

**Test of significance
(Two- sample-t-test)**

1. Pair wise-T-test

Table 32 – Selected Statements- Paired (mean difference) -t-Test -Overall (Cases = 668)

Var. No.	Statement	Ave	Std. Dev.	Std. Err.	Corr.*
		Diff			t cal
V2	Work provides an opportunity for living a peaceful life.	5.68	1.262	0.049	0.176*
V7	Work helps in gaining the materialistic benefits in life.	5.44	1.486	0.057	
	Paired Sample Test	0.24	1.772	0.069	3.47@
V5	Work provides the way to contribute to society.	5.92	1.223	0.047	0.042
V7	Work helps in gaining the materialistic benefits in life.	5.44	1.486	0.057	
	Paired Sample Test	0.48	1.885	0.073	6.631@
V7	Work helps in gaining the materialistic benefits in life.	5.44	1.486	0.057	0.236*
V8	Work provides an opportunity for continuous improvement.	5.88	1.162	0.045	
	Paired Sample Test	0.44	1.656	0.064	6.797@
V7	Work helps in gaining the materialistic benefits in life.	5.44	1.486	0.057	0.194*
V21	Work is worship for me.	5.33	1.486	0.057	
	Paired Sample Test	0.11	1.485	0.057	1.31
V7	Work helps in gaining the materialistic benefits in life.	5.44	1.486	0.057	0.116*
V25	Work gives me power and authority to influence others.	3.86	2.045	0.079	
	Paired Sample Test	1.58	2.384	0.069	17.168@
V10	Work helps in social interaction and developing new friends.	5.70	1.267	0.049	0.243*
V14	Work helps me in acquiring more knowledge and competencies.	5.90	1.146	0.044	
	Paired Sample Test	0.20	1.488	0.058	3.459@
V11	Work is a real joy in the life.	5.80	1.289	0.05	-0.150*
V20	Work makes life more monotonous and boring.	3.34	1.301	0.072	
	Paired Sample Test	2.46	2.42	0.094	26.229@
V12	Work helps in realizing the creative talent in me.	5.89	1.25	0.048	-0.180*
V20	Work makes life more monotonous and boring.	3.34	1.301	0.072	
	Paired Sample Test	2.55	2.43	0.094	27.140@
V14	Work helps me in acquiring more knowledge and competencies	5.90	1.146	0.044	0.352*
V16	Work makes me a committed and devoted person.	5.74	1.267	0.049	
	Paired Sample Test	0.162	1.377	0.053	3.035@
V17	Work provides opportunity to work with others in a team.	5.87	1.262	0.049	0.325*
V27	Work makes people more competitive and challenge seeking.	5.66	1.391	0.054	
	Paired Sample Test	0.21	1.545	0.060	3.505@
V19	Work is a motivation and energy for life.	5.76	1.301	0.05	-0.165*
V20	Work makes life more monotonous and boring.	3.34	1.868	0.072	
	Paired Sample Test	2.42	2.447	0.095	25.586@
V27	Work makes people more competitive and challenge seeking.	5.66	1.391	0.054	0.202*
V30	Work brings people together.	5.88	1.218	0.047	
	Paired Sample Test	0.23	1.654	0.064	3.580@

@Table values of t for d.f. 667, alpha at 0.05 (at 95% confidence limit) is 1.645 which is less than the calculated values. The null hypothesis, that on average both the statements have similar response, is rejected.

Table 33 – Selected Statements- Paired (mean difference)- t-Test - PSU (Cases = 304)

Var. No.	Statements	Ave	Std. Dev.	Std. Err.	Corr.*
		Diff			t cal
V2	Work provides an opportunity for living a peaceful life.	5.75	1.141	0.065	0.083
V7	Work helps in gaining the materialistic benefits in life.	5.51	1.295	0.074	
	Paired Sample Test	0.24	1.653	0.095	2.57 [@]
V5	Work provides the way to contribute to society.	6.04	1.009	0.058	-0.052
V7	Work helps in gaining the materialistic benefits in life.	5.51	1.295	0.074	
	Paired Sample Test	0.53	1.682	0.096	5.523 [@]
V7	Work helps in gaining the materialistic benefits in life.	5.51	1.295	0.074	0.210*
V8	Work provides an opportunity for continuous improvement.	5.91	1.046	0.060	
	Paired Sample Test	0.41	1.484	0.085	-4.754 [@]
V7	Work helps in gaining the materialistic benefits in life.	5.51	1.295	0.074	0.162*
V21	Work is worship for me.	5.33	1.477	0.085	
	Paired Sample Test	0.18	1.799	0.103	1.753
V7	Work helps in gaining the materialistic benefits in life.	5.51	1.295	0.074	0.138*
V25	Work gives me power and authority to influence others.	3.66	2.103	0.121	
	Paired Sample Test	1.85	2.312	0.133	13.916 [@]
V10	Work helps in social interaction and developing new friends.	5.85	1.074	0.062	-0.215*
V14	Work helps me in acquiring more knowledge and competencies.	6.00	0.928	0.053	
	Paired Sample Test	-0.15	1.260	0.072	-2.094 [@]
V11	Work is a real joy in the life.	5.87	1.047	0.060	-0.104
V20	Work makes life more monotonous and boring.	3.15	1.788	0.103	
	Paired Sample Test	2.72	2.164	0.124	21.946 [@]
V12	Work helps in realizing the creative talent in me.	5.91	1.128	0.065	-0.177*
V20	Work makes life more monotonous and boring.	3.15	1.788	0.103	
	Paired Sample Test	2.76	2.276	0.131	21.143 [@]
V14	Work helps me in acquiring more knowledge and competencies	6.00	0.928	0.053	0.341*
V16	Work makes me a committed and devoted person.	5.86	1.073	0.062	
	Paired Sample Test	0.14	1.155	0.066	2.086 [@]
V17	Work provides opportunity to work with others in a team.	5.96	1.073	0.062	0.303*
V27	Work makes people more competitive and challenge seeking.	5.81	1.106	0.063	
	Paired Sample Test	0.15	1.291	0.074	2.044 [@]
V19	Work is a motivation and energy for life.	5.92	1.061	0.61	-0.133*
V20	Work makes life more monotonous and boring.	3.15	1.788	0.103	
	Paired Sample Test	2.77	2.197	0.126	21.986 [@]
V27	Work makes people more competitive and challenge seeking.	5.81	1.106	0.063	0.293*
V30	Work brings people together.	6.02	0.988	0.057	
	Paired Sample Test	-0.21	1.248	0.072	-2.895 [@]

[@]Table values of t for d.f. 303, alpha at 0.05 (at 95% confidence limit) is 1.645; which is less than the calculated values. The null hypothesis, that on average both the statements have similar response, is rejected.

Table 34 – Selected Statements- Paired (mean difference) t-Test PSO (Cases = 364)

Var. No.	Statements	Ave	Std. Dev.	Std. Err.	Corr.*
		Diff			t cal
V2	Work provides an opportunity for living a peaceful life.	5.62	1.353	0.071	0.225*
V7	Work helps in gaining the materialistic benefits in life.	5.38	1.628	0.085	
	Paired Sample Test	0.23	1.868	0.098	2.385 [@]
V5	Work provides the way to contribute to society.	5.82	1.369	0.072	0.082
V7	Work helps in gaining the materialistic benefits in life.	5.38	1.628	0.085	
	Paired Sample Test	0.44	2.038	0.107	4.138 [@]
V7	Work helps in gaining the materialistic benefits in life.	5.38	1.628	0.085	0.249*
V8	Work provides an opportunity for continuous improvement.	5.84	1.251	0.066	
	Paired Sample Test	-0.46	1.790	0.094	-4.921 [@]
V7	Work helps in gaining the materialistic benefits in life.	5.38	1.628	0.085	0.217*
V21	Work is worship for me.	5.34	1.495	0.078	
	Paired Sample Test	0.044	1.956	0.103	0.429
V7	Work helps in gaining the materialistic benefits in life.	5.38	1.628	0.085	0.110*
V25	Work gives me power and authority to influence others.	4.02	1.297	0.068	
	Paired Sample Test	1.37	2.425	0.127	10.743 [@]
V10	Work helps in social interaction and developing new friends.	5.59	1.399	0.073	0.248*
V14	Work helps me in acquiring more knowledge and competencies.	5.82	1.297	0.068	
	Paired Sample Test	-0.15	1.260	0.072	-2.094 [@]
V11	Work is a real joy in the life.	5.74	1.459	0.076	-0.171*
V20	Work makes life more monotonous and boring.	3.50	1.921	0.101	
	Paired Sample Test	2.72	2.164	0.124	21.946 [@]
V12	Work helps in realizing the creative talent in me.	5.87	1.345	0.071	-0.182*
V20	Work makes life more monotonous and boring.	3.50	1.921	0.101	
	Paired Sample Test	2.76	2.276	0.131	21.143 [@]
V14	Work helps me in acquiring more knowledge and competencies	5.82	1.921	0.101	0.352*
V16	Work makes me a committed and devoted person.	5.64	1.402	0.073	
	Paired Sample Test	0.14	1.155	0.066	2.086 [@]
V17	Work provides opportunity to work with others in a team.	5.78	1.390	0.073	0.328*
V27	Work makes people more competitive and challenge seeking.	5.52	1.581	0.083	
	Paired Sample Test	0.26	1.729	0.091	2.044 [@]
V19	Work is a motivation and energy for life.	5.63	1.461	0.77	-0.172*
V20	Work makes life more monotonous and boring.	3.50	1.921	0.101	
	Paired Sample Test	2.13	2.605	0.137	15.613 [@]
V27	Work makes people more competitive and challenge seeking.	5.52	1.581	0.083	0.152*
V30	Work brings people together.	5.77	1.373	0.072	
	Paired Sample Test	-0.25	1.930	0.101	-2.445 [@]

[@]Table values of t for d.f. 363, alpha at 0.05 (at 95% confidence limit) is 1.645; which is less than the calculated values. The null hypothesis, that on average both the statements have similar response, is rejected.

Table 35 – Selected Statements- Paired (mean difference) t-Test Female (Cases = 122)

Var. No.	Statements	Ave	Std. Dev.	Std. Err.	Corr.*
		Diff			t cal
V2	Work provides an opportunity for living a peaceful life.	5.57	1.384	0.125	0.068
V7	Work helps in gaining the materialistic benefits in life.	5.66	1.530	0.139	
	Paired Sample Test	-0.91	1.992	0.180	-0.500
V5	Work provides the way to contribute to society.	5.65	1.437	0.130	-0.058
V7	Work helps in gaining the materialistic benefits in life.	5.66	1.530	0.139	
	Paired Sample Test	0.01	2.159	0.195	-0.084
V7	Work helps in gaining the materialistic benefits in life.	5.66	1.530	0.139	0.389*
V8	Work provides an opportunity for continuous improvement.	5.89	1.163	0.105	
	Paired Sample Test	-0.23	1.520	0.138	-1.668@
V7	Work helps in gaining the materialistic benefits in life.	5.66	1.530	0.139	0.119
V21	Work is worship for me.	5.21	1.581	0.143	
	Paired Sample Test	0.451	2.065	0.187	2.411@
V7	Work helps in gaining the materialistic benefits in life.	5.66	1.530	0.139	0.107
V25	Work gives me power and authority to influence others.	4.75	2.051	0.186	
	Paired Sample Test	0.92	2.424	0.219	4.183@
V10	Work helps in social interaction and developing new friends.	5.68	1.581	0.143	0.278*
V14	Work helps me in acquiring more knowledge and competencies.	5.65	1.378	0.125	
	Paired Sample Test	0.03	1.786	0.162	0.203
V11	Work is a real joy in the life.	5.66	1.284	0.116	-0.185*
V20	Work makes life more monotonous and boring.	3.27	1.933	0.175	
	Paired Sample Test	2.39	2.511	0.227	10.492@
V12	Work helps in realizing the creative talent in me.	5.68	1.581	0.116	-0.225*
V20	Work makes life more monotonous and boring.	3.27	1.933	0.175	
	Paired Sample Test	2.41	2.653	0.240	10.034@
V14	Work helps me in acquiring more knowledge and competencies	5.65	1.378	0.125	0.528*
V16	Work makes me a committed and devoted person.	5.34	1.573	0.142	
	Paired Sample Test	0.31	1.444	0.131	2.383@
V17	Work provides opportunity to work with others in a team.	5.89	1.310	0.119	0.312*
V27	Work makes people more competitive and challenge seeking.	5.68	1.310	0.119	
	Paired Sample Test	0.21	1.663	0.151	0.511
V19	Work is a motivation and energy for life.	5.52	1.478	0.134	-0.406*
V20	Work makes life more monotonous and boring.	3.27	1.933	0.175	
	Paired Sample Test	2.25	2.871	0.260	8.673@
V27	Work makes people more competitive and challenge seeking.	5.68	1.310	0.119	0.253*
V30	Work brings people together.	5.76	1.292	0.117	
	Paired Sample Test	-0.08	1.723	0.156	-0.445

@Table values of t for d.f. 121, alpha at 0.05 (at 95% confidence limit) is 1.658; which is less than the calculated values. The null hypothesis, that on average both the statements have similar response, is rejected.

Table 36 – Selected Statements-Paired (mean difference) t-Test Male (Cases = 546)

Var. No.	Statements	Ave	Std. Dev.	Std. Err.	Corr.*
		Diff			t cal
V2	Work provides an opportunity for living a peaceful life.	5.70	1.233	0.053	0.208*
V7	Work helps in gaining the materialistic benefits in life.	5.39	1.473	0.063	
	Paired Sample Test	0.31	1.713	0.073	4.247@
V5	Work provides the way to contribute to society.	5.99	1.162	0.050	0.081*
V7	Work helps in gaining the materialistic benefits in life.	5.39	1.473	0.063	
	Paired Sample Test	0.60	1.801	0.077	7.723@
V7	Work helps in gaining the materialistic benefits in life.	5.39	1.473	0.063	0.201*
V8	Work provides an opportunity for continuous improvement.	5.87	1.163	0.050	
	Paired Sample Test	-0.48	1.683	0.072	-6.686@
V7	Work helps in gaining the materialistic benefits in life.	5.39	1.473	0.063	0.217*
V21	Work is worship for me.	5.36	1.464	0.063	
	Paired Sample Test	0.03	1.837	0.079	0.373
V7	Work helps in gaining the materialistic benefits in life.	5.39	1.473	0.063	0.103*
V25	Work gives me power and authority to influence others.	3.66	1.992	0.085	
	Paired Sample Test	1.73	2.352	0.101	17.213@
V10	Work helps in social interaction and developing new friends.	5.71	1.188	0.051	0.231*
V14	Work helps me in acquiring more knowledge and competencies.	5.96	1.081	0.046	
	Paired Sample Test	-0.25	1.409	0.060	-4.160@
V11	Work is a real joy in the life.	5.83	1.289	0.055	-0.144*
V20	Work makes life more monotonous and boring.	3.35	1.855	0.079	
	Paired Sample Test	2.48	2.406	0.103	24.051@
V12	Work helps in realizing the creative talent in me.	5.93	1.202	0.051	-0.171*
V20	Work makes life more monotonous and boring.	3.35	1.855	0.079	
	Paired Sample Test	2.58	2.376	0.102	25.378@
V14	Work helps me in acquiring more knowledge and competencies	5.96	1.081	0.046	0.272*
V16	Work makes me a committed and devoted person.	5.83	1.170	0.050	
	Paired Sample Test	0.13	1.361	0.058	2.202@
V17	Work provides opportunity to work with others in a team.	5.86	1.252	0.054	0.328
V27	Work makes people more competitive and challenge seeking.	5.65	1.364	0.058	
	Paired Sample Test	0.21	1.519	0.065	3.211@
V19	Work is a motivation and energy for life.	5.81	1.254	0.054	-0.103*
V20	Work makes life more monotonous and boring.	3.35	1.855	0.079	
	Paired Sample Test	2.46	2.343	0.100	24.532@
V27	Work makes people more competitive and challenge seeking.	5.65	1.364	0.058	0.190*
V30	Work brings people together.	5.91	1.201	0.051	
	Paired Sample Test	-0.26	1.638	0.070	-3.737@

@Table values of t for d.f. 545, alpha at 0.05 (at 95% confidence limit) is 1.645; which is less than the calculated values. The null hypothesis, that on average both the statements have similar response, is rejected.

2. Group wise---Testing significance of responses:

Note: The t-value considered is 1.645 (obtained from table) for 95% confidence level (α 0.05) for the available sample size (mentioned in each table below).

Group A – Gender wise: We want to test if the average value of the responses to the statement (variable) by the male executives is different from (not equal to) the average value of responses to the statement (variable) by female executives.

The hypotheses thus are: $H_a: \mu_1 \neq \mu_2$ $H_o: \mu_1 = \mu_2$

Where μ_1 = the true mean for male executives and μ_2 = the true mean for female executives.

Group B – Age group wise: We want to test if the average value of the responses to the statement (variable) by the respondents (executives) having age less than or equal to 35 years is different (not equal to) from the average value of responses by the respondents whose age is more than 35 years.

The hypotheses are: $H_a: \mu_1 \neq \mu_2$ $H_o: \mu_1 = \mu_2$

Where μ_1 = the true mean for the age $\leq$ 35 years and μ_2 = the true mean for the age $>$ 35 years.

Group C – Experience wise: We want to test if the average value of the responses to the statement (variable) by the respondents whose work experience is less than or equal to 15 years is different (not equal to) from the average value of responses by the respondents whose work experience is more than 15 years.

The hypotheses are: $H_a: \mu_1 \neq \mu_2$ $H_o: \mu_1 = \mu_2$

Where μ_1 = the true mean for the executives with experience $\leq$ 15 years and μ_2 = the true mean for the executives with experience $>$ 15 years.

Group D – Management Level (hierarchy) wise: We want to test if the average value of the responses to the statement (variable) by the respondents who are at the Junior and Middle management level(J+M) is different (not equal to) from the average value of responses by the respondents who are at the Senior and Top management (S+T) level .

The hypotheses are:

$H_a: \mu_1 \neq \mu_2$ $H_o: \mu_1 = \mu_2$

Where μ_1 = the true mean for the (J+M Level) and μ_2 = the true mean for the (S+T Level).

Table - 37 Group statistics: Gender wise (A) (Cases = 668 :Male = 546, Female = 122)

Sex Cd.	Var. No.	Avg.	SD.	SE.	CV%	Sig t-val df	Var. No.	Avg.	SD.	S.E	CV %	Sig. t-val df
F	V1	6.05	1.127	.102	18.63	0.30	V17	5.89	1.310	.119	22.23	0.79
M		6.17	1.099	.047	17.82	1.05 176		5.86	1.252	.054	21.37	-0.26 174
F	V2	5.57	1.384	.125	24.83	0.35	V18	5.82	1.379	.125	23.69	0.17
M		5.70	1.233	.053	21.62	0.94 167		6.00	1.116	.048	18.60	1.36 159
F	V3	5.78	1.283	.116	22.19	0.75	V19	5.52	1.478	.134	26.76	0.05
M		5.82	1.227	.053	21.09	0.31 174		5.81	1.254	.054	21.57	2.00 162
F	V4	5.85	1.296	.117	22.15	0.52	V20	3.27	1.933	.175	59.10	0.67
M		5.93	1.195	.051	20.13	0.67 170		3.35	1.855	.079	55.31	0.43 174
F	V5	5.65	1.437	.130	25.44	0.02	V21	5.21	1.581	.143	30.33	0.35
M		5.99	1.162	.050	19.41	2.43 158		5.36	1.464	.063	27.31	0.95 170
F	V6	5.67	1.540	.139	27.15	0.00	V22	5.53	1.484	.134	26.82	0.01
M		6.12	1.150	.049	18.78	3.05 153		5.94	1.169	.050	19.68	2.84 156
F	V7	5.66	1.530	.139	27.01	0.07	V23	5.53	1.484	.134	26.80	0.05
M		5.39	1.473	.063	27.32	-1.80 175		5.81	1.152	.049	18.23	1.95 155
F	V8	5.89	1.163	.105	19.73	0.85	V24	6.00	1.240	.112	20.66	0.66
M		5.87	1.163	.050	19.80	-0.19 179		6.05	1.103	.047	18.23	0.44 166
F	V9	5.96	1.249	.113	20.96	0.69	V25	4.75	2.051	.186	43.22	0.00
M		6.01	1.163	.050	19.35	0.41 171		3.66	1.992	.085	54.47	-5.33 176
F	V10	5.68	1.581	.143	27.84	0.85	V26	5.56	1.466	.133	26.38	0.01
M		5.71	1.188	.051	20.80	0.19 153		5.94	1.175	.050	19.80	2.67 158
F	V11	5.66	1.284	.116	22.71	0.18	V27	5.68	1.512	.137	26.61	0.84
M		5.83	1.289	.055	22.11	1.35 180		5.65	1.364	.058	24.14	-0.20 168
F	V12	5.68	1.433	.130	25.23	0.07	V28	3.72	1.869	.169	50.22	0.35
M		5.93	1.202	.051	20.26	1.82 161		3.55	1.811	.078	51.07	-0.94 175
F	V13	5.61	1.491	.135	26.55	0.54	V29	4.26	2.064	.187	48.43	0.00
M		5.70	1.195	.051	20.95	0.61 158		5.22	1.584	.068	30.35	4.82 154
F	V14	5.65	1.378	.125	24.40	0.02	V30	5.76	1.292	.117	22.43	0.24
M		5.96	1.081	.046	18.14	2.35 156		5.91	1.201	.051	20.31	1.17 171
F	V15	5.33	1.393	.126	26.15	0.02	V31	4.30	1.871	.169	43.55	0.22
M		5.64	1.313	.056	23.25	2.29 172		4.07	1.753	.075	43.13	-1.24 172
F	V16	5.34	1.573	.142	29.47	0.00	V32	3.54	1.864	.169	52.63	0.30
M		5.83	1.170	.050	20.07	3.28 153		3.35	1.793	.077	53.53	-1.03 175

Table 38 - Group statistics: Age group wise (B) (Cases = 668: Age<=35 = 336, Age>35 =332)

Age Group	Var. No.	Avg.	SD.	SE.	CV%	Sig. t-val df	Var. No.	Avg.	SD.	S.E	CV%	Sig. t-val df
Age <= 35	V1	5.99	1.266	.069	21.15	0.00	V17	5.84	1.40	0.08	23.98	0.55
Age > 35		6.31	.884	.049	14.02	-3.82 599		5.89	1.11	0.06	18.77	-0.60 636
Age <= 35	V2	5.66	1.346	.073	23.79	0.72	V18	5.88	1.35	0.07	23.03	0.04
Age > 35		5.70	1.172	.064	20.57	-0.36 655		6.06	0.94	0.05	15.52	-2.02 598
Age <= 35	V3	5.82	1.307	.071	22.48	0.93	V19	5.64	1.48	0.08	26.24	0.02
Age > 35		5.81	1.163	.064	20.03	0.09 659		5.88	1.08	0.06	18.37	-2.42 613
Age <= 35	V4	5.87	1.284	.070	21.88	0.28	V20	3.47	1.94	0.11	55.92	0.06
Age > 35		5.97	1.137	.062	19.04	-1.07 659		3.20	1.78	0.10	55.67	1.88 662
Age <= 35	V5	5.76	1.390	.076	24.12	0.00	V21	5.31	1.58	0.09	29.78	0.67
Age > 35		6.09	1.002	.055	16.46	-3.47 610		5.36	1.38	0.08	25.84	-0.43 640
Age <= 35	V6	5.86	1.420	.077	24.24	0.00	V22	5.71	1.36	0.07	23.78	0.00
Age > 35		6.23	.999	.055	16.04	1.88 662		6.02	1.09	0.06	18.13	-3.18 639
Age <= 35	V7	5.55	1.492	.081	26.89	0.06	V23	5.66	1.32	0.07	23.39	0.03
Age > 35		5.33	1.474	.081	27.66	0.45 617		5.86	1.10	0.06	18.84	-2.13 648
Age <= 35	V8	5.90	1.214	.066	20.58	0.65	V24	5.96	1.22	0.07	20.48	0.04
Age > 35		5.86	1.109	.061	18.94	0.45 662		6.13	1.02	0.06	16.68	-2.03 649
Age <= 35	V9	5.98	1.340	.073	22.43	0.60	V25	4.41	1.98	0.11	44.95	0.00
Age > 35		6.02	.989	.054	16.42	-0.53 617		3.30	1.96	0.11	59.38	7.28 666
Age <= 35	V10	5.71	1.362	.074	23.84	0.87	V26	5.65	1.35	0.07	23.92	0.00
Age > 35		5.70	1.166	.064	20.48	0.16 653		6.08	1.08	0.06	17.69	-4.57 637
Age <= 35	V11	5.66	1.405	.077	24.82	0.01	V27	5.60	1.51	0.08	27.06	0.28
Age > 35		5.94	1.145	.063	19.28	-2.79 643		5.71	1.25	0.07	21.93	-1.07 646
Age <= 35	V12	5.80	1.385	.076	23.87	0.08	V28	3.77	1.87	0.10	49.67	0.01
Age > 35		5.97	1.092	.060	18.28	-1.76 635		3.38	1.75	0.10	51.70	2.77 664
Age <= 35	V13	5.66	1.356	.074	23.96	0.54	V29	4.66	1.92	0.10	41.17	0.00
Age > 35		5.72	1.142	.063	19.97	-0.61 650		5.44	1.39	0.08	25.61	-6.01 612
Age <= 35	V14	5.88	1.211	.066	20.59	0.62	V30	5.78	1.33	0.07	23.02	0.02
Age > 35		5.92	1.079	.059	18.21	-0.49 650		5.99	1.09	0.06	18.11	-2.31 643
Age <= 35	V15	5.42	1.406	.077	25.93	0.00	V31	4.26	1.78	0.10	41.76	0.03
Age > 35		5.76	1.233	.068	21.42	-3.29 657		3.96	1.77	0.10	44.60	2.18 666
Age <= 35	V16	5.65	1.402	.077	24.84	0.05	V32	3.62	1.84	0.10	50.91	0.00
Age > 35		5.84	1.106	.061	18.95	-1.96 635		3.14	1.74	0.10	55.25	3.44 664

Table 39 - Group statistics: Experience wise (C) (Cases = 668: Exp <=15 = 376, Exp>15=292)

Experience in Years	Var. No.	Avg.	SD.	SE.	CV%	Sig. t-val df	Var. No.	Avg.	SD.	S.E	CV%	Sig. t-val df
Exp <= 15	V1	6.01	1.23	0.06	20.78	0.00	V17	5.86	1.37	0.07	23.39	0.93
Exp > 15		6.32	0.89	0.05	14.05	-3.68 662		5.87	1.11	0.06	18.87	-0.09 665
Exp <= 15	V2	5.68	1.34	0.07	23.59	0.95	V18	5.88	1.32	0.07	22.50	0.01
Exp > 15		5.67	1.15	0.07	20.35	0.06 659		6.09	0.93	0.05	15.21	-2.46 659
Exp <= 15	V3	5.84	1.28	0.07	22.01	0.53	V19	5.63	1.47	0.08	26.08	0.00
Exp > 15		5.78	1.17	0.07	20.31	0.63 659		5.92	1.03	0.06	17.32	-3.02 659
Exp <= 15	V4	5.88	1.27	0.07	21.55	0.38	V20	3.49	1.94	0.10	55.56	0.01
Exp > 15		5.97	1.14	0.07	19.10	-0.89 652		3.14	1.75	0.10	55.83	2.50 651
Exp <= 15	V5	5.77	1.38	0.07	23.89	0.00	V21	5.32	1.57	0.08	29.50	0.81
Exp > 15		6.13	0.95	0.06	15.56	-3.82 658		5.35	1.37	0.08	25.66	-0.24 657
Exp <= 15	V6	5.90	1.39	0.07	23.63	0.00	V22	5.75	1.35	0.07	23.48	0.01
Exp > 15		6.22	0.98	0.06	15.83	-3.45 660		6.01	1.07	0.06	17.80	-2.75 666
Exp <= 15	V7	5.53	1.50	0.08	27.06	0.08	V23	5.68	1.32	0.07	23.17	0.06
Exp > 15		5.33	1.47	0.09	27.54	1.77 631		5.86	1.08	0.06	18.50	-1.96 664
Exp <= 15	V8	5.89	1.20	0.06	20.43	0.65	V24	5.96	1.21	0.06	20.23	0.04
Exp > 15		5.85	1.11	0.06	18.92	0.46 647		6.15	1.01	0.06	16.48	-2.15 662
Exp <= 15	V9	5.99	1.30	0.07	21.70	0.74	V25	4.35	2.01	0.10	46.09	0.05
Exp > 15		6.02	1.00	0.06	16.67	-0.33 666		3.22	1.92	0.11	59.56	7.46 639
Exp <= 15	V10	5.73	1.34	0.07	23.44	0.56	V26	5.69	1.36	0.07	23.85	0.00
Exp > 15		5.67	1.16	0.07	20.53	0.59 658		6.10	1.03	0.06	16.91	-4.41 666
Exp <= 15	V11	5.69	1.40	0.07	24.69	0.01	V27	5.63	1.47	0.08	26.10	0.59
Exp > 15		5.94	1.11	0.06	18.67	-2.63 666		5.69	1.29	0.08	22.59	-0.53 657
Exp <= 15	V12	5.83	1.37	0.07	23.48	0.16	V28	3.74	1.88	0.10	50.18	0.01
Exp > 15		5.97	1.08	0.06	18.06	-1.47 665		3.37	1.73	0.10	51.30	2.68 647
Exp <= 15	V13	5.65	1.37	0.07	24.25	0.43	V29	4.70	1.91	0.10	40.66	0.00
Exp > 15		5.73	1.08	0.06	18.91	-0.79 666		5.49	1.31	0.08	23.95	-6.32 657
Exp <= 15	V14	5.88	1.20	0.06	20.36	0.57	V30	5.78	1.31	0.07	22.72	0.02
Exp > 15		5.93	1.08	0.06	18.19	-0.58 652		6.01	1.07	0.06	17.81	-2.42 664
Exp <= 15	V15	5.45	1.41	0.07	25.88	0.00	V31	4.21	1.78	0.09	42.18	0.09
Exp > 15		5.77	1.20	0.07	20.89	-3.16 660		3.98	1.77	0.10	44.55	1.69 626
Exp <= 15	V16	5.67	1.37	0.07	24.20	0.09	V32	3.55	1.83	0.09	51.40	0.01
Exp > 15		5.84	1.11	0.07	19.06	-1.75 665		3.17	1.76	0.10	55.54	2.76 636

Table – 40 Group statistics: Management Level (D)
(Cases = 668: J+M Level = 336, S+T level =332)

Mgmt. Level	Var. No.	Avg.	SD.	SE.	CV%	Sig. t-val df	Var. No.	Avg.	SD.	S.E.	CV%	Sig. t-val df
J+M Level	V1	5.99	1.27	0.07	21.15	0.00	V17	5.84	1.40	0.08	23.98	0.55
S+T Level		6.31	0.88	0.05	14.02	-3.81 600		5.89	1.11	0.06	18.77	-0.60 636
J+M Level	V2	5.66	1.35	0.07	23.79	0.72	V18	5.88	1.35	0.07	23.03	0.04
S+T Level		5.70	1.17	0.06	20.57	-0.36 656		6.06	0.94	0.05	15.52	-2.02 598
J+M Level	V3	5.82	1.31	0.07	22.48	0.93	V19	5.64	1.48	0.08	26.24	0.02
S+T Level		5.81	1.16	0.06	20.03	0.09 659		5.88	1.08	0.06	18.37	-2.42 613
J+M Level	V4	5.87	1.28	0.07	21.88	0.28	V20	3.47	1.94	0.11	55.92	0.06
S+T Level		5.97	1.14	0.06	19.04	-1.07 658		3.20	1.78	0.10	55.67	1.88 662
J+M Level	V5	5.76	1.39	0.08	24.12	0.00	V21	5.31	1.58	0.09	29.78	0.67
S+T Level		6.09	1.00	0.06	16.46	-3.47 610		5.36	1.38	0.08	25.84	-0.43 657
J+M Level	V6	5.86	1.42	0.08	24.24	0.00	V22	5.71	1.36	0.07	23.78	0.00
S+T Level		6.23	1.00	0.05	16.04	-3.89 602		6.02	1.09	0.06	18.13	-3.18 666
J+M Level	V7	5.55	1.49	0.08	26.89	0.06	V23	5.66	1.32	0.07	23.39	0.03
S+T Level		5.33	1.47	0.08	27.66	1.88 666		5.86	1.10	0.06	18.84	-2.03 648
J+M Level	V8	5.90	1.21	0.07	20.58	0.65	V24	5.96	1.22	0.07	20.48	0.00
S+T Level		5.86	1.11	0.06	18.94	0.45 662		6.13	1.02	0.06	16.68	-2.03 649
J+M Level	V9	5.98	1.34	0.07	22.43	0.60	V25	4.41	1.98	0.11	44.95	0.00
S+T Level		6.02	0.99	0.05	16.42	-0.53 617		3.30	1.96	0.11	59.38	7.28 666
J+M Level	V10	5.71	1.36	0.07	23.84	0.87	V26	5.65	1.35	0.07	23.92	0.00
S+T Level		5.70	1.17	0.06	20.48	0.16 653		6.08	1.08	0.06	17.69	-4.58 637
J+M Level	V11	5.66	1.41	0.08	24.82	0.01	V27	5.60	1.51	0.08	27.06	0.28
S+T Level		5.94	1.14	0.06	19.28	-2.79 643		5.71	1.25	0.07	21.93	-1.07 646
J+M Level	V12	5.80	1.39	0.08	23.87	0.08	V28	3.77	1.87	0.10	49.67	0.01
S+T Level		5.97	1.09	0.06	18.28	-1.76 635		3.38	1.75	0.10	51.70	2.77 664
J+M Level	V13	5.66	1.36	0.07	23.96	0.54	V29	4.66	1.92	0.10	41.17	0.00
S+T Level		5.72	1.14	0.06	19.97	-0.49 659		5.44	1.39	0.08	25.61	-6.00 612
J+M Level	V14	5.88	1.21	0.07	20.59	0.62	V30	5.78	1.33	0.07	23.02	0.02
S+T Level		5.92	1.08	0.06	18.21	-0.49 659		5.99	1.09	0.06	18.11	-2.31 612
J+M Level	V15	5.42	1.41	0.08	25.93	0.00	V31	4.26	1.78	0.10	41.76	0.03
S+T Level		5.76	1.23	0.07	21.42	-3.29 656		3.96	1.77	0.10	44.60	2.18 643
J+M Level	V16	5.65	1.40	0.08	24.84	0.05	V32	3.62	1.84	0.10	50.91	0.00
S+T Level		5.84	1.11	0.06	18.95	-1.96 635		3.14	1.74	0.10	55.25	3.44 665

Table – 41 Group statistics -Sector (Cases = 668, PSU = 304, PSO 364)

Org. Type	Var. No.	Avg.	SD.	SE.	CV%	Sig.	Var. No.	Avg.	SD.	S.E.	CV%	Sig.
						t-val df						t-val df
PSU	V1	6.38	0.738	0.042	11.58	0.00	V17	5.96	1.082	0.062	18.14	0.06
PSO		5.95	1.305	0.068	21.92	5.24 591		5.78	1.390	0.073	24.04	1.89 663
PSU	V2	5.75	1.141	0.065	19.83	0.15	V18	6.07	0.822	0.047	13.55	0.04
PSO		5.62	1.353	0.071	24.09	1.43 666		5.89	1.391	0.073	23.63	2.05 604
PSU	V3	5.88	1.147	0.066	19.51	0.20	V19	5.92	1.061	0.061	17.93	0.00
PSO		5.76	1.306	0.068	22.69	1.29 664		5.63	1.461	0.077	25.96	2.95 654
PSU	V4	6.02	1.032	0.059	17.16	0.05	V20	3.15	1.788	0.103	56.79	0.02
PSO		5.84	1.342	0.070	22.98	1.94 662		3.50	1.921	0.101	54.92	-2.43 658
PSU	V5	6.04	1.009	0.058	16.70	0.02	V21	5.33	1.477	0.085	27.72	0.94
PSO		5.82	1.369	0.072	23.51	2.37 656		5.34	1.495	0.078	28.01	-0.08 648
PSU	V6	6.15	1.036	0.059	16.84	0.03	V22	6.01	1.023	0.059	17.02	0.01
PSO		5.95	1.385	0.073	23.28	2.17 658		5.74	1.388	0.073	24.16	2.84 656
PSU	V7	5.51	1.295	0.074	23.50	0.26	V23	5.82	1.082	0.062	18.58	0.22
PSO		5.38	1.628	0.085	30.25	1.13 664		5.71	1.329	0.070	23.28	1.22 666
PSU	V8	5.91	1.046	0.060	17.69	0.42	V24	6.14	0.892	0.051	14.52	0.034
PSO		5.84	1.251	0.066	21.41	0.80 666		5.96	1.289	0.068	21.63	2.12 645
PSU	V9	6.07	0.933	0.053	15.37	0.15	V25	3.66	2.103	0.121	57.38	0.03
PSO		5.94	1.348	0.071	22.69	1.43 645		4.02	1.985	0.104	49.41	-2.21 630
PSU	V10	5.85	1.074	0.062	18.38	0.01	V26	5.98	1.133	0.065	18.95	0.03
PSO		5.59	1.399	0.073	25.05	2.72 662		5.77	1.319	0.069	22.84	2.13 665
PSU	V11	5.87	1.047	0.060	17.83	0.16	V27	5.81	1.106	0.063	19.02	0.01
PSO		5.74	1.459	0.076	25.43	1.39 652		5.52	1.581	0.083	28.61	2.76 647
PSU	V12	5.91	1.128	0.065	19.09	0.70	V28	3.54	1.816	0.104	51.36	0.59
PSO		5.87	1.345	0.071	22.91	0.39 666		3.61	1.828	0.096	50.59	-0.54 646
PSU	V13	5.80	1.098	0.063	18.95	0.04	V29	5.15	1.653	0.095	32.06	0.13
PSO		5.60	1.364	0.072	24.38	2.10 665		4.95	1.772	0.093	35.78	1.52 658
PSU	V14	6.00	0.928	0.053	15.48	0.05	V30	6.02	0.988	0.057	16.42	0.01
PSO		5.82	1.297	0.068	22.27	2.00 651		5.77	1.373	0.072	23.78	2.71 652
PSU	V15	5.70	1.194	0.068	20.96	0.05	V31	3.98	1.753	0.101	44.00	0.10
PSO		5.49	1.433	0.075	26.07	2.00 666		4.21	1.791	0.094	42.53	-1.66 657
PSU	V16	5.86	1.073	0.062	18.32	0.03	V32	3.20	1.745	0.100	54.52	0.02
PSO		5.64	1.402	0.073	24.85	2.25 661		3.54	1.844	0.097	52.12	-2.43 656

Table 42 -t- Table values at 95% confidence level

df	values
50	1.676
100	1.660
120	1.658
>120	1.645