stress impacts the level of productivity.
- Similarly, another hypothesis was tested, which was that the designation and education of an employee have no relationship with feeling work stress impacts productivity levels. Pearson's chi-square test revealed that the hypothesis tested was rejected and indicated a relationship between the variables. Entry-level employees may face stress about learning new skills, adapting to the organization, and meeting their manager's expectations. In contrast, mid-level employees and managers may need help with multiple responsibilities, such as managing the teams, keeping up the margins, etc. This can increase their work stress and hence might also be responsible for impacting their productivity levels. Similarly, employees with lower education may experience stress related to job insecurity, limited career opportunities and financial burdens compared to the ones with better education levels.

Ho: The demographic variables and employees' perceptions of what depends on their quality of work life do not significantly influence each other.

Sr no.	Hypothesis statement	Ho= accepted/rejected
1.	There is no significant relationship between the type of employment of the respondent and employees' perception of what influences their quality of work life.	Rejected
2.	There is no significant relationship between the respondent's monthly income and employees' perceptions of what affects their quality of work life.	Rejected
3.	There is no significant relationship between the respondent's working premises and employees' perceptions of what depends on their quality of work life.	Failed to be rejected
4.	There is no significant relationship between the respondent's marital status and employees' perceptions of what depends on their quality of work life.	Failed to be rejected
5.	There is no significant relationship between the respondent's family structure and employees' perceptions of what influences their quality of work life.	Rejected
6.	There is no significant relationship between the number of dependents in the respondent's family and employees' perception of what influences their quality of work life.	Rejected

- One of the hypotheses tested using Chi-square analysis was that There is no significant relationship between the type of employment of the respondent and employees' perception of what their quality of work life depends on. The Pearson Chi-square value from the table is .014, less than 0.05. It proves that the null hypothesis is rejected. Hence, there is a significant relationship between the type of employment and employees' perception of what their quality of work life depends upon. Hence, the quality of employees' work lives varies according to the organization's employee type.

Permanent employees working for organizations have a sense of job security compared to temporary/probation period workers. This leads to a high motivation and responsibility towards working for the company. This helps as it reduces certain aspects of stress, such as lay-off and job search.

- Along with it, they also enjoy certain benefits like training opportunities and development opportunities provided by their employer, which enhances their skill and knowledge and improves the quality of work. In addition to this, there may also be some perks like better pay, health insurance, paid leaves, etc. One of the hypotheses tested using Chi-square analysis was that There is no significant relationship between the monthly income of the respondent and employees' quality of work life. The Chi-square test conducted revealed a significance value of less than .05, indicating a significant influence on the monthly income of the respondent and employees' quality of work life. It is understood that a higher salary improves an employee's living standard, enabling the employees to provide better for themselves or their dependents in the family. Such a sense of financial security helps reduce stress and improves overall well-being,
- Additionally, an adequately compensated employee may feel a keen sense of motivation, morale and job satisfaction, leading to higher work productivity. Consequently, it was found that there is no significant relationship between the working premises of the respondent and employees' quality of work life. This also means that the location of the job or the type of working environment does not necessarily contribute to the impact on employee's perceptions of their work life. However, another hypothesis tested using the Pearson chi-square technique was that There is no significant relationship between the respondent's marital status and employees' quality of work life. Moreover, it was observed after conducting Pearson's chi-square test that the marital status of an employee does not have a relationship with the perception of what the employee's quality of work life depends on. However, it was observed that the family structure and the number of dependents in a family also significantly influence employees' quality of work life. Employees with enormous numbers of dependents in a family may feel higher pressure and stress due to the increased cost associated with supporting their family members. At the same time, employees with family and children have additional duties and responsibilities owing

to their kids, which can affect their ability to balance personal and work life. In contrast, family members are supportive as a source of emotional resilience, giving employees the strength and motivation to perform well at work. Employers who understand these dynamics and implement supportive policies and practices can create a more inclusive and satisfying work environment for all employees.

Ho: Demographic variables do not significantly influence your choice of IT as a career.

Sr no	Hypothesis statement	Ho= accepted / rejected
1.	There is no significant relationship between the respondents' designation and the factors that drive them to choose IT as a career.	Rejected
2.	There is no significant relationship between the respondents' working premises and the factors that drive them to choose IT as a career.	Rejected
3.	There is no significant relationship between the number of dependents in the respondent's family and the factors that drive them to choose IT as a career.	Rejected
4.	There is no significant relationship between the respondents' monthly income and the factors that drive them to choose IT as a career.	Rejected
5.	There is no significant relationship between the respondents' working experience and the factors that drive them to choose IT as a career.	Rejected

- However, another hypothesis was tested that no significant relationship exists between the designation and the drive to choose IT as a career. From the above table, the Pearson Chi-square value is .003, less than 0.05. It proves that the null hypothesis is rejected. This means the chi-square test shows a significant relationship between the designation and drive to choose IT as a career. Similarly, another hypothesis was tested, and it was found that there is no significant relationship between the working premises and the drive you to choose IT as a career. However, the chi-square analysis found that there is a significant relationship between the working premises and the drive to choose IT as a career. In the same manner, there was also a significant

relationship between the number of dependents and the drive to choose IT as a career. So, the fewer dependent children in the family, the more employees prefer money, job security, career development, and recognition combined to choose IT as a career. However, another hypothesis revealed that the monthly income of a respondent is related to the factors that drive them to choose IT as a career. This means that income level can be a crucial motivator in career choice within the IT field. Also, with the case of working experience, it was found that a significant relationship exists between it and the factors that drive respondents to choose IT as a career.

Ho: The demographic variables do not significantly influence the tough competition for jobs in the IT Sector in India.

Sr no.	Hypothesis statement	Ho= accepted/rejected
1.	There is no significant relationship between the designation and the tough competition for jobs in the IT Sector in India.	Rejected
2.	There is no significant relationship between monthly income and the tough competition for jobs in the IT Sector in India.	Rejected
3.	There is no significant relationship between work experience in the current organization and tough competition for jobs in the IT sector in India.	Rejected
4.	There is no significant relationship between office Working time and job competition in the IT sector in India.	Failed to be rejected
5.	There is no significant relationship between the number of dependents and the tough competition for jobs in the IT sector in India.	Failed to be rejected

- However, another hypothesis was tested that There is no significant relationship between the designation and tough competition for getting a Job in the IT Sector in India. However, after performing Pearson chi-square tests, it was observed that the value obtained was below 0.05, which indicated that the hypothesis could be rejected. Hence, there is a relationship between the designation and tough competition for jobs

in the IT sector in India. Similarly, another hypothesis was tested, and there is no significant relationship between monthly income and tough competition for jobs in the IT sector in India. However, it was found that there is a significant relationship between monthly income and tough competition for jobs in the IT sector in India. So, the higher the monthly income, the more competition competition for IT sector jobs.

- Similarly, demographic factors such as work experience in the current organization contributed towards the highly competitive nature of attaining a job in the IT sector. Conversely, the demographics, such as the office working time of the respondent and the number of dependents in the family, did not have a relationship with the job competition in the IT sector. This also suggests that working hours do not influence competitiveness, or the family size does not appear to impact perceptions regarding the toughness of competition in this sector.

Demographic variables have no significant influence on long-term careers at your organization.

Sr no.	Hypothesis statement	Ho= accepted / rejected
1.	There is no significant relationship between the designation and long-term career at your organization.	Rejected
2.	No significant relationship exists between your organization's monthly income and long-term career.	Rejected
3.	No significant relationship exists between the current work experience and your organization's long-term career.	Rejected
4.	There is no significant relationship between office working time and a long-term career at your organization.	Rejected

- Another hypothesis was tested that there is no significant relationship between the designation of an employee and a long-term career at the organization. Moreover, after analysis using Pearson's chi-square, it was observed that the chi-square significance value came out to be .000, which is less than .05. Hence the hypothesis was rejected. Hence, it was concluded that a relationship exists between an

employee's designation and long-term career at the organization. In today's world, employees with higher-level designations may receive more recognition and rewards for contributing to the company, which might include greater chances at promotion, frequent salary increments, and attractive bonuses. This can enhance job satisfaction and motivation, hence ultimately fostering their desire to stay with the current organization they are working with. Another hypothesis was tested, which included factors such as monthly income, experience, and office working time, all of which have no relationship with a long-term career at the organization. After analysis using Pearson's chi-square, it was revealed that all these factors have some relationship with long-term careers at the organization. Employees with higher monthly incomes have higher financial stability and satisfaction with their jobs, reducing the chances of seeking other opportunities elsewhere. As for experience, employees with good work experience have a good amount of skills, knowledge and expertise necessary for career advancement. Employees who can prove their proficiency and mastery in their roles are more likely to be considered for promotions and leadership positions in their current organization. Similarly, employees with flexible working hours provided by the company might be better able to balance their work and personal life. This can provide a sense of satisfaction among them; hence, such employees tend to be more inclined towards continuing with the organization they are currently working with.

Ho- Demographic variables have no significant influence on difficulty while working in the IT Sector.

Sr no	Hypothesis statement	Ho= accepted/rejected
1.	There is no significant relationship between the monthly income and difficulty while working in the IT Sector.	Rejected
2.	There is no significant relationship between work experience in the current organization and difficulty working in the IT sector.	Rejected
3.	There is no significant relationship between the office working time in the current organization and difficulty while working in the IT Sector.	Rejected
4.	There is no significant relationship between the working premises in the current organization and difficulty while working in the IT Sector.	Rejected
5.	There is no significant relationship between gender in the current organization and difficulty while working in the IT Sector.	Rejected

- Similarly, another hypothesis was tested: designation has no influence on difficulty while working in the IT sector. Application of Pearson's chi-square test revealed a chi-square significance value of less than .000, which was less than .05. thereby indicating that the hypothesis in question could be rejected. This means there is a relationship between the designation of an employee and difficulty while working in the IT sector. A person's designation significantly impacts how hard it is to work in the IT industry since it affects a person's level of responsibility, competence in technology, pressure, opportunities for career advancement, and work-life balance.
- Similarly, the hypothesis was tested with factors like monthly income, work experience, and office working time. Moreover, after an in-depth analysis using Pearson's chi-square test, it was found that all the former factors had a substantial influence on difficulty while working in the IT sector. Monthly income can impact the difficulty of working in the IT sector by influencing employee retention and attrition rates. Work experience also plays a crucial role such as employees with a higher amount of work experience may have easier chances of getting to higher level

positions, leadership roles, and specialized career paths, while on the other side, employees with less work experience may find it difficult otherwise. Likewise, a conducive work environment with modern facilities, comfortable workspaces, and access to necessary resources can enhance employee satisfaction and productivity, making it easier for them to work.

Part 2.3: Application of tests of normality and using non-parametric tests Kruskal-Wallis for further examination

[Objective 6: To analyze the relationship among selective demographic variables on work stress.]

Apart from the findings mentioned above, a normality test was conducted to check the dataset's characteristics, determine the appropriateness of the data, and ensure the validity of the interpretations and assumptions, if made, were accurate corresponding to the data. For the data under consideration, it was found that the dataset appears not to be normally distributed. As a result, a non-parametric statistical test called the Kruskal-Wallis test was used for the given hypothesis. The Kruskal-Wallis test is used when we want to compare the central tendencies (e.g., medians) of three or more independent groups, and the assumptions of parametric tests like ANOVA (Analysis of Variance) cannot be met.

Impact of Gender			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Tight working schedules	.001	Rejected
2.	Strict rules to be followed	.327	Failed to be rejected
3.	Long hours/overtime work	.000	Rejected
4.	Attending more than one customer/ Project at a time	.000	Rejected
5.	Workplace bullying (Unreasonable behaviour from employer)	.014	Rejected

6.	WRFAVG	.044	Rejected

- A hypothesis tested was that there is no significant impact of respondents' gender on the related Factors (WRF) of respondents. These tests, specifically the Kolmogorov-Smirnova and Shapiro-Wilk tests, it is interpreted that Kolmogorov-Smirnov and Shapiro-Wilk value is 0.000 for the gender of respondents and WRF of respondents, which is less than 0.05. The p-value was less than 0.05, suggesting strong evidence against the null hypothesis of normality. Hence, Ho is rejected, leading us to reject the assumption that the data are typically distributed. Since the data are not normally distributed, the text suggests applying non-parametric tests. According to the Kuskal-Wallis test for "strict rules to be followed", we get a significance value of 0.327, which is more significant than 0.05. Therefore, we fail to reject the null hypothesis, which concludes that gender has no significant impact on this factor. However, gender does have an impact on work-related factors such as tight working schedules, long hours/overtime work, attending more than one customer/project and workplace bullying.

Impact of Age			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Tight working schedules	.001	Rejected
2.	Strict rules to be followed	.000	Rejected
3.	Long hours/overtime work	.001	Rejected
4.	Attending more than one customer/ Project at a time	.000	Rejected
5.	Workplace bullying (Unreasonable behaviour from employer)	.000	Rejected
6.	WRFAVG	.000	Rejected

- Similarly, another hypothesis tested was that age has no significant impact on respondents' work-related Factors (WRF). However, the Kruskal-Wallis tests yielded that age has a significant impact on all work-related factors. Similarly, according to the statistical analysis, work experience, monthly income, and city of respondents, all significantly impact work-related factors.

Impact of Office Working Time			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Tight working schedules	.000	Rejected
2.	Strict rules to be followed	.000	Rejected
3.	Long hours/overtime work	.003	Rejected
4.	Attending more than one customer/ Project at a time	.000	Rejected
5.	Workplace bullying (Unreasonable behaviour from employer)	.310	Failed to be rejected
6.	WRFAVG	.173	Failed to be rejected

- Another hypothesis was tested, and it was found that office working time had no significant impact on respondents' work-related factors (WRF). For the "Workplace bullying (Unreasonable behaviour from employer)" factor, the Kruskal-Wallis test yielded a significance value of 0.310, greater than 0.05. Therefore, we fail to reject the null hypothesis (Ho), indicating no significant impact of office working time on this factor. However, office working time significantly impacts tight working schedules, strict rules to be followed, long hours/overtime work, and attending more than one customer/project at a time.

Impact of Monthly Income			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Tight working schedules	.000	Rejected
2.	Strict rules to be followed	.069	Failed to be rejected
3.	Long hours/overtime work	.000	Rejected
4.	Attending more than one customer/ Project at a time	.000	Rejected
5.	Workplace bullying (Unreasonable behaviour from employer)	.000	Rejected
6.	WRFAVG	.000	Rejected

- Another hypothesis was tested, and it was found that the monthly income of respondents had no significant impact on the related factors (WRF) of respondents. The table shows that the significance value of the Kruskal Wallis H Test for all the work-related factors (WRF) of respondents is less than 0.05; hence, Ho is rejected. So, the monthly income of respondents impacts the entire work-related factor (WRF). It was also noticed that there was no particular significance to the monthly income of the respondent due to the strict rules to be followed.

Impact of Gender			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Clear target/Fix targets to achieve	.000	Rejected
2.	Sudden change in the role and responsibilities.	.000	Rejected
3.	Role demands (Pressure to perform the role assigned).	.000	Rejected
4.	Monotonous or repetitive work.	.599	Failed to be rejected
5.	Attending frequent meetings.	.015	Rejected
6.	The high degree of accountability	.012	Rejected
7.	RRFAVG	.000	Rejected

- Another hypothesis tested was that there is no significant impact of respondents' gender on the related Factor (RRF) of respondents. The Komogorov-smirnov and Shapiro-Wilk tests yield a significance value of 0.000 for respondents' gender and role-related factors (RRF). Since they are less than 0.05, the null hypothesis that the data is standard can be rejected. As a result, the non-parametric test is utilized to assess the dataset, which indicates the impact of gender on role-related factors. It was observed that according to the Kuskal-Wallis test, monotonous or repetitive work yielded a significance value of 0.599, which is greater than 0.05, indicating no significant relation between gender and this factor. On the contrary, it was observed that role-related factors like clear targets for achievement, sudden change in role and responsibilities, attending frequent meetings, and a high degree of accountability suggest a significant impact of gender on them.

Impact of Age			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Clear target/Fix targets to achieve	.000	Rejected
2.	Sudden change in the role and responsibilities.	.000	Rejected
3.	Role demands (Pressure to perform the role assigned).	.000	Rejected
4.	Monotonous or repetitive work.	.000	Rejected
5.	Attending frequent meetings.	.000	Rejected
6.	The high degree of accountability	.000	Rejected
7.	RRFAVG	.000	Rejected

- Another hypothesis tested was that respondents' age does not significantly impact their related Factor (RRF). From the table, it is interpreted that the significance value of the Kruskal Wallis H Test for all the respondents' role-related factors (RRF) is less than 0.05; hence, Ho is rejected. So, respondents' age impacts the entire role-related factor (RRF).

Impact of Residential City			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Clear target/Fix targets to achieve	.000	Rejected
2.	Sudden change in the role and responsibilities.	.000	Rejected
3.	Role demands (Pressure to perform the role assigned).	.000	Rejected
4.	Monotonous or repetitive work.	.812	Rejected
5.	Attending frequent meetings.	.000	Rejected
6.	The high degree of accountability	.000	Rejected
7.	RRFAVG	.000	Rejected

- Similarly, it was found that the city of respondents, their education, designation, and monthly income played important roles in determining their role-related factors. However, there was no significance between the residential city of the respondent and the factors called "Monotonous or repetitive work."

Impact of Type of Employment			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	High level of expectations from the Superior	.000	Rejected
2.	Demands for work interfere with family life	.000	Rejected
3.	Family conflict	.000	Rejected
4.	Lack of communication with higher authority	.000	Rejected
5.	Criticisms in the office	.000	Rejected
6.	Competition among colleagues	.000	Rejected
7.	PIFAVG	.000	Rejected

- Another hypothesis tested was that the type of employment had no significant impact on respondents' personal and interpersonal factors (PIF). According to the interpretation of the table using tests for normality, the respondents' personal and interpersonal factors (PIF) related to their type of employment had significance values of 0.000 for both the Kolmogorov-Smirnov and Shapiro-Wilk tests, which suggests that the data is not normally distributed. Therefore, non-parametric tests are appropriate for analyzing these data. In simple terms, the data for different types of employment and personal and interpersonal factors do not follow a normal distribution. So, we employ tests such as Kruskal-Wallis to derive the significance. The Kruskal-Wallis tests yield a significance value of less than 0.05 (p-value). As a result, the null hypothesis which is stated in question can be rejected based on it. Therefore, the type of employment significantly influences various personal and interpersonal factors such as expectations from superiors, work-family interference, family conflicts, communication issues with higher authorities, etc. This suggests that different employment arrangements may lead to different experiences and perceptions of these factors.

Impact of Work Experience			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	High level of expectations from the Superior	.000	Rejected
2.	Demands for work interfere with family life	.000	Rejected
3.	Family conflict	.000	Rejected
4.	Lack of communication with higher authority	.000	Rejected
5.	Criticisms in the office	.000	Rejected
6.	Competition among colleagues	.018	Rejected
7.	PIFAVG	.000	Rejected

- In conclusion, work experience in the current organization affects how employees view various job-related aspects, including communication with higher authorities, work-family balance, expectations from superiors, and office criticisms. Nevertheless, the effect could change based on the particular factor considered.

Impact of Designation			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	High level of expectations from the Superior	.000	Rejected
2.	Demands for work interfere with family life	.000	Rejected
3.	Family conflict	.000	Rejected
4.	Lack of communication with higher authority	.000	Rejected
5.	Criticisms in the office	.000	Rejected
6.	Competition among colleagues	.000	Rejected
7.	PIFAVG	.000	Rejected

Similarly, these tests were conducted for all factors, and it was found that designation, monthly income, marital status, family structure, and the number of dependents in the family significantly impacted the personal and interpersonal factors (PIF) of respondents.

Impact of Gender			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate pay/payment of salary	.000	Rejected
2.	There is no chance of getting a promotion/Increment	.002	Rejected
3.	Inadequate financial incentives/bonuses	.006	Rejected
4.	No recognition for the work done	.962	Failed to be rejected
5.	No opportunities for intellectual growth	.000	Rejected
6.	FCFAVG	.006	Rejected

- However, another hypothesis was tested. There is no significant impact of gender on respondents' Financial and career Factors (FCF). From the table, it is interpreted that Kolmogorov-Smirnov and Shapiro-Wilk values are 0.000 for Gender on Financial and Career Factor (FCF) of respondents, which is less than 0.05; hence, Ho is rejected. So, it can be concluded that the data for both genders and the Financial and career Factors (FCF) do not follow a normal distribution. Hence, non-parametric tests are employed to examine their relationship. According to the results obtained from the Kruskal- Wallis test, it is observed that the factor "no recognition for the work done" yielded a value of .962, which is greater than 0.05. This indicated that the null hypothesis that there is no significant effect of gender on this factor cannot be rejected. Simply, it means no significant relationship exists between the respondent's gender and recognition of the work done.

Impact of Age			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate pay/payment of salary	.000	Rejected
2.	There is no chance of getting a promotion/Increment	.000	Rejected
3.	Inadequate financial incentives/bonuses	.000	Rejected
4.	No recognition for the work done	.000	Rejected
5.	No opportunities for intellectual growth	.000	Rejected
6.	FCFAVG	.000	Rejected

However, the same thing cannot be said for the rest of the factors according to the test, as it indicates that gender does have a significant impact on inadequate pay/payment of salary, no chance of getting a promotion, inadequate financial incentives/bonuses, and no opportunities for intellectual growth among the Financial & Career Factor (FCF). Similarly, the hypothesis was predicted, and it was found that factors like age, monthly income, education, work experience in the current organization, and working premises in the current organization significantly impact the Financial and career Factor (FCF).

Impact of Education			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate pay/payment of salary	.000	Rejected
2.	There is no chance of getting a promotion/Increment	.000	Rejected
3.	Inadequate financial incentives/bonuses	.000	Rejected
4.	No recognition for the work done	.000	Rejected
5.	No opportunities for intellectual growth	.000	Rejected
6.	FCFAVG	.000	Rejected

The Kruskal-Wallis H statistic is 446.611, with a p-value of. 000, which suggests that people with varying educational qualifications have significantly different opinions of inadequate compensation or salary.

This means that people with different educational backgrounds have different perceptions about how much they are paid or compensated. With a p-value of. 000 and a Kruskal-Wallis H statistic of 415.320, people with varying educational backgrounds view their chances of receiving a raise or promotion differently. This implies that people with various educational backgrounds view job progression chances individually.

The Kruskal-Wallis test, with a statistic of 103.869 and a p-value of .000, shows a big difference in how people with different levels of education view the sufficiency of extra financial incentives or bonuses. This means that individuals with various educational backgrounds feel differently about whether they receive enough financial rewards besides their regular salary.

Impact of Age			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Illness of the self/family member	.007	Rejected
2.	Frequent anxiety attacks	.000	Rejected
3.	Sleep disturbances/Insomnia	.000	Rejected
4.	Frequent hospitalization/medical emergency	.012	Rejected
5.	Medical Conditions Caused by COVID-19	.000	Rejected
6.	HIAVG	.000	Rejected

Impact of Monthly Income			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Illness of the self/family member	.000	Rejected
2.	Frequent anxiety attacks	.000	Rejected
3.	Sleep disturbances/Insomnia	.000	Rejected
4.	Frequent hospitalization/medical emergency	.000	Rejected
5.	Medical Conditions Caused by COVID-19	.031	Rejected
6.	HIAVG	.000	Rejected

- However, another hypothesis was tested. Age has no significant impact on respondents' health issues (HI). It is interpreted from the normality test that the Kolmogorov-Smirnov and Shapiro-Wilk values are 0.000 for the Health Issue (HI) of respondents, which is less than 0.05; hence, Ho is rejected. Therefore, the data are not normal so that we can apply a non-parametric test selected for further analysis. After using the Kruskal-Wallis test and finding out the significance value for each of the factors, certain conclusions were observed, i.e. age, monthly income, marital status, family structure and no of dependents in the family all have a significant impact on the Health Issue (HI) of the respondents.

Impact of Gender			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate staff	.029	Rejected
2.	Poor workplace ambience/ unclean working areas	.001	Rejected
3.	Over-harsh discipline	.024	Rejected
4.	Badly designed, unsuitable or uncomfortable furniture	.815	Failed to be rejected
5.	Problems in coping with new technology, techniques,	.031	Rejected

	ideas and challenges		
6.	OFAVG	.024	Rejected

- However, another hypothesis was tested. There is no significant impact of gender on respondents' Organization Factor (OF). It is interpreted from the test of normality that the Kolmogorov-Smirnov and Shapiro-Wilk values are 0.000 for the Health Issue (HI) of respondents, which is less than 0.05; hence, the hypothesis is rejected. Therefore, the data are abnormal so that we can apply a non-parametric test selected for further analysis. After using the Kruskal-Wallis test and finding out the significance value for each factor, certain conclusions were observed. It was observed that badly designed, unsuitable or uncomfortable furniture has no significant relationship with the respondent's gender. However, the remaining factors, like inadequate staff, poor workplace ambience, over-harsh discipline, and problems in coping with new technology/technique, yielded a significance value of less than 0.05, which suggests a significant impact of gender on them.

Impact of Age			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate staff	.000	Rejected
2.	Poor workplace ambience/ unclean working areas	.000	Rejected
3.	Over-harsh discipline	.000	Rejected
4.	Badly designed, unsuitable or uncomfortable furniture	.000	Rejected
5.	Problems in coping with new technology, techniques, ideas and challenges	.000	Rejected
6.	OFAVG	.727	Rejected

This means that at the organizational level, gender disparities exist even in terms of staff adequacy, workplace ambience, discipline, and coping with the latest trends. Addressing they may contribute to a better inclusive and even work environment for the organization

Impact of Monthly Income			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate staff	.000	Rejected
2.	Poor workplace ambience/ unclean working areas	.000	Rejected
3.	Over-harsh discipline	.000	Rejected
4.	Badly designed, unsuitable or uncomfortable furniture	.000	Rejected
5.	Problems in coping with new technology, techniques, ideas and challenges	.000	Rejected
6.	OFAVG	.050	Rejected

Similarly, after carrying out the Kruskal-Wallis test, it was observed that age, residential factor, type of employment, designation, monthly income, and office working time significantly impact the organization factor (OF).

Impact of Gender			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Prejudice from colleagues or superiors based on caste, religion, language, etc.	.005	Rejected
2.	Gender is considered a constraint in performing complex tasks.	.061	Failed to be rejected
3.	The company provides gender-neutral flexible work hours.	.061	Failed to be rejected
4.	Unsympathetic management	.000	Rejected

5.	Partiality or discrimination shown by the superiors	.000	Rejected
6.	GDAVG	.000	Rejected

- In the same way, another hypothesis was tested, there is no significant impact of Gender on Gender discrimination (GD) of respondents. From the Kolmogorov-Smirnov and Shapiro-Wilk tests, it was observed that the significance values were 0.000 for both genders. Since these p-values were less than 0.05, the null hypothesis was rejected: the data was normally distributed. Therefore, non-parametric tests were used to analyze the dataset appropriately. After conducting the Kruskal-Wallis test, it was observed that the significance values for prejudice from colleagues or superiors based on caste, religion, language and gender, considered as a constraint in performing complex tasks were 0.005 and 0.061, respectively. Since these values are greater than 0.05 for the second factor, the null hypothesis was failed to reject.

Impact of Age			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Prejudice from colleagues or superiors based on caste, religion, language, etc.	.000	Rejected
2.	Gender is considered a constraint in performing complex tasks.	.002	Rejected
3.	The company provides gender-neutral flexible work hours.	.000	Rejected
4.	Unsympathetic management	.000	Rejected
5.	Partiality or discrimination shown by the superiors	.000	Rejected
6.	GDAVG	.000	Rejected

Hence, it was concluded that gender has no impact on gender, which is considered a constraint in performing complex tasks, and the company provides gender-neutral flexible work hours for respondents of Gender on Discriminations (GD). However, gender

significantly impacts the perception of unsympathetic management and partiality or discrimination shown by superiors. This might indicate that respondents often perceive differences in how they are treated based on gender regarding management attitudes and behaviours.

Impact of Residential city			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Prejudice from colleagues or superiors based on caste, religion, language, etc.	.000	Rejected
2.	Gender is considered a constraint in performing complex tasks.	.000	Rejected
3.	The company provides gender-neutral flexible work hours.	.005	Rejected
4.	Unsympathetic management	.030	Rejected
5.	Partiality or discrimination shown by the superiors	.000	Rejected
6.	GDAVG	.000	Rejected

In the same way, after conducting Kruskal-Wallis tests across all the factors, it was observed that age, residential city, designation, work experience in the current organization, and marital status significantly impact Gender Discrimination (GD).

Impact of Residential city			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Poor Organization policy and procedures	.099	Accepted
2.	Poor Human Resource planning	.000	Rejected
3.	Lack of Grievance Redressal System	.052	Accepted
4.	Organization discipline	.000	Rejected
5.	WEAVG	.028	Rejected

- However, another hypothesis was tested. Office working time has no significant impact on the Work Environment (WE) of respondents. Kolmogorov-Smirnov and Shapiro-Wilk tests were conducted to assess the normality of data for various factors. The Kolmogorov-Smirnov and Shapiro-Wilk statistics test concluded that data distribution is not normal. Hence, non-parametric tests were conducted to examine the further analysis of the data. After conducting the Kruskal-Wallis test for the data, it was discovered that due to poor organization policy and procedures and lack of grievance redressal system, the significance values were greater than 0.05. This indicates that there is no significant impact on office working time due to these factors. In other words, the variation in office working time does not lead to statistically significant differences in the perceptions of poor organization policy and procedures, lack of grievance redressal system, and overall work environment.

Impact of Residential city			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Poor Organization policy and procedures	.000	Rejected
2.	Poor Human Resource planning	.000	Rejected
3.	Lack of Grievance Redressal System	.000	Rejected
4.	Organization discipline	.000	Rejected
5.	WEAVG	.000	Rejected

The hypothesis was tested for other factors as well, and after conducting a thorough analysis of all of them, it was concluded that Residential city, education, work experience in the current organization, and working premises might seem to have a significant role in affecting the Work Environment (WE) for the organization.

Impact of Working premises			
Sr no.	Statements	Sig value	Ho= Accepted/Rejected
1.	Poor Organization policy and procedures	.000	Rejected
2.	Poor Human Resource planning	.000	Rejected
3.	Lack of Grievance Redressal System	.000	Rejected
4.	Organization discipline	.001	Rejected
5.	WEAVG	.000	Rejected

Part 2.4 Application of Pearson's Correlations analysis to find the dependencies and relationships among various factors.

[Objective 3: To analyze the impact of work stress on the productivity of employees.]

Ho- There is no significant relationship between work stress and employee productivity.

Table 4.2.4.1 Correlations			
		WS	EP
WS	Pearson Correlation	1	-.634**
	Sig. (2-tailed)		.000
	N	1400	1400
EP	Pearson Correlation	-.634**	1
	Sig. (2-tailed)	.000	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation:

- From the calculated Pearson correlation statistics, it can be summarized that as p-value 0.00 < 0.05. Ho is rejected. This means a significant negative relationship exists

between work stress and employee productivity. The Pearson correlation test indicates a significantly high negative correlation between them. The Pearson correlation coefficient between work stress and employee productivity was -.634. This implies that as work stress increases, employee productivity tends to decrease. This suggests that higher levels of work stress in the workplace might be responsible for reducing the employees' productivity levels. This is a very serious issue that needs to be fixed by the organization, thereby protecting their employees' interests.

[Objective 5: To study the inter-relationship between work stress and job satisfaction.]

Ho- There is no significant relationship between work stress and employee job satisfaction.

Table 4.2.4.2 Correlations

		WS	EJS
WS	Pearson Correlation	1	-.753**
	Sig. (2-tailed)		.000
	N	1400	1400
EJS	Pearson Correlation	-.753**	1
	Sig. (2-tailed)	.000	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation:

- From the calculated Pearson correlation statistics, it can be summarized that as p-value 0.00 < 0.05. Ho is rejected. This means a significant negative relationship exists between work stress and employee job satisfaction. It is evident from the Pearson correlation test that there exists a high negative correlation between work stress and employee job satisfaction. The strength of this relationship is high, as indicated by the coefficient of the Pearson correlation test, which was around -.753. This suggests that employee job satisfaction decreases gradually as work strength increases. This also means that companies should focus on keeping work stress as low as possible and try

to maintain a sufficient level of employee job satisfaction among their employees. As a result, this could further improve the organization's personal, financial, and company-related aspects, thus improving overall efficiency.

[Objective 4: To examine the impact of employees' productivity and job satisfaction.]

Ho- There is no significant relationship between employee job satisfaction and employee work productivity.

Table 4.2.4.3 Correlations

		EP	EJS
EP	Pearson Correlation	1	.699**
	Sig. (2-tailed)		.000
	N	1400	1400
EJS	Pearson Correlation	.699**	1
	Sig. (2-tailed)	.000	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation:

- From the calculated Pearson correlation statistics, it can be summarized that as p-value 0.00 < 0.05. Ho is rejected. This means a significant positive relationship exists between employee job satisfaction and work productivity. This indicates a strong positive relationship between employee job satisfaction and employee work productivity. As job satisfaction increases, employee productivity also tends to increase significantly. The correlation coefficient of 0.699 shows a robust connection between these two variables.

Ho- There is no significant relationship between work-related and role-related factors.

Table 4.2.4.4 Correlations			
		WRFAVG	RRFAVG
WRFAVG	Pearson Correlation	1	.710**
	Sig. (2-tailed)		.000
	N	1400	1400
RRFAVG	Pearson Correlation	.710**	1
	Sig. (2-tailed)	.000	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

- Another hypothesis tested using the correlation analysis was that there is no significant relationship between work-related factors (WRFAVG) and role-related factors (RRFAVG). It was observed that a p-value of 0.00 < 0.05. Ho is rejected. The Parsons correlations also reveal a significance value of .710, indicating a significant positive statistical relationship between work-related and role-related factors. From the calculated Pearson correlation statistics, it can be summarized that as p-value 0.00 < 0.05. Ho is rejected. This means a significant relationship exists between work-related factors (WRFAVG) and role-related factors (RRFAVG).

Ho- There is no significant relationship between work-related factors and health issues.

Table 4.2.4.5 Correlations			
		WRFAVG	HIAVG
WRFAVG	Pearson Correlation	1	.779**
	Sig. (2-tailed)		.000
	N	1400	1400
HIAVG	Pearson Correlation	.779**	1
	Sig. (2-tailed)	.000	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

- Another hypothesis was tested using Pearson's correlation analysis: there is no significant relationship between work-related factors (WRFAVG) and health issues (HIAVG). It was observed that the p-values came out to be .000, which is less than .05, thus indicating that the observed relationship is improbable to occur by chance, which indicated that the proposed hypothesis could be neglected. Thus, a relationship exists between work-related factors and health issues regarding an employee's job. The test also yielded a correlation coefficient of 0.779, indicating a moderately strong positive relationship between work-related factors and health issues. This finding proves itself to be very important as it is typically observed, and now it can be seen in theory as well that as work-related factors like workload, stress, job demands, demanding deadlines, etc. tend to increase, it is observed to have a negative effect to an employee's health and its related aspects. Although further thorough analysis is required to explore the underlying mechanisms responsible for it and in correspondence to it, several strategies could be developed to promote a healthier work environment.

There is no significant relationship between organizational factors and gender discrimination.

Table 4.2.4.6 Correlations

		OFAVG	GDAVG
OFAVG	Pearson Correlation	1	.541**
	Sig. (2-tailed)		.000
	N	1400	1400
GDAVG	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.000	
	N	1400	1400

**. Correlation is significant at the 0.01 level (2-tailed).

- However, another hypothesis was tested that no significant relationship exists between organizational factor (OFAVG) and gender discrimination (GDAVG). After applying Pearson's correlation test, it was observed that the significance value with p-values was less than 0.05, indicating a relationship between organizational factors and gender discrimination. The positive correlation value of 0.541 indicates that as organizational factors increase, instances of gender discrimination also tend to

increase. This research emphasizes how critical it is to address organizational culture and procedures to stop and lessen gender discrimination in the workplace. To better understand the particular organizational elements that lead to gender discrimination and to develop inclusive and fair work environments, more study may be required.

Ho- There is no significant relationship between organizational factors and personal and interpersonal issues.

Table 4.2.4.7 Correlations

		OFAVG	PIFAVG
OFAVG	Pearson Correlation	1	.511**
	Sig. (2-tailed)		.000
	N	1400	1400
PIFAVG	Pearson Correlation	.511**	1
	Sig. (2-tailed)	.000	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

- However, another hypothesis was tested using Pearson's correlation analysis: There is no significant relationship between organizational factors (OFAVG) and personal and interpersonal factors (PIFAVG). However, after conducting the Pearson correlation test, it was observed that a significant positive relationship exists between organizational factors and personal and interpersonal factors. This positive correlation suggests that personal and interpersonal factors increase as organizational factors increase. However, it is essential to note that the strength of this relationship is moderate, as indicated by the correlation coefficient of 0.511.

Ho- There is no significant relationship between the organizational factors and the work environment.

Table 4.2.4.8 Correlations

		OFAVG	WEAVG
OFAVG	Pearson Correlation	1	.473**
	Sig. (2-tailed)		.000
	N	1400	1400
WEAVG	Pearson Correlation	.473**	1
	Sig. (2-tailed)	.000	
	N	1400	1400

**. Correlation is significant at the 0.01 level (2-tailed).

- Another hypothesis tested was that There is no significant relationship between Organizational Factors and work Environment. From the calculated Pearson correlation statistics, it can be summarized that as p-value 0.00 < 0.05. Ho is rejected. This means a significant relationship exists between organizational factors and the work environment. The correlation coefficient of 0.473 also suggests that as the organizational factors tend to increase, the quality of work should also increase. Simply put, this means that organizations with better work culture, policies, management, support staff, etc., are better at providing employees with a better work environment.

Ho- No significant relationship exists between personal and interpersonal factors and gender discrimination.

Table 4.2.4.9 Correlations

		GDAVG	PIFAVG
GDAVG	Pearson Correlation	1	.697**
	Sig. (2-tailed)		.000
	N	1400	1400
PIFAVG	Pearson Correlation	.697**	1
	Sig. (2-tailed)	.000	
	N	1400	1400

**. Correlation is significant at the 0.01 level (2-tailed).

- Another hypothesis was tested: There is no significant relationship between Gender discrimination (GDAVG) and personal and interpersonal factors (PIFAVG). However, according to Pearson's correlation test, a relationship exists between gender discrimination and personal and interpersonal factors. The positive correlation coefficient was observed to be around 0.697, which suggests that the relationship between the factors is fragile. This means that personnel who experience high levels of gender discrimination report slightly higher levels of personal and interpersonal factors.

There is no significant relationship between Health Issues & Personal & Interpersonal Factors.

Table 4.2.4.10 Correlations

		PIFAVG	HIAVG
PIFAVG	Pearson Correlation	1	.743**
	Sig. (2-tailed)		.000
	N	1400	1400
HIAVG	Pearson Correlation	.743**	1
	Sig. (2-tailed)	.000	
	N	1400	1400

**. Correlation is significant at the 0.01 level (2-tailed).

- Another hypothesis tested was that There is no significant relationship between Health Issues (HIAVG) and personal and interpersonal Factors (PIFAVG). However, after applying Pearson's correlation analysis, it was revealed that there is some relationship between an employee's health issues and personal and interpersonal factors. The p-value was observed to be .000, which indicated that the relationship compared was highly statistically significant. Also, a correlation coefficient of around 0.743 indicates a robust relationship. This suggests that employees who report higher health issues are more likely to report personal and interpersonal factors. The importance of addressing interpersonal and personal aspects in enhancing the health and well-being of an employee is highlighted by this research, which emphasizes the relationship between the health and personal well-being of the employee.

Ho-There is no significant relationship between work-related factors (WRFAVG) and employee job satisfaction (EJS1).

Table 4.2.4.11 Correlations

		WRFAVG	EJS1
WRFAVG	Pearson Correlation	1	-.468**
	Sig. (2-tailed)		.000
	N	1400	1400
EJS1	Pearson Correlation	-.468**	1
	Sig. (2-tailed)	.000	
	N	1400	1400

**. Correlation is significant at the 0.01 level (2-tailed).

- However, another hypothesis was tested: There is no significant relationship between Work-Related Factors (WRFAVG) and job Satisfaction (EJS1). Based on the Pearson correlation statistics computed, with a p-value of 0.001, less than the conventional significance level of 0.05, the null hypothesis (Ho) is rejected, indicating a significant relationship between work-related factors and job satisfaction. According to the Person's correlation analysis, it can be said that the p-value is less than .05. Hence, the hypothesis assumed can be neglected. As a result, a negative significant relationship exists between work-related factors and employee job satisfaction. This means that as work stress is increased, the job satisfaction level among employees tends to decrease, although the strength is moderately high. However, another hypothesis was tested: No significant relationship exists between Missing Service Level Agreement (MSLAVG) and Employees Job Satisfaction (EJS1). From the calculated Pearson correlation statistics, it can be summarized that as p-value 0.00 < 0.05. Ho is rejected. A significant relationship exists between missing service level agreements and employees' job satisfaction. From the table, the Pearson coefficient obtained was -.468, which indicates a moderate negative relationship between a missing service level agreement and employee job satisfaction. This positive correlation suggests that as instances of missing service level agreements increase, employee job satisfaction tends to decrease.

There is no significant relationship between Job Satisfaction and Quality of Work.

Table 4.2.4.12 Correlations			
		QWAVG	EJS5
QWAVG	Pearson Correlation	1	.355**
	Sig. (2-tailed)		.000
	N	1400	1400
EJS5	Pearson Correlation	.355**	1
	Sig. (2-tailed)	.000	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

- Another hypothesis was tested that there is no significant relationship between Job Satisfaction (EJS5) and Quality of Work (QWAVG). After applying correlation analysis, it was observed that the hypothesis could be rejected. So, there is a relationship between an employee's job satisfaction and the quality of work. The person correlation coefficient was around 0.355, which suggests a low tendency for individuals who report higher levels of job satisfaction to produce a moderately higher quality of work. While the relationship is statistically correct, it is fragile, which means that others might contribute to an employee's work quality.

There is no significant relationship between Absenteeism and Poor Performance.

Table 4.2.4.13 Correlations			
		ABAVG	PPAVG
ABAVG	Pearson Correlation	1	.590**
	Sig. (2-tailed)		.000
	N	1400	1400
PPAVG	Pearson Correlation	.590**	1
	Sig. (2-tailed)	.000	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

- Another hypothesis was tested that There is no significant relationship between Absenteeism (ABAVG) and Poor Performance (PPAVG). Pearson's correlation analysis test yielded p values less than .05, indicating that the assumed hypothesis can be rejected. This means the observed relationship between the factors mentioned is highly statistically significant. Moreover, the correlation coefficient value of around .590 indicates a moderate positive relationship. This means that employees with higher levels of absenteeism also tend to have higher levels of poor performance at work. It is evident that managing absenteeism effectively is needed to mitigate the effects of absenteeism, such as poor workplace performance.

There is no significant relationship between Missing Service Level Agreements and employee job Satisfaction.

Table 4.2.4.14 Correlations

		MSLAVG	EJS1
MSLAVG	Pearson Correlation	1	.421**
	Sig. (2-tailed)		.000
	N	1400	1400
EJS1	Pearson Correlation	.421**	1
	Sig. (2-tailed)	.000	
	N	1400	1400

**. Correlation is significant at the 0.01 level (2-tailed).

- Another hypothesis tested was that no significant relationship exists between Missing Service Level Agreement (MSLAVG) and Employees Job Satisfaction (EJS1). Pearson's correlation analysis produced a p-value of .000 for both factors, indicating that the observed relationship between the variables is highly statistically significant. This means that the hypothesis that was assumed was rejected. Moreover, the correlation coefficient came out to be around .421, which indicated the existence of a linear relationship between missing service level agreement and employee job satisfaction. Employee workload and stress levels may rise due to missing SLAs since they may have to make up for any shortcomings in service delivery. This can harm one's well-being and job satisfaction by causing burnout, tiredness, and overload.

There is no significant relationship between Missing Service Level Agreements and Organizational factors.

Table 4.2.4.15 Correlations			
		MSLAVG	OFAVG
MSLAVG	Pearson Correlation	1	-.229**
	Sig. (2-tailed)		.000
	N	1400	1400
OFAVG	Pearson Correlation	-.229**	1
	Sig. (2-tailed)	.000	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

- Another hypothesis tested was that there is no significant relationship between Missing Service Level Agreement (MSLAVG) and Organizational factors (OF). The Pearson correlation analysis produced a correlation coefficient of -0.229 with a p-value of 0.000. This p-value is less than the conventional significance level of 0.01, indicating that the relationship between these variables is statistically significant. However, the correlation coefficient of -0.078 suggests a fragile negative linear relationship. Although the relationship is statistically significant, the practical impact is minimal. This weak negative correlation means that while there is a detectable relationship between Organization Factors and Missing Service Level Agreement, it is not substantial.

There is no significant relationship between Poor Performance and Group Engagement.

Table 4.2.4.16 Correlations			
		PPAVG	GEAVG
PPAVG	Pearson Correlation	1	.665**
	Sig. (2-tailed)		.000
	N	1400	1400
GEAVG	Pearson Correlation	.665**	1
	Sig. (2-tailed)	.000	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

- Yet another hypothesis was conducted that there is no significant relationship between Poor Performance (PPAVG) and Group Engagement (GEAVG). After conducting Pearson's correlation analysis, the p-value was .000, which suggested that the observed relationship is highly statistically significant. Thus, the hypothesis which was assumed was rejected owing to it. In addition, the correlation coefficient was found to be 0.665, which indicated a relatively moderate positive relationship between poor performance and group engagement of an employee. It could be understood that when the entire team faces problems or setbacks, they might rally together, developing a sense of teamwork and ultimately increasing group engagement. In other words, it could also mean that the entire team may be suppressed when a team member faces challenges. In response, teams may engage in a collective problem-solving process, where members collaborate to discover the root cause, develop strategies against it, and implement the changes.

Part 2.5 Application of Regression Analysis conducted

- Another hypothesis tested was that work stress is insignificant due to work-related factors, role-related factors, health issues, organizational factors, gender discrimination, personal and interpersonal factors, work environment, and financial and career factors. This hypothesis was tested using ANOVA. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, $F(8, 1391) = 622.264$, $p < 0.05$. That is, the regression model is a good fit for the data. Beta values for independent variables are not exact; hence, corresponding b values are not equal, and Ho is rejected. It is also evident from the table that the R-value of .884 indicates a strong positive relationship with the factors. The Std. error of the estimate with the value of .784 indicates that the model has proved to be an accurate prediction of the relationship of different predictors related to work stress (WS). It was also found that the Organization factor (OFAVG) does not affect work stress as its significance was above .05. After conducting the regression analysis to determine the dependency of different variables on the quality of work, the following equation was carried out.

  The estimated regression equation is:

WS_REG = −0.233 + 0.084WRFAVG + 0.087RRFAVG + 0.063PIFAVG
+ 0.077FCFAVG + 0.280HIAVG + 0.114GDAVG + 0.039WEAVG + ϵ

- Another hypothesis tested using the regression analysis model was that work stress (males) is not significant by work-related factors, role-related factors, health issues, organization factors, gender discrimination, personal and interpersonal factors, work environment and financial and career Factors. The R-value was obtained at .834, close to 1, thus indicating a better overall prediction for the model. The R Square coefficient of determination, which is the proportion of variance in the dependent variable that the independent variables can explain, is found to be .696, suggesting that about 69% of the variation in work stress (males) can be explained by the independent variables. It was also found that Organization factor (OFAVG) does not have any effect on work stress as its significance was above .05. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, F (8, 686) = 196.675, $p < 0.05$ that is the regression model is a good fit of the data. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

  The estimated regression equation is:

  WS (Male) =−0.187 + 0.064WRFAVG + 0.080RRFAVG + 0.055PIFAVG
  + 0.090FCFAVG + 0.275HIAVG + 0.121GDAVG + 0.057WEAVG + ϵ

- Another hypothesis tested using the regression analysis model was that work stress (females) is not significant by work-related factors, role-related factors, health issues, organization factors, gender discrimination, personal and interpersonal factors, work environment and financial and career Factors. The R-value was obtained at .942, close to 1, thus indicating a better overall prediction for the model. The R Square coefficient of determination, which is the proportion of variance in the dependent variable that the independent variables can explain, is found to be .888, suggesting that about 88% of the variation in work stress (females) can be explained by the independent variables. It was also found that work environment (WEAVG) does not have any effect on work stress as its significance was above .05. The ANOVA table shows that the independent variables statistically significantly predict the dependent

variable, F (8, 696) = 690.332, $p < 0.05$ that is the regression model is a good fit of the data. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

The estimated regression equation is:

WS (Female) = −0.271 + 0.104WRFAVG + 0.089RRFAVG + 0.075PIFAVG + 0.061FCFAVG + 0.289HIAVG + 0.033OFAVG + 0.105GDAVG + ϵ

- Another hypothesis tested using the regression analysis model was that work stress for residents of (Ahmedabad/Gandhinagar) is not significant by work-related factors, role-related factors, health issues, organization factors, gender discrimination, personal and interpersonal factors, work environment and financial and career Factors. The R-value was obtained at .900, close to 1, thus indicating a better overall prediction for the model. The R Square coefficient of determination, which is the proportion of variance in the dependent variable that the independent variables can explain, is found to be .810, suggesting that about 81% of the variation in work stress can be explained by the independent variables. It was also found that the Organization factor (OFAVG) and work environment (WEAVG) do not have any effect on work stress as its significance was above .05. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, F (8, 991) = 529.615, $p < 0.05$ that is the regression model is a good fit of the data. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

  The estimated regression equation is:

  WS (Ahmedabad) = −0.207 + 0.083WRFAVG + 0.093RRFAVG + 0.068PIFAVG + 0.061FCFAVG + 0.314HIAVG + 0.103GDAVG + ϵ

- Another hypothesis tested using the regression analysis model was that work stress for residents of (Vadodara) is not significant by work-related factors, role-related factors, health issues, organization factors, gender discrimination, personal and interpersonal factors, work environment and financial and career Factors. The R-value was obtained at .817, close to 1, thus indicating a better overall prediction for the model. The R Square coefficient of determination, which is the proportion of

variance in the dependent variable that the independent variables can explain, is found to be .667, which suggests that about 66% of the variation in work stress can be explained by the independent variables. It was also found that Organization factor (OFAVG) and gender discrimination (GDAVG) do not have any effect on work stress as its significance was above .05. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, $F(8, 131) = 32.862$, $p < 0.05$ that is the regression model is a good fit of the data. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

The estimated regression equation is:

$$WS\ (Vadodara) = -0.127 + 0.476WRFAVG - 0.878RRFAVG - 0.246PIFAVG + 0.729FCFAVG + 0.360HIAVG + 0.452WEAVG + \epsilon$$

- Another hypothesis tested using the regression analysis model was that work stress for residents of (Surat) is not significant by work-related factors, role-related factors, health issues, organization factors, gender discrimination, personal and interpersonal factors, work environment and financial and career Factors. The R-value was obtained at .962, close to 1, thus indicating a better overall prediction for the model. The R Square coefficient of determination, which is the proportion of variance in the dependent variable that the independent variables can explain, is found to be .925, suggesting that about 92.5% of the variation in work stress can be explained by the independent variables. It was also found that health issues (HIAVG) and work environment (WEAVG) do not have any effect on work stress as its significance was above .05. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, $F(8, 151) = 233.805$, $p < 0.05$ that is the regression model is a good fit of the data. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

  The estimated regression equation is:

$$WS\ (Surat) = -0.259 - 0.268WRFAVG + 0.149RRFAVG + 0.335PIFAVG + 0.162FCFAVG + 0.200OFAVG + 0.200GDAVG + \epsilon$$

- Another hypothesis tested using the regression analysis model was that work stress for residents of (Rajkot) is not significant by work-related factors, role-related factors, health issues, organization factors, gender discrimination, personal and interpersonal factors, work environment and financial and career Factors. The R-value was obtained at .905, close to 1, thus indicating better overall prediction for the model. The R Square coefficient of determination, which is the proportion of variance in the dependent variable that the independent variables can explain, is found to be .819, suggesting that about 81.9% of the variation in work stress can be explained by the independent variables. It was also found that role-related factors (RRAVG), personal and interpersonal factors (PIFAVG), and financial and career-related factors (FCFAVG) do not have any effect on work stress as its significance was above .05. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, $F(8, 91) = 51.343$, $p < 0.05$ that is the regression model is a good fit of the data. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

  The estimated regression equation is:

  $WS\ (Rajkot) = -0.027 + 0.170WRFAVG - 0.218HIAVG + 0.126OFAVG + 0.194GDAVG + 0.380WEAVG + \epsilon$

- Another hypothesis tested was that employee productivity is not significant based on quality of work, absenteeism, poor performance, group engagement, or missing service level agreement factors. This hypothesis was tested using ANOVA. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, $F(5, 1394) = 1638.126$, $p < 0.05$; the regression model fits the data well. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected. It is also evident from the table that the R-value of .924 indicates a strong positive relationship with the factors. The Std. error of the estimate with the value of .855 indicates that the model has proved to be an accurate prediction of the relationship of different predictors related to Employee productivity (EP). After carrying out the regression analysis to find out the dependency of the different variables on the quality of work, the following equation was carried out.

The estimated regression equation is:

$EP = -0.343 + 0.118QWAVG + 0.130ABAVG + 0.101PPAVG + 0.078GEAVG + 0.102MSLAVG + \epsilon$

- Another hypothesis tested was that employee productivity (males) is insignificant regarding quality of work, absenteeism, poor performance, group engagement, and missing service level agreement factors. The R-value was obtained at .915, close to 1, thus indicating a better overall prediction for the model. The R Square coefficient of determination, which is the proportion of variance in the dependent variable that the independent variables can explain, is found to be .837, suggesting that about 83% of the variation in employee productivity (males) can be explained by the independent variables. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, $F(5, 689) = 706.328$, $p < 0.05$; the regression model fits the data well. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

  The estimated regression equation is:

  $EP\ (Male) = -0.310 + 0.118QWAVG + 0.127ABAVG + 0.102PPAVG + 0.071GEAVG + 0.102MSLAVG + \epsilon$

- Another hypothesis tested was that employee productivity (females) is insignificant regarding quality of work, absenteeism, poor performance, group engagement, and missing service level agreement factors. The R-value was obtained at .933, close to 1, thus indicating a better overall prediction for the model. The R Square coefficient of determination, the proportion of variance in the dependent variable that the independent variables can explain, is found to be .871, suggesting that the independent variables can explain about 87% of the variation in employee productivity (females). The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, $F(5, 699) = 943.610$, $p < 0.05$; the regression model fits the data well. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

  The estimated regression equation is:

EP (Female) = −0.372 + 0.118QWAVG + 0.133ABAVG + 0.100PPAVG + 0.083GEAVG + 0.102MSLAVG + ϵ

- Another hypothesis tested was that Employee productivity for the residents of (Ahmedabad/Gandhinagar) is not significant by quality of work, absenteeism, poor performance, group engagement, and missing service level agreement factors. The R-value was obtained at .922, close to 1, thus indicating a better overall prediction for the model. The R Square coefficient of determination, which is the proportion of variance in the dependent variable that the independent variables can explain, is found to be .850, which suggests about 85% of the variation in employee productivity for the residents of (Ahmedabad/Gandhinagar) can be explained by the independent variables. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, F (5, 994) = 1125.756, p < 0.05; the regression model fits the data well. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

  The estimated regression equation is:

  EP (Ahmedabad) = −0.391 + 0.121QWAVG + 0.136ABAVG + 0.103PPAVG + 0.081GEAVG + 0.100MSLAVG + ϵ

- Another hypothesis tested was that Employee productivity for the residents of (Vadodara) is not significant by quality of work, absenteeism, poor performance, group engagement, and missing service level agreement factors. The R-value was obtained at .925, close to 1, thus indicating a better overall prediction for the model. The R Square coefficient of determination, which is the proportion of variance in the dependent variable that the independent variables can explain, is found to be .856, which suggests that about 85% of the variation in employee productivity for the residents of (Vadodara) can be explained by the independent variables. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, F (5, 134) = 158.829, p < 0.05; the regression model fits the data well. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

  The estimated regression equation is:

EP (Vadodara) = 0.042 + 0.103QWAVG + 0.097ABAVG + 0.089PPAVG + 0.039GEAVG + 0.097MSLAVG + ϵ

- Another hypothesis tested was that Employee productivity for the residents of (Surat) is not significant by the quality of work, absenteeism, poor performance, group engagement, and missing service level agreement factors. The R-value was obtained at .940, close to 1, thus indicating better overall prediction for the model. The R Square coefficient of determination, which is the proportion of variance in the dependent variable that the independent variables can explain, is found to be .884, suggesting that about 88% of the variation in employee productivity for the residents of (Surat) can be explained by the independent variables. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, $F(5, 154) = 235.787$, $p < 0.05$; the regression model fits the data well. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

  The estimated regression equation is:

  EP (Surat) = −0.020 + 0.092QWAVG + 0.110ABAVG + 0.082PPAVG + 0.065GEAVG + 0.092MSLAVG + ϵ

- Another hypothesis tested was that Employee productivity for the residents of (Rajkot) is not significant by quality of work, absenteeism, poor performance, group engagement, and missing service level agreement factors. The R-value was obtained at .951, close to 1, thus indicating a better overall prediction for the model. The R Square coefficient of determination, which is the proportion of variance in the dependent variable that the independent variables can explain, is found to be .904, suggesting that about 90% of the variation in employee productivity for the residents of (Rajkot) can be explained by the independent variables. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable, $F(5, 94) = 176.089$, $p < 0.05$; the regression model fits the data well. Beta values for independent variables are not the same; hence, corresponding b values are not equal, and Ho is rejected.

The estimated regression equation is:

EP (Rajkot)= 0.001 + 0.101QWAVG + 0.114ABAVG + 0.080PPAVG + 0.064GEAVG + 0.087MSLAVG + ϵ

[Objective 3: To analyze the impact of work stress on employees' productivity.]

- A hypothesis was tested that employee productivity is not influenced by work stress, and after conducting linear regression, certain conclusions were obtained. From the model summary, the R-value, which indicates the strength of the prediction of the dependent variable (Employee Productivity), is 0.634. The R Square, which tells us how much of the variation in Employee Productivity is explained by Work Stress, is 0.402. This means that changes in Work Stress can explain 40.2% of the change in Employee Productivity. The ANOVA table shows that Work Stress significantly predicts Employee Productivity, $F(1, 1398) = 938.764$, $p < 0.05$. This suggests that the regression model is a good fit for the data. Since the Beta value for Work Stress is not zero, we reject the null hypothesis (Ho147) that Work Stress does not influence Employee Productivity. The analysis clearly shows that Work Stress significantly negatively impacts Employee Productivity. As Work Stress increases, Employee Productivity tends to decrease, which confirms that stress management is crucial for maintaining productivity. The analysis shows that work stress has a clear and strong negative effect on employee productivity. The model shows a strong negative relationship between work stress and productivity, supporting theories that stress reduces efficiency, focus, and overall work output (Lazarus & Folkman, 1984).

  The estimated regression equation is:

  EP = 2.847 − 0.264WS + ϵ

[Objective 5: To study the inter-relationship between work stress and job satisfaction.]

- However, another hypothesis was tested using the linear regression analysis, which found that work stress does not influence employee job satisfaction. After conducting the test, the model summary shows that the R-value, indicating the strength of the relationship between Employee Job Satisfaction (EJS) and Work Stress (WS), is 0.753. The R Square value is 0.567, meaning that Work Stress can explain 56.7% of the variance in Employee Job Satisfaction. For each one-unit increase in Work Stress

(WS), Employee Job Satisfaction (EJS) decreases by 0.637 units. This indicates a significant and strong negative impact of work stress on job satisfaction. The ANOVA table reveals that Work Stress significantly predicts Employee Job Satisfaction, $F(1, 1398) = 1830.983$, $p < 0.05$. This indicates that the regression model fits the data well, and the null hypothesis that Work Stress does not influence Employee Job Satisfaction is rejected. Work Stress has a significant negative impact on Employee Job Satisfaction. As Work Stress increases, Employee Job Satisfaction decreases. Moreover, analysis shows that work stress has a strong and significant adverse effect on employee job satisfaction. This aligns with the Job Demand-Resource Model, which suggests that high job demands, such as stress, reduce job satisfaction, especially when resources are inadequate to cope with stress.

The estimated regression equation is:

$EJS = 3.593 - 0.637WS + \epsilon$

[Objective 4: To examine the impact of employees' productivity and job satisfaction.]

- However, another hypothesis was tested: employee job satisfaction does not influence productivity. After the regression analysis, the model summary shows that the R-value for the relationship between Employee Productivity (EP) and Employee Job Satisfaction (EJS) is 0.699. The R Square value is 0.489, which means that Employee Job Satisfaction can explain 48.9% of the variance in Employee Productivity. For each one-unit increase in Employee Job Satisfaction (EJS), Employee Performance (EP) increases by 0.396 units. This positive coefficient suggests higher job satisfaction is associated with better employee performance. The ANOVA table indicates that Employee Job Satisfaction significantly predicts Employee Productivity, $F(1, 1398) = 1337.880$, $p < 0.05$. This suggests that the regression model fits the data well, and the null hypothesis that Employee Job Satisfaction does not influence Employee Productivity is rejected. Employee Job Satisfaction has a significant positive effect on Employee Productivity. Higher levels of Job Satisfaction are associated with increased Employee Productivity. Organizations should focus on improving Employee Job Satisfaction to boost Employee Performance. Initiatives to enhance job satisfaction include providing better working conditions, recognizing employee achievements, and ensuring a supportive work environment.

The estimated regression equation is:

$EP = 1.554 + 0.345EJS + \epsilon$

Part 2.6 Application of IBM Amos and PROCESS Hayes macro for testing the model and moderated mediation analysis

This research developed the AMOS model to examine the relationship between work stress, job satisfaction, and employee productivity. The model explores the mediating effect of job satisfaction between work stress and employee productivity. The construct for Work stress was used and measured using eight indicators (stressors). They include work-related factors causing stress, role-related, personal and interpersonal factors, financial and career-related, health issues, organizational factors, gender discrimination, and work environment. The researcher considered these to be the primary stressors responsible for causing considerable stress in the workplace.

Furthermore, the construct for employee productivity was measured using five indicators, and job satisfaction was measured using 6 indicators. Before proceeding, the model was estimated using Structural Equation Modeling (SEM) in AMOS. According to the researcher, the model demonstrated a good fit according to the standard with the data used. Key fit indices, including Chi-square, RMSEA (Root Mean Square Error of Approximation), and CFI (Comparative Fit Index), were used to evaluate the model and confirm its relevance.

The researcher constructed the hypothesis that work stress negatively impacts employee productivity. Job satisfaction is included as a mediator, meaning that higher job satisfaction is expected to reduce the adverse effects of work stress on productivity. Moreover, after a thorough analysis, it was found that work stress has a direct and indirect relationship with employee productivity, and the indirect relationship is mediated through job satisfaction. Among the many used stressors, the model revealed that Stressors such as Health issues, Gender discrimination, and work-related factors, as well as role-related factors, are the most prominent ones to contribute towards the development of stress in the workplace. This also concludes the situation faced by many employees regarding gender biases and health-related problems in today's world. According to the analysis, companies should look towards improvement in these areas to manage workplace stress effectively for their employees.

Furthermore, it was also found that job satisfaction plays a crucial role in mediating the relationship between work stress and employee productivity. Interventions aimed at improving job satisfaction may reduce the negative impact of work stress on productivity, particularly in high-pressure work environments.

The analysis conducted using ordinary least squares path analysis through the PROCESS SPSS macro supported the hypothesis that both positive and negative relations significantly mediated the relationship between work stress and employee job satisfaction, as well as between employee job satisfaction and productivity. The findings revealed that work stress was negatively associated with job satisfaction, while job satisfaction positively impacted employee productivity. The indirect effect of work stress on productivity through job satisfaction was significant, as indicated by the bootstrap confidence interval. This suggests that negative relations mediate the connection between work stress and employee productivity, highlighting job satisfaction's critical role in mitigating stress's adverse effects on productivity.

[Objective 7: To provide strategies suitable for reducing stress at personal and organizational levels.]

5.2 Suggestion for the Organization:

In context with the findings mentioned above and implications, organizations primarily working in the IT sector may need to remember that many factors determine the stress development among their employees and remedies to mitigate it. Some of them are gender, age, Residential city, education of the employee, type of employment, designation, monthly income, working experience in the current organization, office working time, working premises, marital status, etc.

- While some may play a major part in developing employee stress, others may only marginally affect it. Gender and residential city significantly affect how stressed employees feel about work demands.
- In other words, it means that for different gender categories, societal norms and expectations lead to how they perceive the assigned task or work differently. In addition, gender discrimination, unequal opportunities and differential treatment can ultimately contribute to stress development among both men and women. In the case of residence, it

is clear that urban areas pose more significant challenges and competencies than rural areas, which can also be a reason for stress development. Also, age, residence, education and designation significantly affect how productive an employee can be under stress.

- Employees with a good amount of age may have developed a coping mechanism towards stressful situations and how to deal with them. On the contrary, young individuals may struggle with this, which hampers their productivity level. For residents, it is easily understood that rural areas with better exposure to the natural environment and recreational activities can help alleviate stress and thus improve productivity. Conversely, urban areas may face higher noise pollution and congestion, ultimately contributing to stress and reducing productivity. Education also plays a vital role, as the higher the education level, the better the skills and knowledge employees might possess to deal with stress while working. Hence, productivity levels are maintained. The findings of this research communicate a strong and definite message to the organizations working in the IT sector.
- In addition to the above, the quality of an employee's professional and personal life is an important aspect of any organization. The type of employment, whether the employee is part-time or full-time, can affect the quality of his/her work life. For example, a part-time employee may experience stress related to job security, a higher workload, or long working hours compared to a full-time employee.
- Full-time employees also enjoy benefits like healthcare, leisure activities, and organizational support services. Moreover, an employee's monthly income plays a significant role in determining the quality of work life. Inadequate monthly income may hinder meeting the daily requirements, negatively affecting the quality of life. Working premises can also play an important role.
- Factors such as noise levels, lighting, temperature, and workspace layout can influence an employer's comfort and concentration. Conversely, remote work arrangements offer flexibility and autonomy but are also a reason for isolation from the office, blurred work and personal life. This seriously impacts the quality of an employee's work life. Additionally, employees who are married and belong to a family are expected to have a better coping mechanism against stress, with someone providing them with emotional and practical support, which can help buffer the effects of work-related stress.

- Companies, organizations, and institutions must remember that all these factors are important in determining stress and its effects on an employee's life. This can help them provide a better work environment to their employees, thereby improving the environment overall and benefiting the company.
- In addition to this, companies should also focus on certain strategies and methods of reducing employees' stress.
- The findings above prove that these remedies for reducing stress significantly depend on an employee's city of residence and age. As discussed earlier, employees may face higher stress levels due to a long commute, traffic congestion, noise pollution, and a fast-paced lifestyle. Companies should consider all these while developing strategies for managing urban stressors. On the contrary, rural areas have close-knit communities and strong social support networks, which can help manage stress.
- Managing stress might include community-based initiatives, outdoor activities, or group wellness programs. Age might also be important in designing remedies to eliminate employee stress. Younger employees, for example, may prioritize programs that offer flexibility, technology-driven solutions, and opportunities for personal growth.
- Older employees may prefer options that offer work-life balance, health promotion, etc. For example, programs targeting younger employees may focus on stress management techniques for balancing work, while programs for older employees may include retirement planning and health screening. Organizations must understand these challenges and effectively develop strategies to benefit all employees.