CHAPTER-VI
DISCUSSION

One of the major concerns in the industrial and organizational psychology is job performance. It is through the performance of the employees that successful and highly productive results can be achieved. Job performance is the accomplishment of a given task measured against preset standards of accuracy, completeness, cost and speed. There are a number of factors which may be affecting the employees' performance. The three fundamentals addressed in the present study are life events, happiness and Big –Five Personality dimensions. Both major life events such as death in a family, change of residence, divorce or changing job hours and minor events like daily hassles or a family conflict have a cumulative effect that results in performance decrements (Garner, 2008; Ahmad, 2010).

Happiness is another important factor playing an important role in profitable organization by enhancing the performance of the manpower. Happiness is person's cognitive and affective evaluation of his or her life in terms of well being and contentment (Diener, 2000). It leads to better performance through the experience of positive affectivity (Lyubomirsky, 2005). Researchers have put a considerable amount of effort in an attempt to demonstrate that happiness and performance are positively related (Corpanzo et al., 1993; Wright & Corpanzo, 1997; Dwight, 2003; Chang, 2007; Li & Lu, 2009). Happy employees are productive workers. Happiness not only produces a qualitative improvement, by increasing efficiency, but also a qualitative one by making a better product by virtue of pride, belief and commitment to one's job (Ketchian, 2003).
Personality is another factor having its effect on the performance of the employees. It is the unique and relatively stable patterns of behavior, thoughts and emotions of individuals (Judge et al., 2002). All the personality measures are categorized into Big-Five dimensions viz. Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness. Each factor has its unique effect on the performance of an individual.

Neuroticism is a tendency to experience negative affects such as fear, sadness, embarrassment, anger and guilt. It is found to be negatively related to job performance (Judge & Thoresen, 1999). Extraversion includes traits such as sociability, assertiveness and talkative (Rothman & Coetzer, 2003). Extraverted individuals are more satisfied in the workplace because work gives them an opportunity to experience an optimum level of arousal (Judge, Heller & Mount, 2002). Extraversion predicts the performance in jobs characterized by social interaction, such as sales person and manager (Barrick & Mount, 1991; Bing & Lounsbury, 2000).

Openness to experience has also shown to correlate positively and significantly with job performance (Furhan & Fudge, 2008; Rose et al., 2010), as open individuals are intellectual, imaginative, curious and independent of judgment.

Fourth dimension i.e. agreeableness includes helpful and sympathetic attitude towards others. Agreeableness is a significant predictor of job performance (Tett, Jackson & Rothstein, 1991) as it shows higher level of interpersonal competence (Witt, et al., 2002). Conscientious individuals are punctual, well organized, loyal and ambitious. This trait is significantly and positively related to job performance (Barrack & Mount, 1991; Barrack et al., 1993; Borman et al., 1995).

Another important factor affecting job performance at workplace is contract based or temporary employment. Contract
based jobs are main pathways from unemployment into work. Moreover, Contract Based Employees have the opportunity to become permanent employees after a specific amount of time. Such jobs act as a stepping stones to regular jobs. Hence, contract Based Employees would try to perform better to achieve their goal.

Thus keeping in view the importance of above discussion, the present study attempts to see the relationship of Life Events, Happiness and Big-Five Personality Traits with Job Performance among regular and contract Based Employees working in different government organizations. To accomplish the objectives, ICMR psychosocial stress scale (Srivastava, 1991) has been used to measure Psychosocial Stress and Stressful Life Events, Happiness has been measured through Chinese Happiness Inventory (CHI) (Lu & shih, 1997), Personality was tapped through NEO-FFI (McCrae & Costa, 1991) and job performance was assessed through job performance questionnaire (revised)(Gandhi & Malhotra, 2003).

To fulfill the aims of the current investigation, the following analyses have been used:

1. Descriptive analysis was done for each group separately for males and females to find out the mean score.
2. Correlational analysis was done to see the relationship of life events in terms of psychosocial stress and stressful life events, happiness and Big-Five personality dimensions with job performance components among regular and contract Based Employees for both the genders.
3. Stepwise regression analysis was used to find out the exact variance explained by all the independent variables in predicting job performance components.
4. Analysis of variance (of order of 2×2) was computed to observe and see the differences between regular and
contract Based Employees and between genders for life events dimensions i.e. psychosocial stress and stressful life events, happiness and six dimensions of job performance.

So, in this context, the results of present study are multidimensional and each dimension will be discussed for four different samples i.e. regular and contract based and both the genders.

1. Firstly, the relationship of Life Events dimensions and Job Performance components will be discussed for all the samples.
2. The relationship between Happiness and Job Performance components will be discussed for all the samples.
3. The relationship of Big-Five Personality dimensions with Job Performance components amongst four different samples would be discussed.
4. Differences between 4 groups (Regular and Contract based; Males and Females) on Psychosocial Stress, Stressful Life Events, Happiness and six dimensions of Job Performance will be discussed.

The main findings of the present study will be discussed under the following heads:

1. Life Events and Job Performance
2. Happiness and Job Performance
3. Big-Five personality Dimensions and Job Performance
4. ANOVA for Group and Gender

6.1 LIFE EVENTS AND JOB PERFORMANCE

Countless events create stress. Most of the life events that trigger stress are major personal and family issues; very few are related to work (Hobben, Kamen, Szostek, Nethrenal, Tideman & Wojnorowicz, 1998). Many researchers have worked to determine the relationship between life events and job performance in a
negative way (Kim & German, 2003; Hoggins et al., 2005; Garner, 2008; Ahmad, 2008). The current study also deals with the investigation of this kind of relationship.

The results of correlational analysis indicate that there is significant and negative relationship between life events and job performance components in three samples – Regular Employees, Contract Based Employees and Males (see tables 6.1., 6.2, and 6.3).

REGULAR EMPLOYEES

Correlational and Regression Analysis in Regular Employees Reveals That:

a. Psychosocial Stress is significantly and negatively correlated with obedience (OBD) ($r = -.26$, $p < .01$) (see table 5.1) and it has explained 3% of variance in obedience ($F$ ratio being 4.79, $p< .05$) (see table 6.1).

Further, Punctuality and Knowledge of Rules and Regulations are related to Obedience ($r=.34$, $p<.01$; $r=.17$, $p<.05$) and Psychosocial Stress ($r=-.18$, $p<.05$; $r=-.22$, $p<.01$). The variance to be explained by Punctuality and Knowledge of Rules and Regulations has been taken care by Obedience due to its higher magnitude of $r$.

Table 6.1

<table>
<thead>
<tr>
<th>Life Events Dimensions</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychosocial Stress</td>
<td>obedience</td>
<td>-.26**</td>
<td>3%</td>
</tr>
</tbody>
</table>

(*** $p < .01$)

It shows that stress is a part of everyone's daily life. For regular employees, there is a spillover of life stress into work performance in terms of decreased obedience. Disobedience is
the ultimate means to obliterate the stress. Regular employees are really able and dared to disobey and deny carrying out a command because they are generally protected in terms of their jobs and cannot be retrenched easily.

**CONTRACT BASED EMPLOYEES**

*Correlational and Regression Analysis in Contract Based Employees reveals that:*

a. Psychosocial Stress has significant and negative relationship with Punctuality ($r = -0.41$, $p < 0.01$), Interpersonal Communication ($r = -0.26$, $p < 0.01$), and Obedience ($r = -0.23$, $p < 0.01$) (see table 6.2).

Further it explains 17% of variance in Punctuality ($F$ ratio being, 29.92, $p < 0.01$), 5% of variance in Interpersonal Communication ($F$ ratio being, 8.12, $p < 0.01$) and 4% of variance in Obedience ($F$ ratio being, 6.10, $p < 0.05$) (see table 6.1.2).

Correlational matrix table (5.2) shows that Efficiency has a significant relationship with Interpersonal Communication ($r = 0.20$, $p < 0.01$) and Psychosocial Stress ($r = -0.19$, $p < 0.05$). The variance of Efficiency has been taken care by Interpersonal Communication. Further Knowledge of Rules and Regulations is significantly related to Punctuality ($r = 0.17$, $p < 0.05$), Obedience ($r = 0.36$, $p < 0.01$) and Psychosocial Stress ($r = 0.27$, $p < 0.01$).

b. Stressful Life Events have a significant and negative relationship with Obedience ($r = -0.28$, $p < 0.01$) and punctuality ($r = -0.28$, $p < 0.01$) (see table 6.1.2). It has explained 8% of variance in Obedience ($F$ ratio being, 12.28, $p < 0.01$) and 6% of variance in Punctuality ($F$ ratio being, 10.43, $p < 0.01$) (see table 6.2).

Further, Interpersonal Communication is significantly and negatively related to Stressful Life Events ($r = -0.18$, $p < 0.05$). The variance of Interpersonal Communication has been taken care by Obedience due to its higher magnitude of 'r' with Stressful Life.
Events. Similarly, Knowledge of Rules and Regulations is significantly related to Punctuality ($r = 0.17, P<.05$), Obedience ($r = 0.27, P<0.01$) and Stressful Life Events ($r = -0.18, P<.05$). But, the variance of Knowledge of Rules and Regulations has been taken care by Punctuality and Obedience due to their higher magnitude of $r$ with Stressful Life Events.

### Table 6.2
**Correlates and Predictors of Job Performance Components in Contract Based Employees: The Role of Life Events**

<table>
<thead>
<tr>
<th>Life Events Dimensions</th>
<th>Job Performance Components</th>
<th>Correlation ($r$)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychosocial Stress</td>
<td>Punctuality</td>
<td>-.41**</td>
<td>17%</td>
</tr>
<tr>
<td></td>
<td>Interpersonal Communication</td>
<td>-.26**</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>Efficiency</td>
<td>-.23**</td>
<td>4%</td>
</tr>
<tr>
<td>Stressful Life Events</td>
<td>Obedience</td>
<td>-.28**</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>Punctuality</td>
<td>-.28**</td>
<td>6%</td>
</tr>
</tbody>
</table>

(**$p < .01$)

It shows that a highly stressful job condition for contract Based Employees hampers their ability to harmonize work and family life. So, they show rigidity in following the time bound schedule and are less punctual. Again, it is also a matter of common culture in Government jobs. Due to work pressure and dominance by colleagues and superiors they develop inferiority complex and social isolation in the workplace. As a result their interpersonal communication declines and they are also not able to comply with the orders.

### MALES

**Correlational and Regression Analysis in Males reveals that:**

Stressful Life Events have a significant and negative relationship with Knowledge of Rules and Regulations ($r = -0.24, p < .01$) Public Dealing ($r = -0.19, p < .05$) and Punctuality ($r = -0.17, p < .05$) (see table 6.3).
Discussion

Further, Stressful Life Events have contributed significantly to the variance in all these variables. It has explained 6% of variance in Knowledge of Rules and Regulations (F ratio being, 8.89, p < .01), 3% of variance in Public Dealing (F ratio being, 4.45, p < .05), and 3% of variance in Punctuality (F ratio being, 4.24, p < .05) (see table 6.3).

Table 6.3
Correlates and Predictors of Job Performance Components in Males: The Role of Life Events Dimensions

<table>
<thead>
<tr>
<th>Life Events Dimensions</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stressful Life Events</td>
<td>Knowledge Of Rules and Regulations</td>
<td>-.24**</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>Public Dealing</td>
<td>-.19*</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Punctuality</td>
<td>-.17*</td>
<td>3%</td>
</tr>
</tbody>
</table>

(** p < .01, (*) p < .05)

It shows that due to extremely limited promotional avenues, pressure from political leaders, bureaucrats and constant spotlight from public and media, the employees in the public sector are experiencing stress. When they feel overwhelmed, these employees become irritable, withdrawn and distracted, making themselves less punctual and less effective in dealing with public. Moreover, stress reduces their creativity and decision making (Peter, 2010) and consequently their knowledge regarding office work suffers.

FEMALES

In females’ sample, no relationship has emerged between Life Events and Job Performance components (see table 5.18).

As the data was not homogeneous for the present sample i.e. it was taken from both regular as well as contract Based Employees. So, no relationship could be found between life
events and job performance components, again may also be due to social desirability effect.

In nutshell, we can say that Stress affects the Obedience, Punctuality, Efficiency, Interpersonal Communication, Public Dealing and Knowledge of Office Rules and Regulations which can be interpreted in terms of performance, in a negative way.

**Hence the hypotheses (1) “Life Events will have a significant and negative relationship with job performance components” is accepted.**

The present study does find support from some of the investigations carried out in the past.

Financial stress is perceived to be one of the most important sources of psychosocial stress because so many of the basic activities of daily life are associated with personal and financial resources and their management (Peirce et al., 1996). Above 10% of employees experience financial problems and bring those issues to work where it affects their productivity (Brown, 1999). People who had higher level of financial stress had lower level of pay satisfaction, were more likely to waste their time, and more frequently absent from work (Kim & German, 2004). Effects of financial problems can be devastating since it impacts negatively on employees psychological and physical well being, thus, job performance suffers (Ruphalelo, 2006).

Stress related illness have been a leading cause for low productivity levels in workplace (Lean, 2002). Genuine sickness accounts for between half and two-thirds of absences from work (Huczynski & Fitzpatrik, 1989). Health related serious problems are major causes for reduced productivity and lowered job performance (Ijzelenberga et al., 2004; Heuvel et al., 2009).

In the workplace, problems with marriage spillover to produce work loss (Furthofer et al., 1996). Stress resulting from
divorce negatively affects the decision power of employees (Garner, 2008). Similarly, with the increase in dual-career households, employees are increasingly occupying both work and family roles simultaneously and they have to deal with job-related demands that place limits on the performance of family role and vice versa (Ahmad, 2009). Conflict between work and family has been related to inadequate performance in the workplace due to absenteeism and diminished productivity (Frone et al., 1987; Cooper & Williams, 1994; Anderson, Coffey & Byerly, 2002; Ahmad, 2009).

Findings also show that sexual harassment is responsible for negative workplace psychological conditions such as stress, depression, and anxiety which, in turn, results in decline in organizational performance and productivity (Adams, 1988; Baba, Jamal, & Tourigny, 1998; Williams, Giuffre, & Dellinger 1999). Sexual harassment has also been shown to be responsible for excessive absenteeism (Coles, 1986), increased turnover (Brough & Frame, 2004; Willness, Piers, & Kibeom, 2007, Merkin, 2008).

Several studies have shown that occupational stress can lead to various negative consequences for the individual and workplace (Oginska-Bulik, 2006). It includes reduced efficiency (Shain, 1999), breakdown in personal relations with colleagues, low levels of mutual understanding and tolerance, irritability, indecisiveness, poor communication, poor interpersonal skills, feelings of isolation and alienation (Brown, Ralph & Brember, 2002), reduced interest in working (Fairbrother & Warn, 2003).

Job stress can also lead to hostility in workplace, low morale, decreased productivity and increased absenteeism (Hoggins & Colligan, 2005), reduced job satisfaction, poor organizational commitment (Vakola & Nikolaou, 2005), an increase in turnover intentions (Conner & Douglas, 2005) and
Discussion

Poor job performance (Jepson & Forrest, 2006; Bashir & Ramay, 2008) are some other consequences of stress at workplace.

Recently emerged stressor i.e. job insecurity is also found to be negatively related to job satisfaction and organizational commitment (Ashford, Lee & Bobko, 1989; Lim, 1996; Hellgren, Sverke & Isaksson, 1999; Sverke, Hellgren, Näswall, Chirumbolo, De Witte & Goslinga, 2004).), intention to quit the organization (Davy, Kinicki & Scheck, 1991; 1997; Dekker & Schaufeli, 1995; Chirumbolo & Hellgren, 2003), reduced organisational trust (Ashford et al., 1989), work withdrawal behaviours such as absenteeism, tardiness and task avoidance and lower job performance (Abramis, 1994; Lim, 1997; Reisel et al., 2007; Dong et al., 2008).

Due to stress, whether it is psychosocial or stressful life events the employees irrespective of job status i.e., regular or contract based are not able to give optimal performance. Because of financial problems, work family conflict, ill health, job stress, harassment etc. employees' intellectual, emotional, and interpersonal functioning diminishes which ultimately affects their performance in a negative way. If some of the stressors could be removed the performance of employees can be improved. Moreover, Public sector is definitely not a very profitable and efficient sector – they have to benchmark against private sector in terms of profitability, efficiency, and productivity.

Private sector outperforms public sector in terms of productivity. Private sector managers are exercising better and significant leader-member and leader-management relations, clear and specific goals, effective task structure and boosted morale and effective communication which in turn increases the involvement of their employee, thus, creates a climate of satisfaction in the in the organization which consequently results in higher productivity in private sector enterprises, whereas in
public sector these things are acting in reverse manner lowering the productivity (Malhotra, Kumar & Dosajh, 2000).

6.2 HAPPINESS AND JOB PERFORMANCE

Happiness is the ability to enjoy one’s experiences, accompanied by a degree of excitement (Altson & Dudley, 1987). Happy individuals are successful across life domains including marriage, friendship, income, health and work performance (Lyubomirsky, 2008).

In the present results, similar relationship has emerged between happiness and job performance, as these two variables are found to be positively related in all the samples i.e. regular employees, contract Based Employees, males and females (see tables 6.4, 6.5, 6.6, 6.7 respectively).

REGULAR EMPLOYEES

Correlational and Regression Analysis in Regular Employees depicts that:

a. Happiness has significant and positive relationship with Knowledge of Rules and Regulations ($r=.24$, $p<.01$). It explains 3% of variance in Knowledge of Rules and Regulations ($F$ ratio being, 4.45, $p<.05$) (see table 6.4).

Further punctuality and obedience are related to knowledge of rules and regulations ($r=.17$, $p<.05$; $r=.27$, $p<.01$) and happiness ($r=.19$, $p<.05$; $r=.24$, $p<.01$). The variance to be explained by Punctuality and Obedience been taken care by knowledge of rules and regulations.
Discussion

Table 6.4
Correlates and Predictors of Job Performance Components in Regular Employees: The Role of Happiness

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Happiness</td>
<td>Knowledge of Rules and Regulations</td>
<td>.24**</td>
<td>3%</td>
</tr>
</tbody>
</table>

(** p < .01)

It shows that regular employees are working in their respective organizations for a longer period of time and have much more experience. Hence, they have correct and appropriate knowledge in field of their work (see table 5.15 for ANOVA). Application of such knowledge helps to bring about improvement and to achieve the daily targets. It gives them satisfaction which leads to internal happiness.

CONTRACT BASED EMPLOYEES

Correlational and Regression Analysis for Contract Based Employees depicts that:

Happiness has a significant and positive relationship with Efficiency (r=.30, p < .01) and Knowledge of Rules and Regulations (r=.27, p < .01) (see table 6.2.2). Further it has explained 5% of variance in Efficiency (F ratio being, 7.16, p < .01) and 3% of variance in Knowledge of Rules and Regulations (F ratio being, 5.61, p < .05) (see table 6.5).

Table 6.5
Correlates and Predictors of Job Performance Components in Contract Based Employees: The Role of Happiness

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Happiness</td>
<td>Efficiency</td>
<td>.27**</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>Knowledge of Rules and Regulations</td>
<td>.30**</td>
<td>3%</td>
</tr>
</tbody>
</table>

(** p < .01)
Discussion

From ANOVA table (5.16), it is clear that regular employees have better knowledge of office work as they have more experience and longer stay in the departments. Contract Based Employees have gained the good knowledge about various principles and procedures of the office in a very shorter duration of time; this gives them a sense of happiness. Moreover, they are more absorbed in their tasks and do the work diligently. This gives them a great sense of accomplishment. By gaining a greater sense of accomplishment, contract Based Employees are happier and satisfied with their knowledge.

**MALES**

**Correlational and Regression Analysis for Males reveals that:**

Happiness has a significant and positive relationship with Punctuality \((r=.17, \ p < .05)\) and Interpersonal Communication \((r=.16, \ p < .05)\) (see table 6.2.3). Because of low correlations, the regression analysis has shown nil variance.

**Table 6.6**

**Correlates and Predictors of Job Performance Components in Males: The Role of Happiness**

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Job Performance Components</th>
<th>Correlation ((r))</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Happiness</td>
<td>Punctuality</td>
<td>.17*</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Interpersonal Communication</td>
<td>.16*</td>
<td>-</td>
</tr>
</tbody>
</table>

\(^*\)\(p < .05\)

As the samples were clubbed for regular and contract Based Employees, hence, no variance has emerged, only few correlations have been obtained. Which shows that males are punctual in their jobs, a punctual person is always a step ahead of others. In case of regular employees, punctuality leads to a sense of satisfaction which is equivalent to happiness, for contract Based Employees it leads to a sense of hope and
optimism (a hallmark trait of happiness) of becoming regular in their jobs.

Moreover, they have good communication in the workplace, as they show proper respect to seniors and juniors, follow office etiquettes, are calm and in control of themselves. Having good communication is key to living a happy life.

FEMALES

Correlational and Regression Analysis for Females reveals that:

Happiness is significantly and positively related to only one job performance component i.e., Public Dealing ($r = .19$, $p<.05$). Further it has explained 3% of variance in Public Dealing with F ratio being 5.29, $p<.05$.

Table 6.7
Correlates and Predictors of Job Performance Components in Females: The Role of Happiness

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Job Performance Components</th>
<th>Correlation ($r$)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Happiness</td>
<td>Public Dealing</td>
<td>.19*</td>
<td>3%</td>
</tr>
</tbody>
</table>

(*) $p < .05$

It shows that women's verbal facility is very high. They are talkative, socially oriented, and sympathetic and have strong concern for others. Moreover, they have a government job which gives them a sense of achievement (irrespective of their job status i.e. regular or contract based), which is achieved through public dealing. Hence, public dealing has emerged as a significant factor which contributes to happiness.

In nutshell, we can say that happiness is positive, conscious and emotional experiences that accompanies or stems from achieving one's values and goals and exercising one's
individual potentialities, including talents, abilities and virtues (Younkins, 2003). Happy individuals are found to be punctual, efficient, make long range commitments (Wessman & Rick, 1966), display high degree of social participation (Fordyce, 1988) and better relationship with superiors and peers (Kamman, Farry & Harbison, 1981; Oishi et al., 2007). In other words happiness leads to stronger performance and also stronger performance leads to happiness (Cote, 1999).

Hence, the hypotheses (2) "Happiness will have a significant and positive relationship with job performance components" is accepted.

There is some research which directly or indirectly supports the present results.

Cropanzo, James, and Konovsky (1993) also examined the relation between dispositional affectivity and job performance and found that dispositional affectivity interacted with tenure to predict performance. Specifically, in one study, positive affectivity was positively related to performance, but only among long-term employees. In a second study, negative affectivity was negatively related to performance. Staw and Barsade (1993) examined the relation between an individual's general disposition to experience pleasant affective states and managerial performance. The findings supported the "happier and smarter" hypothesis, specifically; positive affectivity was associated with good decision making, high peer ratings of performances, and strong quality of participation, strong leadership, and high overall ratings of managerial potential and good performance.

Wright and Corpanzo (1997) compared the effects of psychological well-being (the extent to which pleasant and unpleasant affective states such as happiness and loneliness are typically experienced) and job satisfaction on job performance. Results showed that psychological well-being predicted the
Discussion

performance of service workers and managerial professionals, whereas job satisfaction has not shown any variance in explaining job performance.

Employees who are happy are least likely to abstain from work (George, 1989; Pelled & Xin, 1999), appears to secure better jobs, appeared to have more autonomy, meaning and variety (Staw et al., 1999). Happier the employees, the more likely that they were satisfied with their jobs (Weiss et al., 1999; Conolley & Viswesvaran, 2000), more committed to organizations (Mignonac & Herrbach, 2004; Herrbach, 2006), and less likely they would consider leaving jobs and hence better performance (Chang, 2007). Wright (2006) suggests that employee wellbeing may eventually prove to be a more robust predictor of whether employees decided to stay or leave their jobs than either job satisfaction or job commitment.

Positive mood at work predicted lower job burnout (Wright & Corpanzo (1989), lower withdrawal and organizational retaliation and higher organizational citizenship behavior (Donoven, 2000; Borman, Spector & Fox, 2002; Thoresen et, al, 2003). In the workplace, employees with high dispositional positive affect has been found to receive more emotional and tangible assistance from coworkers and supervisors and receive relatively more favourable evaluations from supervisors and others (Staw et al., 1994).

Dwight (2003) in a study with 287 university administrators to test the question that positive affectivity will moderate the relationship between upward influence tactics and job performance ratings, and that the form of relationship will differ for males and females. Results indicated that positive affectivity moderated the relationship between influence tactics and job performance ratings, for entire sample, such that those possessing higher level of positive affectivity were the recipients
of higher performance ratings. Happier employees are more able to "broaden- and- build" themselves, more creative and resilient, socially connected, physically and mentally healthy and more productive (Fredrickson, 2001).

Li and Lu (2009) examined the impact of happiness of citizens on economic performances across countries. The results showed that happiness had a positive and statistically significant effect an economic growth.

6.3 PERSONALITY AND JOB PERFORMANCE

Personality is the relatively stable set of psychological attributes that distinguish one person from another (Pervin, 1985). Psychologists have identified thousands of personality traits and dimensions that differentiate one person from other. Although Big- five dimensions hold up better than others, and although they depend on the type and nature of the job being performed, the identification of these traits that relate to performance indicates the important role of personality plays in organizational behavior.

The results of correlational and regression analysis indicate that there is a significant relationship between Big- five personality dimensions and job performance in all the four samples i.e. Regular Employees, Contract Based Employees, Males and Females.

6.3.1 Neuroticism and Job Performance

Regular employees

Correlational and Regression Analysis for Regular Employees depicts that:

Neuroticism has a significant and negative relationship with Efficiency \( (r= -.38, \ p <.01) \) and Punctuality \( (r= -.30, \ p < .01) \). It has explained 4% of variance in Efficiency \( (F \text{ ratio being 15.05, } p) \).
< .01) and 4% of variance in Punctuality (F ratio being 7.12, p < .01) (see table 6.8).

Table 6.8
Correlates and Predictors of Job Performance Components in Regular Employees: The Role of Neuroticism

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neuroticism</td>
<td>Efficiency</td>
<td>-.38**</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Punctuality</td>
<td>-.30**</td>
<td>4%</td>
</tr>
</tbody>
</table>

(** p < .01

Contract Based Employees

Correlational and Regression Analysis for Contract Based Employees reveals that:

Neuroticism has a significant and negative relationship with Efficiency (r= -.25, p <.01), Punctuality (r= -.18, p< .05) and Knowledge of Rules and Regulations (r= -.18, p< .05). Further, Extraversion has significant and negative relationship with Neuroticism (r= -.18, p< .05) and positive relationship with Efficiency (r= .27, p< .01); Openness and agreeableness have significant and negative relationship with Neuroticism (r= -.26, p< .01; r= -.17, p< .05) and positive relationship with Punctuality(r= .35, p< .05; r= .32, p< .01) and Extraversion, Openness and Agreeableness have significant and negative relationship with Neuroticism (r=.18, p< .05; r= .26, p< .01; r= -.17, p< .05) and positive relationship with Knowledge of Rules and Regulations (r= .28, p< .01; r= .30, p< .01; r= .40, p< .01). But, in regression Neuroticism did not turn out to be and (see table 6.9) the variance to be explained by Neuroticism has been taken care by Extraversion, Openness and Agreeableness.
Discussion

Table 6.9
Correlates and Predictors of Job Performance Components in Contract Based Employees: The Role of Happiness

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neuroticism</td>
<td>Efficiency</td>
<td>-.25**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Punctuality</td>
<td>-.18*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Knowledge of Rules and Regulations</td>
<td>-.18*</td>
<td></td>
</tr>
</tbody>
</table>

(** p < .01; (*) p < .05)

Males

Correlational and Regression Analysis for Males reveals that:

Neuroticism is significantly and negatively related to Public Dealing (r = -.16, p < .05). But, in regression Neuroticism has been found to be insignificant (see table 6.10). Further, Stressful Life Events has significant and positive relationship with Neuroticism (r = -.19, p < .05) and negative relationship with Public Dealing (r = -.19, p < .05). Hence the variance to be explained by Neuroticism has been taken care by Stressful Life Events.

Table 6.10
Correlates and Predictors of Job Performance Components in Males: The Role of Neuroticism

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neuroticism</td>
<td>Public Dealing</td>
<td>-.16*</td>
<td></td>
</tr>
</tbody>
</table>

(*) p < .05

Females

In females’ sample, Neuroticism did not turn out to be significant in correlation as well as regression analysis (see table 5.19).
The dimension of Neuroticism is associated with autonomic drive (Spence, 1964; Eysenck, 1967). According to Eysenck (1967) high neuroticism scores are indicative of emotional liability and over-reactivity. High scoring individuals tend to be emotionally over responsive and to have difficulties in returning to normal state after emotional experiences. Such individuals frequently complain of vague somatic upsets of minor kind such as headaches, digestive troubles, insomnia, backaches etc. and also report many worries and other disagreeable emotional feelings. The explanation of Neuroticism is taken to be Neurophysiological.

According to Brody (1972) "Emotionality is thought by Eysenck to be dependent upon activity of quasi-independent physiological system called the visceral brain including hippocampus, amygdala, cingulum and hypothalamus. Differences in threshold of activity of the visceral brain are presumed to be the physiological basis of individual differences in the Neuroticism – Stability dimension. Neurotics are assumed to have low threshold of such activation. Arousal of the visceral brain is assumed to lead to arousal of the reticular activation system – but not the converse. Neurotics, who have low activation thresholds are unable to inhibit or control their negative reactions, experience negative affect (fight –or – flight) in face of very minor stressors – they are easily upset or nervous (Eysenck, 1967). Emotionally stable people, who have high activation thresholds and good emotional control, experience negative affect only in the face of major stressors – they are generally calm and collected under stress.

Every job requires emotional stability to get the job done. Neurotic employees with slow and impaired executive functioning (including disinhibition and impulsivity) and poor concentration and attention are unable to focus on a task, which would be
reflected in poor job performance. Such contention of Eysenck has been borne out by the present results, where neurotic employees are more likely to be distracted very easily and cannot focus on the work at hand and sometimes less punctual in the workplace. Moreover, they exhibit a trait of self consciousness i.e. they are shy and have a social anxiety, which not only hurts their communication in the workplace, it also creates a negative effect on their dealing with the public. Hence, the overall performance suffers.

Hence the hypotheses 3(a) “Neuroticism will have a significant and negative relationship with job performance” is accepted.

The present results are very much in consonance with the earlier researches.

Neuroticism refers to one's tendency to experience negative affects such as fear, sadness, embarrassment, anger, guilt and disgust (Costa & McCrae, 1992). Porter and Steer (1963) argued that employees with extremely high levels of emotional instability, anxiety, low achievement orientation, aggression and sociability are more likely to be absent than employees with more moderate levels of these personality traits. Similarly, Sinha (1963), noted a strong positive correlation ($r = .39$, $p < .01$) between manifest anxiety and absence behavior in a sample of industrial workers in India.

One study revealed that the employees' high degree of job anxiety has a detrimental effect on their performance of job activities. 160 semi-skilled employees from a textile industry were selected. The employees with high degree of job anxiety poorly performed the work assigned to them as compared to those possessing low degree of anxiety. High degree of job anxiety with regard to human relations at work, among different dimensions of job anxiety, is most effective in diminishing employees' efficiency
Discussion

in performing assigned job activities (Srivastava & Krishna, 1980). So, the high anxious employees are considered as poor performers.

Deffenbacher and Hazaleus (1985) have reported that high anxious subjects performed more poorly; felt less positive about themselves their abilities and the task, experienced more anxiety and felt it interfered more with performance, estimated spending less time on the task and rated themselves as engaging in more worry, emotionality, and task generated interference than did low anxious subjects. Neff (1985) reported that those who exhibited fear and anxiety (e.g., those high in Neuroticism) believed they were incompetent and incapable of success and they responded to say threat demand or criticism with anxiety, a loss of self-confidence and lowered performance than those who are less anxious.

Driskell, Hogan and Salas (1987), hypothesized that "Emotional Stability" should be positively correlated with group performance for all tasks. In sum, the consensus seems to be that "Emotional Stability" should be positively correlated with subsequent groups' performance, or, that "Neuroticism" should be negatively correlated with subsequent group performance.

Moreover, it was once reported by Eysenck and Calvo, (1992) that those high in Neuroticism or the closely related personality dimension of trait anxiety experience much negative affect and their performance is characteristically inefficient. As a consequence it could be predicted that those high in Neuroticism will have less efficient and well-organized work styles than those low in Neuroticism/ Anxiety. Stress was consistently and negatively related to various measures of performance. The prediction derived from the inverted – U hypothesis, that those whose ability exceeded demand and those who fit such demands
taxed their ability would perform worse than those whose ability matched their demands (Westman and Eden, 1996).

Salgado (1997) also shows through Meta analyses that the factors of Emotional Stability are valid predictors of Job Performance across all types of jobs or occupations. Similarly, Judge et. al., (1999) found that Neuroticism is inversely related to Job Performance.

Through a meta-analysis Judge and Bono (2001) observed a significant relationship of 4 traits – self-esteem, generalized self-efficacy, locus of control and emotional stability (low Anxiety/ Neuroticism) – with Job satisfaction and job performance. With respect to Job satisfaction, the estimated true score correlations were (.26) for self-esteem; (.45) for generalized self-efficacy; (.32) for internal locus of control, and (.24) for emotional stability. With respect to job performance, the correlations were (.26) for self-esteem; (.23) for generalized self-efficacy; (.22) for internal locus of control; and (.19) for emotional stability. In total, the results based on 274 correlations suggest that these traits were among the best dispositional predictors of job satisfaction and job performance.

People with Neuroticism are less satisfied with the physical aspects of their work environments than stable individuals are and that there is a positive relationship between Neuroticism and negative traits like absenteeism, complaining and lower career satisfaction (Furnham, Forde & Ferrari, 1999; Seibert & Kraimer, 2001), they tend to perform poorly on the work as Neuroticism is negatively related to leadership capabilities (Neubert, 2004; Nichoff, 2006).
6.3.2 Extraversion and Job Performance

Regular employees

Correlational and Regression Analysis for Regular Employees depicts that:

Extraversion has a significant and positive relationship with Knowledge of Office Rules and Regulations (r = .28, p < .01) and Interpersonal Communication (r = .19, p < .05). It explains 8% of variance in Knowledge of Office Rules and Regulations (F ratio being 12.28, p < .01) and 3% of variance in Interpersonal Communication (F ratio being 4.62, p < .05) (see table 6.11).

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>Knowledge of Office Rules and Regulations</td>
<td>.28**</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>Interpersonal Communication</td>
<td>.19*</td>
<td>3%</td>
</tr>
</tbody>
</table>

(** p < .01, (*) p < .05)

Contract Based Employees

Correlational and Regression Analysis for Contract Based Employees depicts that:

Extraversion has a significant and positive relationship with Efficiency (r = .27, p < .01) and Punctuality (r = .32, p < .01). It explains 8% of variance in Efficiency (F ratio being 11.97, p < .01) and 3% of variance in Punctuality (F ratio being 6.10, p < .05) (see table 6.12).
Table 6.12
Correlates and Predictors of Job Performance Components in Contract Based Employees: The Role of Extraversion

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>Efficiency</td>
<td>.27**</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>Punctuality</td>
<td>.32**</td>
<td>3%</td>
</tr>
</tbody>
</table>

( **) p < .01

Males

Correlational and regression analysis for males depicts that:

Extraversion has a significant and positive relationship with Public Dealing (r= .16, p <.05) and Interpersonal Communication (r= .16, p< .05). Because of low correlation, it was found to be insignificant in regression (see table 6.13).

Table 6.13
Correlates and Predictors of Job Performance Components in Males: The Role of Happiness

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>Public Dealing</td>
<td>.16*</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Interpersonal Communication</td>
<td>.16*</td>
<td>-</td>
</tr>
</tbody>
</table>

( *) p < .05

Females

Correlational and regression analysis for females depicts that:

Extraversion has a significant and positive relationship with Public Dealing (r= .24, p <.01). Further, it explains 6% of variance in Public Dealing (see table 6.14).
Table 6.14
Correlates and Predictors of Job Performance Components in Females: The Role of Extraversion

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>Public Dealing</td>
<td>.16*</td>
<td>6%</td>
</tr>
</tbody>
</table>

(*) p < .05

According to Eysenck (1966), at descriptive level, the typical extravert is sociable, like parties and has many friends and does not like reading or studying by himself. The typical introvert is quite, retiring sort of person, fond of books other than people. Introverts are assumed to have weak nervous system and extravert a strong nervous system. Organisms with weak nervous system are assumed to respond at lower levels of stimulation and with greater intensity to stimuli than organisms with strong nervous system.

Introversion has been found to be positively related to academic success (Furnham & Chamaro-Premujic, 2003). Introverts spend more time in studying and have positive attitudes towards studies and extraverts spend more time in socializing. As, academic achievement requires the capacity to intensively deal with concepts and ideas, which can be expected to favour people with introversion (Entwistle & Entwistle, 1970). Whereas, Extraversion is positively related to job performance. In office job lot of interaction is required at various levels to make the papers/files move, and getting the job done. This is here the extraversion comes into play. Whereas, Introverts perform very well in the jobs where they are either working alone or in research/new projects.

The office jobs are mostly handled well by persons who have internal and external orientations. The levels of assertiveness, positive emotionality, activity and sociability
among extraverted employees can be beneficial in terms of performance outcomes (Westermann & Simons, 2003).

The present results are in line with the above discussion. The results have shown that extraverted employees are efficient and have a good knowledge about their office work, as they use a large variety of strategies to seek information, thereby increasing their efficiency and knowledge regarding their work.

They are more committed towards their jobs because a lot of social interaction is there. They start enjoying the work and making themselves punctual. Most important traits of Extraversion include sociability, talkativeness and gregariousness. Extraverted employees with all these traits are accurate and precise in communication with colleges and superiors and also effective in dealing with public.

Hence, the hypotheses 3 (b) "Extraversion will have a significant and positive relationship with job performance is accepted."

The present study does find some support from past researches.

Extraversion is a valid predictor of performance in jobs characterized by social interactions, such as sales personnel and managers (Barrick & Mount, 1991; Lounsbury, 2000, Lowery & Krilowicz, 1994; Barrick & Mount, 2006). Extravert people often use their working environment to represent a key facet of their lives that enables them to meet their aspirations and exhibit their talents (Hurley, 1998).

Hogan et al., (1994) find that extrovert employees tend to communicate more with team members and are better to build alliance with people who control necessary resources outside the team. Piedmont and Weinstein (1994) in a study with 52 women and 159 men using NEO personality inventory did find that high
extraversion predicted high job performance. Johnson (1997) found a positive relationship between extraversion and job performance of police personnel, and explained this relationship in terms of high level of interaction in the police work. Seibert and Kraimer (2001) reported evidence that extraverts have higher salary levels, are promoted more frequently and are most satisfied with their careers. Extraversion is also related positively to intrinsic career success across both the U.S. and European samples (Boudrease, Boswell & Judge, 2001).

Bono & Judge (2004) in a meta-analysis of the relationship between personality and ratings of transformational and transactional leadership behaviours confirmed that extraversion was strongest and most consistent correlate of transformational leadership. Gregariousness facets of extraversion plays an important role in supervision dimension because gregarious people like interacting with others and building more contacts, are talkative and entertaining (Ostendorf & Angleitmer, 2004). As extraverts are sociable, assertive, talkative and gregarious, these traits trigger individuals' energy level and potency and also lead to effective job performance.

Interpersonal and communication skills, including the extraversion related activities of expressing ones ideas and views, communicating readily in group settings, taking the initiative for interaction forming positive relationships and networking displaying interpersonal warmth, joining groups and associations and facilitating meeting and discussion (McCrae & Costa, 2003) are widely recognized as comprising the various job skills including a critical IT skill area (Lee, Trauth & Farwell, 1995).

Extraverts tend to be effective as managers and they demonstrate inspirational leadership behaviours (Bauer, Erdogan, Liden & Wayne, 2006). They actively seek information and
feedback and build effective relationships (Wanberg & Kammeyer, 2000).

Smithikrai (2007) found a positive relationship between extraversion and job success, especially in the jobs that requires interpersonal contacts. Extraverted employees are sensation seeking, sensitive to reward signals, achievement seeking and connected to happy, positive personality types (Furnham & Chriotofou, 2007). Highly Extroverted employees use their stable, cool headed, optimistic and aggressive manner to react to customers' requests, which result in work completion and customer satisfaction (Lion & Lee, 2009) and better performance.

6.3.3 Openness to Experience and Job Performance

Regular employees

Correlational And Regression Analysis For Regular Employees depicts that:

Openness to experience has a significant and positive relationship with Interpersonal Communication (r = .33, p < .01), Knowledge of Office Rules and Regulations (r = .31, p < .01), Efficiency (r = .24, p < .01) and Punctuality (r = .22, p < .01). It explains 6% of variance in Interpersonal Communication (F ratio being 8.64, p < .01) 4% of variance in Knowledge of Office Rules and Regulations (F ratio being 12.28, p < .01), 3% of variance in Efficiency (F ratio being 5.66, p < .05) and 2% of variance in Punctuality (F ratio being 4.60, p < .05) (see table 6.15).
Table 6.15
Correlates and Predictors of Job Performance Components in Regular Employees: The Role of Openness to Experience

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness to experience</td>
<td>Interpersonal Communication</td>
<td>.33**</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>Knowledge of Office Rules and Regulations</td>
<td>.31**</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Efficiency</td>
<td>.24**</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Punctuality</td>
<td>.22**</td>
<td>2%</td>
</tr>
</tbody>
</table>

(** p < .01)

Contract Based Employees

Correlational and Regression Analysis for Contract Based Employees depicts that:

Openness to experience has a significant and positive relationship with Punctuality (r= .35, p < .01). Knowledge of Office Rules and Regulations (r= .30, p <.01) and Efficiency (r= .25, p< .01). But in regression, openness to experience did not turn out to be significant (see table 6.16).

Table 6.16
Correlates and Predictors of Job Performance Components in Contract Based Employees: The Role of Openness to Experience

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness to experience</td>
<td>Punctuality</td>
<td>.35**</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Knowledge of Office Rules and Regulations</td>
<td>.30**</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Efficiency</td>
<td>.25**</td>
<td>20%</td>
</tr>
</tbody>
</table>

(** p < .01)
**MALES**

**Correlational and Regression Analysis for Males depicts that:**

Openness to Experience has a significant and positive relationship with Interpersonal communication ($r = .17, p < .05$) and Punctuality ($r = .16, p < .05$). But in regression Openness to Experience did not turn out to be significant (see table 6.17). Further, happiness is significantly and positively related to Openness to Experience and Punctuality ($r = .16, p < .05; r = .16, p < .05$) hence, variance to be explained by Openness to Experience has been taken care by Happiness in predicting Punctuality.

**Table 6.17**

**Correlates and Predictors of Job Performance Components in Males: The Role of Openness to Experience**

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness to experience</td>
<td>Interpersonal Communication</td>
<td>.17*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Punctuality</td>
<td>.16*</td>
<td></td>
</tr>
</tbody>
</table>

(*) $p < .05$

**Female**

In females' sample, openness did not turn out to be significant in correlation as well as in regression.

Openness has been described as employees desire to be curious, imaginative and broadminded. They always try to come up with new ideas and hence do the work efficiently at the workplace. Moreover, they are intellectually curious and have eagerness to pursue new knowledge, so their knowledge about office work is quite good.
Discussion

Employees with openness are open to ideas of others and are not biased against or for anyone. They do not have any preconceived notion while talking to anyone. So they are better at communicating with others.

Office is a place for them which provide new experiences and learning each day. So they enjoy their work and don't shirk the work and come up to the office punctually.

An employee high in openness to experience would perform better in jobs that offer a variety of situations. As in the present study, data were collected mainly from teachers, doctors, nurses, bankers, IT professionals etc. These jobs give them immense opportunities to learn and to experience new and varied things at the workplace. So, it could be the reason that employees with open personality traits are better at various job performance parameters i.e. Efficiency, Knowledge of Rules and Regulations, Punctuality and Interpersonal Communication.

Hence the hypotheses 3(c) "Openness to Experience will have a significant and positive relationship with job performance" is accepted and rationalized.

There are few researches supporting the results of current investigations directly or indirectly.

Raymark, Schmit, and Guion (1997) point out that in the workplace, people with high openness to experience tend to observe and grasp new things and originate new ideas through their own creativity and insight, and like to try new and innovative approaches in their work tasks. In terms of interpersonal interaction in an organization, people with a high level of openness to experience are open to and respectful of the ideas and thoughts of others, show understanding and responsiveness to the needs of others, and take the initiative to share with others and to communicate. They are more likely to display altruistic
behavior towards colleagues and to provide direct or indirect assistance (Whitener, Brodt, Korsgaard, & Werner, 1998).

Openness to experience is positively related to training proficiency (Barrick & Mount, 1991, 2006) and to the performance for an occupation involving interpersonal interactions (Nicklolaou, 2003). Employees who are open to experiences show an active imagination, aesthetic sensitivity, attentiveness to inner feelings and a preference for variety, all of which explain their higher performance and creativity at work (Rothman & Coetzer, 2003). George and Zhou (2001) found that openness displays creative behavior and receive positive feedback, and results in better decision making performance and overall team performance (Le Pine, 2003).

Openness to experience is significantly and positively related to job satisfaction (Judge et al, 2002; Axtell, Stride, Pepper, Gardner & Bolden, 2002), as openness is the ability to expect the exposure of change. Greater exposure to change was directly related to subsequent improvements in openness. Acceptance of exposure to change is associated with improvements in job satisfaction. Similarly Gallivan (2004) found that job satisfaction of IT professionals was positively related to their openness to experience, as Openness refers to receptivity to change, learning, and new experiences (Lounsbury, Loveland, et al, 2003). IT is a field undergoing significant technological change on an ongoing basis which, in turn, requires continued professional learning.

High openness prompts job efficiency, because work enables the employees to satisfy their curiosity, explore new viewpoints, and develop real interests in their work. As work fields expand and technological changes proliferate, there is likely to be greater demand for productive workers who are aware of new developments and engage in continuing education and
professional growth, which may increase the importance of openness for ensuring positive work efficiency (Lounsbury et al., 2007).

People higher in Openness are highly motivated to pursue promotion-related goals (hopes/aspirations) and less motivated to pursue prevention-related important goals (duties/obligations) (Vaughn, Baumann & Klemann, 2008).

6.3.4 Agreeableness and Job Performance

Regular employees

Correlational and Regression Analysis for Regular Employees depicts that:

Agreeableness has a significant and positive relationship with Punctuality (r= .46, p< .01), Obedience (r= .43, p< .01) and Public dealing(r= .20, p< .01), Knowledge (r= .25, p< .01) and interpersonal Communication. It has explained 21% of variance in Punctuality (F ratio being 39.8, p < .01), 19% of variance in Obedience (F ratio being 33.76, p < .01), 4% of variance in Public dealing (F ratio being 5.95, p < .05) (see table 6.18).

Table 6.18

Correlates and Predictors of Job Performance Components in Regular Employees: The Role of Agreeableness

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreeableness</td>
<td>Punctuality</td>
<td>.46**</td>
<td>21%</td>
</tr>
<tr>
<td></td>
<td>Obedience</td>
<td>.43**</td>
<td>19%</td>
</tr>
<tr>
<td></td>
<td>Public Dealing</td>
<td>.20*</td>
<td>4%</td>
</tr>
</tbody>
</table>

(***) p < .01, (*) p < .05
Discussion

Contract Based Employees

Correlational and Regression Analysis for Contract Based Employees depicts that:

Agreeableness has a significant and positive relationship with Knowledge ($r = .40, p < .01$), Punctuality ($r = .32, p < .01$), and Interpersonal Communication ($r = .16, p < .05$). It explains 16% of variance in Knowledge (F ratio being $0.40, p < .01$) (see table 6.19).

Table 6.19
Correlates and Predictors of Job Performance Components in Regular Employees: The Role of Agreeableness

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreeableness</td>
<td>Knowledge of office rules and regulations</td>
<td>.40**</td>
<td>16%</td>
</tr>
</tbody>
</table>

(* * *) $p < .01$

Males

In Males' sample, agreeableness did not turn out to be significant in correlation as well as regression analysis.

Females

No significant relationship has been emerged between Agreeableness and job performance in females' sample.

In the present study, the sample was basically comprised of four sub samples i.e. Regular males, Regular females, Contract based males and Contract based females. When regular and contract Based Employees were separated the results were clear cut. Perhaps, the relationship was more dominant as the orientation was similar in the respective samples.

However, no relationship has emerged between agreeableness and job performance components among males as
well as females because in gender, sample was a mix of regular and contract Based Employees, so, may be it became clouded. Moreover, orientation may not be rhythmic in samples.

In the samples of regular employees the factor of punctuality plays an important role in work setting, hence, is related positively with agreeableness. Regular employees with agreeableness are found to be very punctual. As desired in their job, through their agreeableness they actually ensure that they get promotion and other benefits smoothly by becoming punctual and following deadlines timely. Moreover, in order to ensure punctuality among staff, the government has planned to install the biometric attendance control system and in some offices it already exists, which can prevent malpractices related to attendance in government offices. Some people might be against the system, but agreeable employees with their co-operative behavior will follow the system and remain punctual. An amicable, appeasing and approachable personality trait of these employees is related with public dealing also (Costa & MaCrae, 1992).

It is also related to regimentation in government offices as agreeableness is the rule. Because of existing rules and regulations public sector follows a top-down bureaucratic approach to handle its affairs. Top end i.e. higher authorities have a good control over lower or those at the receiving end i.e. their subordinates. So, the subordinates will have to carry out the orders as given in the work setting. In general also as Milgram's (1974) experiments demonstrated the effect of authority viz. a viz. Obedience. Milgram recruited subjects for his experiments from various walks in life. Respondents were told the experiment would study the effects of punishment on learning ability. They were offered a token cash award for participating. Although respondents thought they had an equal chance of playing the role of a student or of a teacher, the process was rigged so all
respondents ended up playing the teacher. The learner was an actor working as a cohort of the experimenter.

"Teachers" were asked to administer increasingly severe electric shocks to the "learner" when questions were answered incorrectly. In reality, the only electric shocks delivered in the experiment were single 45-volt shock samples given to each teacher. This was done to give teachers a feeling for the jolts they thought they would be discharging. Shock levels were labeled from 15 to 450 volts. Besides the numerical scale, verbal anchors added to the frightful appearance of the instrument. Beginning from the lower end, jolt levels were labeled: "slight shock", "moderate shock", "strong shock", "very strong shock", "intense shock," and "extreme intensity shock". In response to the supposed jolts, the "learner" (actor) would begin to grunt at 75 volts; complain at 120 volts; ask to be released at 150 volts; plead with increasing vigor, next; and let out agonized screams at 285 volts. Eventually, in desperation, the learner was to yell loudly and complain of heart pain. At some point the actor would refuse to answer any more questions. Finally, at 330 volts the actor would be totally silent—that is, if any of the teacher participants got so far without rebelling first. Teachers were instructed to treat silence as an incorrect answer and apply the next shock level to the student. If at any point the innocent teacher hesitated to inflict the shocks, the experimenter would pressure him to proceed. Such demands would take the form of increasingly severe statements, such as "The experiment requires that you continue".

Some teachers refused to continue with the shocks early on, despite urging from the experimenter. This is the type of response Milgram expected as the norm. But Milgram was shocked to find those who questioned authority were in the minority. Sixty-five percent (65%) of the teachers were willing to
progress to the maximum voltage level. So Milgram's study (1974) seemed to suggest that one who wields power, others generally agree with him either out of fear or out of desire to appear cooperative even when acting against their better judgment or desire.

Again, the affairs in military, where obedience is mandatory. Military officer shout commands that they expect to be followed without question. Because in military immediate obedience to instructions is expected and disobedience is punished. Moreover, agreeable employees are more compliant and rule abiding. They are less likely to engage in organizational deviance, and keep their opinion to themselves (Robbins & Judge, 2009).

Contract Based Employees with agreeable personality are tactful and more receptive to ideas and office procedures guided to them by their superiors and colleagues without much disagreement (as they are on contract based/temporary basis), which might lead to enhancement of their knowledge.

Costa and McCrae (1992) identified six factors of agreeableness: trust on others, straight forward, tactful and honest communication, altruistic and co-operative behavior, complaints rather than defiance, modesty as well as tender and sympathetic attitude. Out of the six facets following are nearly related with job performance components of the present study i.e. altruistic and co-operative behavior, which helps in public dealing. Honest communication and compliance makes them punctual and obedient and trust in others and tactfulness enhances their knowledge regarding work.

All these traits are associated with better performance in customer services and team oriented jobs (Costa & McCrae, 1992). Team work is very important in any organization and essential for organization to succeed. Members of office need at one stage to come together and performance task together. So,
agreeable employees with above mentioned traits are good performers in the workplace.

Hence the hypotheses 3(d) “Agreeableness will have a significant and positive relationship with job performance” is rationalized.

The relationship between agreeableness and job performance has also received some support directly and indirectly from some investigations. Organ and King (1995) concluded that agreeableness is related to individual experiencing satisfaction at work, particularly in content of work relationship. Kichuk and Wiener (1997) in an organizational study found that in order to be successful, teams must be composed of people who work well together. Results revealed the successful teams were characterized by higher level of cognitive ability, higher extraversion and higher agreeableness.

Salgado (1996) found that agreeableness is related to success in training. The co-operative nature of agreeable individual may lead to success in occupations where team and customer services are relevant (Judge et.al. 1997). It has also been found to be positively associated with employee commitment (Ciliguri, 2000) and to the performance in occupations that had higher levels of interpersonal attraction in the work environment (Nikolaowis, 2003). Interpersonal attraction leads to co-operation and group cohesion (Barrick et al., 1998, Green, 1989) which results in better performance.

Managers who are emotionally stable, open and agreeableness tend to perform better than those who measured line on these dimensions (Rethmon et. al, 2003).

Agreeableness leads to enhanced customer contact and improved relationship and communication with managers /officers (Westeamann & Simons, 2007). As agreeable employees are viewed as more trustworthy and as possessing higher levels of
Discussion

integrity, which aids them in customer’s relationship and in access to valued information (Costa & McCrae, 1995; Sackett & De Vote, 2001).

Silva (2006) found that agreeableness is positively related to several facets of job satisfaction such as co-worker and the nature of work. Thus, individual with trait of agreeableness are satisfied with co-worker and the nature of their work they would be more satisfied with their jobs. Agreeableness along with conscientiousness is the most important predictors of organizational citizenship behaviour (Kumar 2009). Agreeable employees show higher levels of interpersonal competence (Witt et al. 2002) and collaborate efficiently when joint actions are needed. They offer more constructive responses to costumers and their work. They push staff member to work together, which results in effective working behaviour. Rose (2010) in a study 332 expatriates working in Malaysia found that agreeableness is positively correlated with task, contextual and assignment specific performance.

6.3.5 Conscientiousness and Job performance

Regular Employee:

Correlational and Regression Analysis in Regular Employees depicts that:

Conscientiousness has been found to be significant and positively correlated with knowledge of office rules and regulation ($r=.17$, $p<.05$). Though, in regression it failed to reach the level of significance (see Table 6.20).
### Table 6.20

**Correlates and Predictors of Job Performance Components in Regular Employees: The Role of Conscientiousness**

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conscientiousness</td>
<td>Knowledge of office rules and regulations</td>
<td>.17*</td>
<td></td>
</tr>
</tbody>
</table>

(*) p < .05

**Contract based Employee:**

**Corelational and Regression Analysis in Contract Based Employees depicts that:**

Conscientiousness is significantly and positively related to Punctuality ($r=.30\ p<.01$), Efficiency ($r=.21\ p<.01$), and Knowledge of Office Rules and Regulations ($r=.25\ p<.01$) (see table 6.21). But in regression analysis, it did not turn out to be significant may be due to comparatively smaller number or because of slightly low correlations.

### Table 6.21

**Correlates and Predictors of Job Performance Components in Contract Based Employees: The Role of Conscientiousness**

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conscientiousness</td>
<td>Punctuality</td>
<td>.30**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Knowledge of office rules and regulations</td>
<td>.25**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Efficiency</td>
<td>.21**</td>
<td></td>
</tr>
</tbody>
</table>

(**) p < .01
Discussion

**Males:**

**Correlation and Regression in Males reveals that:**

Conscientiousness is significantly and positively related to Interpersonal Communication ($r=.19$, $p<.05$). Further, it has explained 4% of variance in predicting Interpersonal Communication F ratio being 5.35, $p<.01$ (see table 6.22).

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conscientiousness</td>
<td>Interpersonal communication</td>
<td>.19*</td>
<td>4%</td>
</tr>
</tbody>
</table>

(*) $p < .05$

**Females:**

**Correlational and Regression Analysis in Females depicts that:**

Conscientiousness is significantly and positively related to public dealing ($r=.16$, $p<.05$). But in regression analysis it did not turn out to be significant (see table 6.23).

<table>
<thead>
<tr>
<th>Personality Factors</th>
<th>Job Performance Components</th>
<th>Correlation (r)</th>
<th>Variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conscientiousness</td>
<td>Public Dealing</td>
<td>.16*</td>
<td></td>
</tr>
</tbody>
</table>

(*) $p < .05$

It shows that employees with traits of conscientiousness are achievement striving, hard working and rational in decision making. They have motivation and drive to achieve excellence.
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This drive keeps them to remain on the right track; hence they work hard to achieve their goals without any distraction. So, they come across as efficient and knowledgeable.

In the sample of regular employees, punctuality is positively related with conscientiousness. Being punctual shows self discipline, which is the outstanding trait of conscientious personality. Self-discipline helps to optimize the job performance skills in any job or career. Self-discipline is self-control and self restraint, which makes these employees punctual in their jobs. Being late or delaying things are against their personality traits. As they are governed by their own conscience, they would not give any chance to anyone even their bosses to point out any fallacy in their style of work. They adhere strictly to their ethical principles and their moral obligations (Costa & McCrae, 1992).

Conscientious employees are very diligent which helps them attain and have good expertise in their field of work. So, they would tend to impart and share their information with the other employees working in the organization. Moreover, these employees have an urge to move ahead in their careers, they would communicate well with others to get the work done and to outperform competitors. At the same time, they are found to be good in public dealing also.

Hence the hypotheses 3(e) “conscientiousness will have a significant positive relationship with job performance is accepted.”

The present results do find some support from the researches carried out in the field. Conscientious people are described as organized, reliable, hard working determined, self-disciplined and achievement oriented (Costa & McCrae, 1992; Goldberg, 1992). Researchers have found a consistent positive relationship between conscientiousness and job performance
Discussion

across all kinds of team jobs (Barrick & Mount, 1991; Salgado, 1997).

Through Meta analysis, Barrick and Mount, (1991) and Vinchur, Schippmann, Switzer, & Roth (1998) have suggested that conscientiousness is positively associated with sales performance.

A research shows consistent relations between personality and job performance. For this research, Barrick et. al (2002) developed and tested a model of job performance that examined the mediating effect of cognitive motivational work orientations regarding the relationship between personality traits and performance in a sales job (N=164). The Covariance structural analyses revealed proximal motivational variable to be influential mechanism through which distal personality traits affect job performance. Specifically, striving for status and accomplishment mediate the effect of extraversion and conscientiousness on rating of sales performance.

Employees who score high in conscientiousness develop higher levels of job knowledge, probably because highly conscientious people exert greater levels of effort on their jobs. The higher levels of job knowledge then contribute to higher levels of job performance (Schmidt & Hunter, 1998).

Individuals high in conscientiousness are expected to put lots of effort toward goal completion (LePine, 2003; Mohammed & Angell, 2003) and to commit to the task. Judge and Illies (2002) revealed that conscientiousness is instrumental to people's success, as well as their motivation to get along and their desire to be productive. These high in conscientiousness exhibit the capacity to function or develop in generally productive ways and can accomplish more work quickly.

Furnham et. al. (2002) found that conscientiousness is related positively to intrinsic job satisfaction. Organ and Ling
(1995) stated that conscientiousness represents a tendency to be more involved at work, thus, individuals who are conscientious are more likely to obtain satisfying work rewards, both formal (e.g. promotions) and informal (e.g. recognition). According to Sackett and Wannek (1996), the relationship between conscientiousness and job performance could be attributed to the conceptual relationship between conscientiousness and integrity. Furthermore, autonomy and goal setting influence the relations between conscientiousness and job performance (Barrik & Mount, 1993).

Smithikrai (2007) examined the predictive power of each fact of the five factor model of personality and job success in a Thai sample. Results revealed that extraversion and conscientiousness were significantly and positively correlated with job success. Moreover, conscientiousness was the only personality trait that consistently predicted job success of persons across occupation.

Through regression analysis it has been observed that various independent variables i.e. psychosocial Stressors, Stressful Life Events, Happiness and Big-Five Personality dimensions contribute significantly towards the factors of job performance. Psychosocial Stressors have explained 29% of variance and Stressful Life Events have explained 14% of variance in predicting Job Performance. All these stressors make these employees vulnerable to stress, leading to reduced performance. Besides these factors, Happiness is also contributing significantly and positively towards job performance. It has explained 14% of variance in job performance. Happy employees are successful and blossoming and experience of positive affectivity improves job performance. Similarly, the Big-five personality dimensions indicate significant positive influence on job performance with extraversion, openness, agreeableness.
and conscientiousness explaining 28%, 15%, 60% and 4% of variance respectively, with the exception of neuroticism, which has significant negative effect with the variance of 8%, such that a neurotic employee is less efficient and less punctual in his or her work, and their communication is also not precise. Whereas, an employee with higher extraversion, openness, agreeableness and conscientiousness exhibit higher levels of sociability, dutifulness, cooperation, hard work and broadmindedness, which leads to positive relationship with job performance.

**ANOVA for Gender and Group**

In the second phase, ANOVA was computed to find out the significance of difference between two groups i.e. Regular and contract Based Employees and between genders on psychosocial stress, stressful life events, happiness and job performance components. ANOVA for the variable of personality was not computed since it is an organismic variable which is believed to be normally distributed across the population (Eysenck, 1967; Kumar, 1974). The major aim was to observe the interaction between group and gender on the above mentioned variables.

**Psychosocial Stress:**

The analysis of variance has revealed that the contract Based Employees are experiencing higher stress than regular employees (40.88 vs 29.27 see general means table 6.17) with F ratio being 102.45, p<.01 (for details of ANOVA see table 6.18). This may be due to rapid increase and increment of employment uncertainties in the public sector. There is a lot of pressure on contract Based Employees to perform and becoming regular. Every contract based employee would not become regular, so they are on the horns of dilemma. Waiting for extension of contract is very stressful for these employees. At the same time fear of being jobless does also contribute to stress. On the other hand, regular employees with secure income are
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seemed to be less affected with stress at least on financial front (Sharma, 2007).

Stressful Life Events

The analysis of variance indicate that the contract Based Employees score significantly higher than regular employees for stressful life events (13.86 v/s 11.49), with f ratio being 23.69, p<.01.

The rational could be offered in terms of that fact confounding effect of job and life stress is more significant for contract Based Employees. Stress from trying to balance the roles of an employees and a family member affects men as well as women working on contract basis. Problem may arise from the work stress (due to uncertainty on the job) spilling over into the family. So, it is apparently reasonable to think that this kind of employment i.e. contract based, affects work as well as family life. Moreover, lack of control over this stressful life event may also contribute to stress. While, regular employees are less stressed and strained by virtue of their sustained and stable job.

The main effect of gender on Stressful Life Events was found to be significant in analysis of variance, with F ratio being 12.22, p < .01(see table 5.24). Males’ score was found to be significantly higher than females’ (13.52v/s 11.82 see table 5.25).

Traditional male role in our culture is that of wage earner and head of the family. Males are under great pressure on both social and economic front. Increased responsibilities from work and family are a source of strain. By virtue of feminism, women are referred to as the weaker gender, so males are more prone to giving into the pressure of work and family. Moreover, our culture discourages men from openly emoting and females are better equipped to handle the stress than their male counterparts because they expect men to take care of financial aspects. Hence, males are experiencing higher stress than females partly
because of work and partly because of promotions and becoming regular.

Loosemore and Waters (2004) investigated the differences in sources and levels of stress between male and female professionals in the construction industry. The results indicated that overall, men experience slightly higher levels of stress than women. Although there are common sources of stress for both men and women, there are also some differences. In particular, men appear to suffer more stress in relation to risk taking, disciplinary matters, and implications of mistakes, redundancy, and career progression. In contrast, the factors that cause most stress for women were opportunities for personal development, rates of pay, keeping up with new ideas, business travel, and the accumulative effect of minor tasks. These differences reflect women's traditional and continued subjugation in the construction industry.

Dasgupta and Kumar, (2009) determined the sources of role stress among doctors in Indira Gandhi Medical College & Hospital, Shimla (India) and also examined the stress levels among Male and Female doctors working in the hospital. The study showed that Role Overload is most significant source or factor causing role stress among the doctors working in the hospital. Male doctors are more stressed than the female doctors in cases of – Inter-role Distance and Role Inadequacy. Similarly John and John, (2010) investigated relationships between biographical variables of gender, age, experience and employment position and occupational stress of staff members in Catholic primary schools. Age, gender and position were found to be related to three out of the four identified domains of occupational stress as well as overall occupational stress. In addition, male staff experience higher levels of general occupational stress than their female colleague overall.
Further, the results of the present study can be best quoted through the interaction effect of group x gender, which is found to be significant with F ratio being 10.38, p < .01 (see table 5.24).

The interaction depicts that, at females end i.e. regular and contract based females are scoring almost same on stressful life events (11.42 v/s 12.50). The main difference lies at the males' end, where contract based males are significantly higher on stressful life events than regular male employees (15.49 v/s 11.56). Family is mainly dependent on the financial income of male members. Contract Based Employees with less pay, very few benefits and incentives always worry about making both the ends meet. While regular males with higher salaries and good perks are able to fulfill all basic needs of the family. So, contract based males experience higher stress than regular males. But, in case of females, both regular and contract based females are almost same on stress levels. The reason being that for females, Government job (whether regular or contract based) offer secure work, flexible working pattern and more opportunities to combine a proper career with caring responsibilities.

Hence the above rationale suits our hypotheses (4) "the contract Based Employees will be significantly higher on Life Events (Psychosocial Stress and Stressful Life Events), because of their uncertain job status". For the first part of variable i.e. psychosocial stress, null hypotheses stands i.e., no significant difference has been found between the genders (males and females).

Happiness

Analysis of variance depicts that regular employees are significantly higher on happiness than contract Based Employees (76.30 v/s 64.42) with F ratio being 95.89, p < .01 (see table 5.27). The reason being that regular employment is associated with higher income, more benefits, promotional opportunities and
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more structured life, status and identity. The higher the one's socio economic status, income and prestige the happier one tend to be (Camron, 1974; Veenhoven, 1991, 1998; Mullis, 1992; Ahn, 2006). Life satisfaction may be taken as one aspect of happiness. It is defined as the internal feelings of happiness which comes as a result of many factors such as socio-economic status, age, attitudes and nature of occupations. Positive relationship has been obtained between life satisfaction and socio-economic status, perceived adequacy of income and perceived health status (Kutner, Franshel, Tago & Langer, 1956; Culter, 1973).

There is also a spiritual aspect of happiness. In Indian Mythology, according to Shrimad Bhadwad Gita, happiness is the very nature of self, happiness and self are not different. There is no happiness in any object of the world. We imagine through our ignorance that we derive happiness from objects. When the mind goes out, it experiences misery. In the state of sleep and Samadhi, the desire for material object vanishes. The mind becomes inward turned and enjoys pure self-happiness. Likewise, Srimad Bhagwat Gita gives the concept of 'Sthit Prajana' means gain or 'knowledge'. Thus, Sthit Prajana means even mindedness. The word Prajana is derived from Prathavas which means prithvi. Thus, Sthit Prajana means we have to be stable in every situation or condition that comes in our way of life. We should not express extra happiness, when we are happy and in grief we should remain stable like earth or Ptithvi, which remains cool and calm in every season. Likewise, we should try to maintain a balance in our lives, which is the ultimate basis of happiness in everybody's life.

For the present sample, happiness is situational not predispositional. As income, prestige and status of regular employees are fairly high; hence they are happier than contract Based Employees. Job security is another factor which leads to happiness (Friedman & Friedman, 2008). While, employees
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working on contract based basis beset with uncertainty. Moreover, they receive low pay, less leaves and no other benefits. They are less likely to get promotions and are less likely to hold permanent positions at least for the time being. Scherer (2009) in an analysis using European Social Survey (ESS) data from 2004 for Western European Countries confirmed that insecure employment is associated with more problematic "social and family" situations and low level of general well being.

From the above discussion we can infer that our hypotheses (5) “Regular employees will significantly score higher on happiness, as they are generally protected in terms of job security and promotional opportunities" is accepted and rationalized.

Job Performance

In the current investigation, the following factors of Job Performance viz. Punctuality, Public Dealing, Efficiency, Obedience, Interpersonal Communication and Knowledge of Office Rules And Regulations were subjected to 2x2 ANOVA, where the first two are regular and contract Based Employees in the public sector and the next two constituted the gender. Analysis of variance depicts that contract Based Employees are significantly higher on the following job performance components i.e. Punctuality (15.34 v/s 11.30) with F ratio being 135.33, p < .01, Public Dealing (13.64 v/s 12.14) with F ratio being 10.71, p < .01, Efficiency(14.16/v/s 11.32) with F ratio being 58.42, p < .01, Obedience (14.29 v/s11.24) with F ratio being 71.67, p < .01, Interpersonal Communication (13.66 v/s11.98) with F ratio being 16.35, p < .01. While regular employees are higher on only one component of Job Performance i.e., Knowledge of Office Rules and Regulations (14.48 v/s 11.09) with F ratio Being 86.59, p < .01. For means (see table 5.39).
In view of tremendous unemployment in India, Government job (even though on contract basis) is considered as a boon. Contract based employment might provide opportunities of finding regular employment. Contract Based Employees use their job status as a stepping stone towards regular and permanent job. Hence, they perform well to achieve their targets. Moreover, in previous section, we have seen that contract Based Employees are experiencing comparatively higher stress than regular employees (see ANOVA table 5.21). As they are working in public sector, where work pressure is not very high and routine work is there, so they are experiencing moderate level of stress. The moderate level of stress provides them a sense of challenge and motivation of becoming regular, which would help them to perform well. While regular employees with job security and comparatively low level of job stress, do not have very high need and motivation to perform as good as contract Based Employees.

Most of the contract Based Employees are motivated to make a good impression and have a good work ethics. As, in case of unsatisfactory work performance of an employee, certain procedures will be followed in the form of verbal and written warnings. To avoid such situation, they are seen to put more efforts in providing the best performance at workplace and also to stabilize their career growth. Further, regular employees have better Knowledge of Office Rules and Regulations than contract Based Employees it is because of longer stay in the respective organizations and more work experience.

The main effect of gender on job performance components was found to be significant in analysis of variance. Males’ score was found to be higher on Punctuality (13.92 v/s 12.72) with F ratio being 11.94, p < .01, Efficiency (13.12 v/s 12.36) with f ratio being 4.13, p < .01, Knowledge of Office Rules and Regulations (13.32 v/s 12.24) with f ratio being 8.80, p < .01. Whereas,
females have scored higher on Public Dealing (13.34 v/s 12.43) with F ratio being 3.97, p < .05.

The distinction between males and females serve as a basic organizing principle for every human culture. But in India, sex lines are clearly drawn. The traits dominant in the roles prescribed for males primarily related to personal competence, achievement and competitiveness. Males with agentic and instrumental orientation are expected to be self confident and independent. All these traits hold good for a given job and a better performance. There are few studies supporting the present results. Igbaria and Barondi (1995) examined the impact of gender on job performance evaluations, job performance attributions and career advancement prospects. The results show that there are no significant gender differences in job performance ratings; however, women are perceived to have less favorable chances for promotion than men. They also found that while the effect of job performance ratings on career advancement prospects is stronger among males, the effect of attributions of career advancement prospects is stronger among females. Using a large sample of establishments drawn from the Multi-City Study of Urban Inequality (MCSUI) employer survey, Blau and Devaro (2006) studied gender differences in promotion rates and in the wage gains attached to promotions. The results indicated that women have lower probabilities of promotion and expected promotion than do men but that there is essentially no gender difference in wage growth with or without promotions.

Research regarding wage rates in accounting has found that women employed as accountants generally earn less than equally qualified men (Collins, 1983; Schroder & Reichardt, 1995). The major source of lower earnings of women is due to labour market discrimination against women (Lehman, 1992;
Cooper, 1992). Higher wages are associated with better performance (Debrock et al., 2004).

Roth, Purvis and Bobco (2010) conducted a meta-analysis of job performance measures from field studies. Analyses suggested that, although job performance ratings favored females, ratings of promotion potential were higher for males. Inmyxia and Takahashi (2010) investigated, examined and compared the performance contrast of male and female headed firms in Lao micro, small and medium sized enterprises (MSMEs) through the use of ordered probit models. The sample consisted of 840 observations wherein 493 are male-headed firms and 347 are female-headed firms having 1 to 99 employees. The results confirmed previous studies that female entrepreneurs relatively underperform compared to male entrepreneurs.

With regard to females, they are better in public dealing, as femininity is the asset created in each female by upbringing. Every female is encultured with friendly, supportive and caring personality traits. For females, the traits are basically related to and facilitate social concerns and interpersonal warmth. Females tend to communicate with more politeness and with greater intimacy and confidence. They use conversation to establish rapport and connections. Hence, they are better in public dealing. Siguaw and Honeycutt (1995) examined the gender-related differences regarding job satisfaction, organizational commitment, role conflict, role ambiguity, and performance for both male and female industrial sales persons. Simultaneously, perceptions of market, customer-orientation and adaptive selling are investigated. Women reported lower levels of role conflict and role ambiguity and higher levels of customer oriented selling than men a part of better public dealing.

However, no significant difference has been emerged for the components of job performance i.e. obedience and
interpersonal communication. This may be due to the reason that public sector exhibit significantly greater emphasis on rules and procedures. Hence, to comply with office rules and procedures is mandatory for every employee irrespective of job status or gender. So, the difference for obedience has not been emerged to be significant, and males and females are equally obedient.

Interpersonal communication at workplace is very important. With the passage of time and needs and interests of organizations, males have acquired more communication skills. So, they are able to communicate effectively with co-workers, supervisors and subordinates as good as females. In the field of performance generally males not only show better entrepreneurship and performance but also are taken more seriously by the employees and their performance even if equal with females, are given a more serious weightage.

Further, the interaction effect of group × gender on public dealing is significant. The F ratio is found to be 7.402, p<.01(see table 5.31). At the males' end, contract Based Employees are slightly better in public dealing. Similarly at females end, contract based females are significantly higher on public dealing. As these employees are working on contract basis, they would be motivated to make a good impression and would try to enhance their performance through effective public dealing.

In a nutshell, we can say that contract Based Employees are significantly higher on psychosocial stressors, stressful life events and following job performance components viz. punctuality, public dealing, obedience and interpersonal communication. Contract basedisation of job is very stressful and troubling. Moreover, insecure job creates a moderate level of stress, which helps to motivate the employees. hence uncertainty in job acts as a stepping stone towards permanent job, which results in enhanced performance. Further, the interaction depicts
that, at females end the regular and contract based females are scoring almost the same on stressful life events. Contract based males are significantly higher on stressful life events than regular employees at the males' end. Contract Based Employees receive low pay, very few benefits and little job security so, they worry about making both the ends meet. But, in case of females, government job provides them opportunities to sustain work-family equilibrium.

Regular employees are found to be significantly higher on happiness and knowledge of rules and regulations (a job performance component). Regular employees with fairly high salaries and job security are happy with the way their life is going on. Moreover, because of longer stay and the job experience they bear a good knowledge regarding office work. Similarly, males scored significantly higher on stressful life events and on the following job performance components i.e., punctuality, efficiency and knowledge of office rules and regulations. Because of increased responsibilities from work and family, males are under greater pressure. Furthermore, agentic and instrumental orientation of males makes them more confident and dependable, which leads to better performance. Females are significantly higher on public dealing; because of their friendly, caring and supportive personality traits. The interaction effect of group x gender on public dealing is significant. Both Contract based males as well as contract based females are significantly higher on public dealing. Because of insecurity and ambiguity in jobs, they would be motivated to enhance their performance through effective public dealing. Thus, the results of present study are very much in line with the various hypotheses framed.

Suggestions

In the public sector differences between regular and contract Based Employees are clear cut in terms of their
dispositions towards stress, happiness and job performance. In the correlational aspect also results are very significant, where stress, happiness and big five personality traits predicted job performance very significantly. Hence, the comparison between the public and private sector employees would be really interesting viz. a viz. job performance and other predictors. The rationale being Public sector workers are under less stress and some are not satisfied because the amount and magnitude of work is not accordance with their abilities and interests. Private sector employees earn more, have more work pressure and stress as compared to public sector workers. So, there are more permutations which need to be explored further. Hence, a similar study may be conducted on public and private sector employees and in other areas also like employees working in small towns and cosmopolitan cities, small - scale and medium scale industries etc., for comparing the level of stress, happiness and job performance. Moreover, uncertainty should not be prolonged in public sector because it results in stress and burnout. There should be regular appointments and rapid promotions so that employees can work with complete satisfaction and devotion. It is only a suggestion which cannot be researched upon. The most obvious limitation of the present study is the small sample size. This raises concern over generalizability of the results in other populations. Another potential limitation relates to the role of different types of factors such as intelligence, motivation and individual abilities (organismic factors) like interest and talents that have not been taken into consideration since it was beyond the scope of the present study. These factors might play a significant role in the job performance of employees. So, these factors should be either controlled or taken in the future researches.