CHAPTER V
DISCUSSION

A person on job does not work in vacuum. His motives, job satisfaction, stress created in working place and even his behavioural characteristics are closely related to his job. All these are interrelated, one influences the other. Present study was done to examine the relationships between job stress, job satisfaction, job motivation and personality types. Also, it studied the relationships of job stress, job satisfaction and job motivation with sixteen personality characteristics.

Reserved Vs outgoing characteristics and job stress were negatively associated to each other. Both the male as well as the female workers had shown such negative relationship and supported the assumption of study. Thus, the reserved Ss experienced more job stress and those who were outgoing experienced less job stress. The reserved individual in general likes things, rather than people. He prefers working alone. He may tend to be critical and obstructive. Obviously, such persons do not share their pleasures or sorrows with others. They are likely to be facing more job stress. Outgoing on the other hand are adaptive, they are attentive to people. They are generous in personal relations, and are less afraid of criticism. They have ability to take stressful condition lightly, so they experience less job stress.

In general, job stress and job satisfaction are negatively associated, so those who experience more job stress are likely to have poor job satisfaction; those who experience less job stress have more job satisfaction. The related hypothesis got strong support from the results of the study. In several earlier studies job stress and job satisfaction were found negatively associated (Abdul, 1980; D’Archy et al. 1984; Dhillon, 1989; etc.). Since the reserved persons prefer avoiding compromises of view points, they are hard and obstructive also, they generally have poor job satisfaction, specially when they are employed in common occupations. Definitely, there are such occupations in which the individual has to be precise and rigid in his way of doing things, in such occupations the reserved persons are likely to be more successful and
satisfied. For example, in aircraft industries, in research laboratories reserved persons are likely to be more satisfied. The Ss of the study were engaged in repetitive jobs, that is why, the outgoing were more satisfied and reserved were less satisfied. Braun and Hollander (1987) and Sah (1994) observed similar relationship. Similar realities are true in case of work motivation also. But in our country many a times one has to work with such jobs that are not of our interest. Whatever, the case might be all the three hypotheses depicting relationships of reserved Vs outgoing with job stress, job satisfaction and job motivation were satiated by the findings of study.

It was assumed that less intelligent Vs more intelligent characteristic and job stress are negatively related. To avoid stress proper adjustment is necessary. Even for being satisfied on job it is necessary for the workers to adjust properly in working conditions. One of the definitions of intelligence states that, “intelligence is an ability to adjust successfully in new situations”. The less intelligent workers probably could not adjust properly in working conditions and hence were facing more job stress.

To be satisfied with job, one has to have appropriate adaptability. Those who are more intelligent might be understanding the situations properly that helps them in satisfactory adjustment in the working conditions. Less intelligent workers probably failed to do so, hence they were poorly satisfied. Negative relationship between job stress and intelligence was found by Mishra and Singh (1986) and Mishra (1989). It must be remembered here that intelligence is one of the many factors that are associated with job satisfaction. In fact job satisfaction depends upon many factors, of them intelligence is one of them.

If the third law of learning, proposed by Thorndike, is interpreted in this concern; the Ss having more job satisfaction must have more work motivation. Results of the study are well in accordance with this generalization. The more intelligent Ss adjust well in work place so they experience less job stress and more job satisfaction. Experiencing more job satisfaction further motivates the Ss to work more, that is job satisfaction helps in enhancing job motivation. Results of the study satiated all the
three hypotheses depicting relationships of less intelligent Vs more intelligent with job stress, job satisfaction and work motivation.

Emotional stability is more beneficial, those who are affected by feelings are likely to land in trouble. It was hypothesized that the strength of association between affected by feeling Vs emotionally stable and job stress is negative and strong. Those who are emotionally less stable they become easily upset; they tend to be low in frustration tolerance for unsatisfactory conditions. Such persons are most likely to be victims of stress. In the study both male as well as female workers who had predominance of affected by feelings characteristics were found experiencing more job stress. Emotionally stable individuals are generally realistic about life and are unruffled. They possess more ego strength. All these help them to face successfully the stressful conditions. That is why they experience much less job stress. (See Ghosh & Shukla, 1967).

It was already mentioned that affected by feelings predominance shows that the individuals have low frustration tolerance for unsatisfactory conditions. Also, they are active in dissatisfaction. Because of all these such persons are more likely to have poor job satisfaction. Those who are emotionally stable, are calm, and face reality. They are able to maintain solid group morale. This ultimately help them in improving their job satisfaction. Results of the study showed that those who showed predominance of affected by feelings were less satisfied, whereas, the workers who were emotionally stable were satisfied with their jobs. Sah (1994) got similar results.

Work motivation is likely to be more among those who are emotionally stable, mainly because they possess ego strength and are better able to maintain solid group morale. Since, the workers having predominance of affected by feelings are having the tendency of evading necessary reality demands, and are neurotically fatigued, they are more likely to have poor work motivation. Results of the study also suggest the same. Mishra (1984) observed similar results. Thus, all the three related hypotheses depicting
relationships of affected by feelings Vs emotionally stable with job stress, job satisfaction and job motivation were satiated by results.

In Indian culture humble, accommodating workers are more appreciated, whereas, those who are aggressive, stubborn are in general not accepted. It was assumed that humble Vs assertive dimensions of personality and job stress are positively related. This assumption got strong support. A person who is humble, generally gives way to others, he is docile also. Because of his submissiveness he is likely to avoid confrontations with others, and thereby avoid stressful situations. Assertive individuals are aggressive, stubborn, hostile and dominant, these characteristics are more than sufficient to invite trouble and stress in working conditions. (See Crabbs, Black, and Morton, 1986). Probably, that is why in the present study the humble Ss were experiencing less job stress and assertive were facing more job stress.

Since, docility and accommodating behaviour is more approved in the society, they find it easy to adjust in most of the conditions; naturally they are satisfied with the circumstances. Because of this the humble Ss were having more job satisfaction. The assertive individual tends to be astute, a law to himself. Such behaviour is not approved in the industrial organizations having hierarchy of positions among the personnel. That is why the workers having assertive behavioural characteristics invite troubles at work places and are poorly satisfied. Results of the study are in line with assumption of study.

Assertive individuals generally have disregrads for authority. But in the industrial organizations the workers have to obey the orders of their superiors, they have to build up team spirit, then only the work goes on smoothly and the workers become satisfied. Humble workers like to work with the group. Their docile character help them in obeying the orders of their superiors. It motivates them to work. The assertive workers have less job motivation in group, as they find it difficult to work as one of the members. They are not motivated to work as one of the members of the
group. In present study also job motivation was more among humble workers and it was poor among assertive workers.

Once again, the other three hypotheses describing the relationships of humble Vs assertive with job stress, job satisfaction and job motivation got strong support from the results of present study.

Job stress was seen poor among the sober workers, the happy – go – lucky workers were found experiencing more job stress. Sober individuals are dependable and sometimes they are pessimistic also. Happy go lucky are lively and enthusiastic. They are active, talkative and frank also. Still they were observed experiencing more job stress, probably because they are likely to be impulsive also.

Sober workers were found having more job satisfaction, probably they might expect less from their jobs. Because of their carefree behaviour happy – go lucky might not be satisfied in their work places. Among them job satisfaction was found poor. Sober workers exhibited more job motivation, and happy go lucky were having low job motivation. Both job satisfaction and job motivation were negatively related to sober Vs happy – go- lucky. Relevant hypotheses got strong support. In a study of railway officers Sah (1994) found similar results.

One of the assumptions was depicting relationship between expedient Vs conscientious and job stress. It assumed a positive relationship between them. With, job satisfaction and job motivation expedient Vs conscientious was believed to be negatively associated. Both the male as well as the female workers brought out such results which satiated these assumptions. Expedients are often casual and lack in efforts for group undertaking, also they evade rules. Naturally, the workers with such behavioural characteristics are likely to experience more stress, but the things are not so. Expedients were having less job stress, on the other hand conscientious were experiencing more job stress. It seems that to be exacting in character or being
dominated by sense of duty generates more stress. But taking things casually helps in reducing stress. That was what observed in the study and was assumed so.

The expedient workers were found having more job satisfaction. Those who were conscientious were less satisfied in their jobs. Conscientious workers are rulebound; they are moralistic also. In the practical world, such persons are mostly dissatisfied with the things going on around them. In present conditions hardworking people are likely to be dissatisfied, instead witty and casuals are more satisfied in their work.

The individuals having predominance of conscientious behaviour are dominated by sense of duty, however, they were found not having more work motivation. With job satisfaction and work motivation the factor of expedient Vs conscientious had shown negative relationship.

The assumption related to shy Vs venturesome characteristics got strong support from the results. As expected this characteristic was positively related to job stress. Both male as well as female workers had shown positive relationships. Shy persons are restrained, withdrawing, they usually have inferiority feelings. These behavioural characteristics help them in work place, to adjust or accommodate with the situations. Probably, they prefer to continue to their work and avoid contacts with others. Due to this, they experience less job stress. Venturesome are socially bold, ready to try new things, however, they can be careless of details and ignore danger signals. These might be the reasons due to which the venturesome individuals had to face more job stress. (See Harigopal, 1980).

In most industrial organizations the nature of job is repetitive. There is less opportunity for innovative activities. On such jobs the persons with predominance of shy characteristics are likely to be more satisfied. Whereas, those who are socially bold, ready to try new things and spontaneous in reactions do not find the repetitive jobs challenging. They experience boredom and are poorly satisfied with their jobs.
Results of the present study show, the shy workers were more satisfied in their jobs, the venturesome were poorly satisfied.

It was already mentioned that the nature of work is repetitive and hence the venturesome are not motivated to do the job. Work motivation is more among the shy, while it is poor among the venturesome. All the three assumptions based on the relationship of the shy Vs venturesome with job stress, job satisfaction and job motivation were satiated in the study. Sah (1994) found such association of personality characteristic with job stress and job motivation.

Results of the study failed to support fully the assumption related to toughminded Vs tenderminded. The group of male workers brought out the results in line with the assumption of study, whereas, the group of female workers failed to show even the relationships of toughminded Vs tenderminded with job stress, job satisfaction and job motivation. The workers having toughminded characterstics are realistic, practical and independent, hence it was expected that they experience less job stress. Tenderminded are generally dependent, overprotective and sensitive. They are impatient and impractical also. Because of this it was assumed that tenderminded face more job stress. Among the female Ss these generalizations could not be seen. The probable reason might be that the female workers might be more tenderminded and very few might have developed toughminded characteristics.

Toughminded male workers had more job satisfaction and tenderminded were having less job satisfaction. Since the toughminded are practical and realistic they are more likely to have more job satisfaction. Tenderminded are impractical, day-dreaming, often they tend to slow up group performance, obviously they are likely to be poorly satisfied in their jobs. Male workers were found having the job satisfaction in the direction described here. But the female Ss showed that there is almost no relationship between job satisfaction and toughminded Vs tenderminded.
Job motivation among the male workers who were toughminded, was more. Tenderminded male workers had shown poor job motivation. Among the female Ss job motivation and toughminded Vs tenderminded were unrelated. It is rather difficult to propose probable reasons for such results. Results of male workers supported the assumption, that of female workers failed to do so.

The individuals who exhibit trusting characteristics are in general adaptable, often they are free of jealousy. They face less job stress. But those who are labelled as suspicious they are in general involved in their own ego. Because of such tendency these people face or experience more job stress. Well in accordance with the assumption of study in both the groups of the Ss trusting Vs suspicious characteristics and job stress were positively related. In other words the Ss, with predominance of trusting characteristics were experiencing less job stress while those who were suspicious experienced more job stress.

Job satisfaction was found more among the trusting workers. Their adaptability, cheerfulness, having concern about other people, and being a good team worker probably help them in enhancing their job satisfaction. Suspicious are generally deliberate in their actions, they are unconcerned about other people and are poor team members. Such persons having poor job satisfaction is not at all surprising. Results of the study are well in line with these assertions. Similar results could be seen in the study by Day and Silverman (1989).

Job satisfaction and job motivation are closely associated, hence, the Ss having high job satisfaction were seen having high job motivation. The Ss having predominance of trusting characteristics were having more job motivation. Negative strength of association between job motivation and trusting Vs suspicious characteristics is well in congruence with the hypothesis of study.

Hypotheses related to practical Vs imaginative also got strong support from the results of study. The workers who are careful, conventional and regulated by external
realities are more likely to face less job stress. These behavioural characteristics are observed in the workers who are practical. That is why in present study the male as well as the female workers who were practical were experiencing less job stress. The imaginative workers are careless of practical matters; they have inner directed interest, it might lead them in facing stress at work places, especially when they are employed with such jobs in industries where innovative activities have no scope.

Job satisfaction among the practical workers was more; imaginative workers had poor job satisfaction. These results are well in accordance with the assumption of study. Earlier Sah (1994) observed similar results. Since the practical workers are regulated by external realities, they are less likely to repent on the happenings in working conditions. Secondly, they are not living in the make believe world, they face the realities of life successfully, hence there are less possibilities of dissatisfaction. Probably, the carelessness of practical matter among imaginative workers push them in trouble in work place, which results in dissatisfaction with job.

Job motivation and practical characteristics of personality was closely associated. Practical people tend to be anxious to do the right things, they are attentive to practical matters. It is not surprising then they are having high job motivation. In industries the workers are engaged with mostly conventional jobs. Since imaginative workers tend to be unconventional and unconcerned over everyday matters, they probably are unenthusiastic about the conventional activities necessarily to be done in the work place. Probably that is why they have low job motivation.

Forthright individuals tend to be unsophisticated, natural and sentimental. Shrewd are polished, experienced and have unsentimental approach to situations. Hence, a positive relationship was expected between forthright Vs shrewd and job stress. Of the two groups, the group of male workers brought out results that are well in accordance with the assumption of study. But the female workers had results that are exactly opposite to the expectations. Forthright male workers were experiencing less job stress, had more job satisfaction and high job motivation. The forthright
female workers were experiencing more job stress, had poor job satisfaction as well as poor job motivation. Such results are difficult to explain.

In fact forthright individuals are easily pleased, so they should have been more satisfied in their jobs, the male workers were found so. But the female workers who were shrewd were more satisfied with their jobs. It seems that in case of female workers of the study, other, than personality, factors were probably more responsible for determining their job satisfaction.

Regarding job motivation also, male and female workers brought out contrary to each other results. Among males those who were forthright had more job motivation, while among females those who were shrewd had more job motivation. It is difficult to justify the results that are contrary to each other. Probably, to the females to be shrewd might be more helpful in working conditions, and to the males remaining forthright might be helpful in proper adjustment at work place. At least in case of the sample of present study it was observed so. The three hypotheses depicting relationship of forthright Vs shrewd with job stress, job satisfaction and job motivation got good support from the group of male workers, the females not only failed to support the assumptions, they had gone contrary to them.

Self assured workers generally have a mature, unanxious confidence in themselves. They are confident and secure also. However, to the point of being insensitive of when a group is not going along with them, they may evoke antipathies and distrust. The individuals having predominance of apprehensive characteristics are worrying, depressive, and troubled. The characteristics described so far must be related to job stress, job motivation and job satisfaction. Surprisingly no relationships between this personality characteristics and the three factors related to job were observed in group of male workers. In the group of female workers moderate relationship was observed between them. Self assured female workers were experiencing more job stress, had less job satisfaction and less job motivation. These results are in accordance with the assumption of study. However, in case of male Ss, since no relationship was
observed between self-assured Vs apprehensive and the three factors related to job it is
difficult to infer confidently about this dimension of personality and the three factors
related to job.

In most of the industrial organizations the nature of work of blue collar as well
as white collar workers is predetermined, as a result free thinking and experimenting
have either no or very little scope. Obviously, those who are conservative and
respecting established ideas are better adjusted in the work place, therefore, they
experience less job stress. The experimenting workers are critical, analytical and often
have doubts on fundamental issues. Therefore, they experience more job stress. In
view of these, it was assumed that conservative Vs experimenting and job stress are
positively related; suggesting that the conservative workers experience less job stress
and those who are experimenting experience more job stress. Results supported the
assumption.

Conservative, both male as well as female workers, had more job satisfaction,
which was well in congruence with the assumption. Tolerance of traditional
difficulties might have enhanced the job satisfaction of conservative workers. In the
repetitive jobs there is less scope for intellectual matters. The experimenting workers
tend to be interested in intellectual matters, which they do not get at their work place
and hence find their jobs uninteresting, which probably deprive them of job
satisfaction. The related hypothesis thus, got strong support from the results. Such
relationship was observed by Keller (1975).

Probably, because of the nature of job, the experimenting workers do not find
their job challenging and innovative. There is very little scope to utilize their
intellectual ability, as a result they are probably poorly motivated. Conservative
workers probably find the nature of work more appealing to them and well in line with
their behavioural characteristics. Naturally, they have more job motivation. All the
three hypotheses describing the relationships of conservative Vs experimenting with
job stress, job satisfaction and job motivation got strong support from the results of both the groups of workers.

Apparently, it appears that self – sufficient nature of workers helps them in lowering the job stress, while group dependent might be facing more job stress. Assumption of the study reads as, group dependent Vs self sufficient characteristics and job stress are positively related. It means group dependent face less job stress and self-sufficient experience more job stress. Results of both the groups supported the assumption. The self – sufficient workers are mostly temperamentally independent, and are accustomed to going in their own way. Further they have tendency of discounting public opinion. In the work place such behaviour is not appreciated and hence such workers were experiencing more job stress. Group dependent workers prefer to work and make decisions with other workers. Such characteristics are appreciated much, and hence these workers were facing less job stress.

The self sufficient workers were having less job satisfaction. Probably, because of their behavioural characteristics they might not have been approved by the fellow workers. Being away from the fellow workers they probably could not be happy in their workplace and thus have poor job satisfaction. Group dependent workers are useful for developing group morale, and thus, their job satisfaction is enhanced; because group morale and job satisfaction go together. Results of the study supported the assumption.

At the workplace when the worker is accepted by the group he is motivated to work. But when one prefers to go his own way he is not approved by the group, such workers are demoralized at workplace. They are not enthusiastic at such places and so they experience poor job motivation. Results of study supported all the three hypotheses to these factors.

The undisciplined workers are bound to experience more job stress, less job satisfaction and poor work motivation. The controlled are most likely to experience
less job stress, more job satisfaction and more job motivation. In fact there is no need of any explanation or justification to the above stated assertions. The undisciplined workers are careless of protocol, they follow their own urges, they generally will not be bothered with will control and regard for social demands. Above all they may feel maladjusted. Obviously, they experience more job stress, less job satisfaction, and have low job motivation.

The controlled workers are socially precise, they have strong control of their emotions and general behaviour. They are inclined to be socially aware and careful. All these behavioural characteristics help them to adjust well in workplace and thereby avoid job stress, enhance job satisfaction and job motivation.

The workers having predominance or relaxed characteristics tend to be sedate and satisfied. They avoid tension. Obviously, such workers are likely to have less job stress, more job satisfaction and good job motivation. The tense workers are frustrated, overwrought, excitable and impatient. Such workers are more likely to experience job stress and might have poor job satisfaction. Results also showed the same. Relaxed workers were having more job motivation and tense had poor job motivation.

The results discussed so far were related to 16 different personality characteristics, job stress, job satisfaction and job motivation. From the discussion it is clear that about three fourth hypotheses related to those factors were satiated, and a few remained unrelated.

Further, intercorrelations between job stress, job satisfaction and job motivation were examined. In line with the assumption of study job stress and job satisfaction were negatively associated. Samai (1995) observed similar results. It is natural, a worker in stress can not be satisfied in job and the worker who is satisfied with his job tends to be free from stress though not fully free. Strength of association between job stress and job motivation was negative, that is also natural. A stressful worker finds it difficult to adjust in workplace, he is not motivated to work. However,
some optimum stress is necessary to motivate the workers to do a particular job without efficiency. Job satisfaction and job motivation were positively associated. This relationship seems to be governed by law of effect. The activity that gives us satisfaction is repeated again and again. Because of satisfaction the workers are motivated to do the job. Thus, the job satisfaction and job motivation are strongly and positively associated.

Finally, correlation coefficients between personality type A / B and three factors related to job – job stress, job motivation and job satisfaction were studied. Relationship between job stress and personality type A / B was positive. Most studies on stress during 1970 and 1980 were related to type A / B. Type A behaviour is characterized by feeling a chronic sense of time urgency and by an excessive competitive drive. A type A worker is aggressively involved in a chronic incessant struggle to achieve more in less and less time, and if required to do so, against the opposing efforts of other things or other workers. Type A workers are always moving, walking and eating rapidly. They feel impatient with the rate at which most events take place. They strive to think or do two or more things simultaneously. These type of workers are prone to stress. Results of the study showed more job stress among Type A workers. Several studies showed similar results (see Caplan and Jones, 1975 Ivancevitch, et al. 1982; Ivancevitch & Matteson, 1984, Ganster, 1986).

Type B workers are rarely harried by the desire to obtain a widely increasing number of things or participate in an endless growing series of events in an ever decreasing amount of time. They never suffer from a sense of time urgency, with its accompanying impatience. They play for fun and relaxation and can relax without guilt. Such workers are likely to experience less stress. This is what observed in present study.

On Type A / B scale less score denotes Type B and more score represents Type A. Obviously, a negative relationship between Type A / B and job satisfaction means, the workers who were having predominance of type A had poor job satisfaction, type
B workers on the other hand had more job satisfaction. These results are also in line with the assumption of study.

Job motivation and Type A / B were negatively related denoting that type B workers had more job motivation and type A had poor job motivation. This could be attributed to the nature of job the workers were doing. In the industries there are fixed salaries for different kinds of job. Salary is not paid in proportion to the quantity and quality of work done. In such conditions probably type A workers find the task unchallenging and thus, they were having poor job motivation. (See Burke & Tamara, 1980).

Of the several factors which are the most effective and appropriate in finalizing the group membership, the data were treated by discriminant analysis. Job stress, job satisfaction, personality type and work motivation were the four factors, which were found the most useful in discriminating the groups. Personality characteristics were helpful but not to that extent.

In sum, barring a few hypotheses depicting relationships of personality characteristics with job stress, job satisfaction and job motivation, all the other hypotheses were strongly supported by the results of this study.