CHAPTER – 1

INTRODUCTION

AND

REVIEW OF LITERATURE
INTRODUCTION

Job Involvement

The growth of an organization to a great extent depends upon the workers attitude towards the organization in which they work and it is not to be out of place to mention that the progress of an organization can vis-à-vis reach at prospering stage if the workers involvement and satisfaction are high. The existence of a business unit as visualized by management experts is related to its employee's capability to work willingly, to perform well on their jobs, their motivation level deriving satisfaction from their present job, by creating congenial and workable environment, inculcating work ethics and norms that foster a sense of trust, openness, flexibility, initiativeness, self-direction, employee participation in decision making and building team spirit among the employees who are essentially contributing in different capacities for the growth and development of an organization with which they are associated. The significance of human resource occupies a prominent place in today's organization therefore, it is now being considered to be most valuable asset and all possible efforts be made by the management for their proper and timely development so that they may work successfully and utilize their skills and abilities in achieving the organizational goals. It is now evident from the review of literature that the job involvement was the focus of attention of psychologists, management scientists because of its greater
relevance to overall organizational functioning, employees performance, employees needs and quality of working life.

Durkheim (1893), an eminent sociologist introduced the concept of job involvement in the research literature and emphasized the significance of job involvement in industrial set up, since then the social science researchers became aware of it but concept gained much popularity and attracted the attention of psychologists and management scientists from the research work of Lodhal and Kejner (1965) who gave the conceptual explanation of job involvement in a concrete and objective manner. This topic became central theme of research and many investigators in India and abroad started working by relating it to various variables since last few decades.

Undoubtedly many researchers attempted to give theoretical and empirical explanation of job involvement, but it appears from the research literature of industrial and organizational psychology investigators has used the term job involvement interchangeably as synonymous to ego-involvement and satisfaction, work role involvement, occupational involvement, job satisfaction, morale, central life interest, ego involved performance, intrinsic motivation and finally job involvement. It gained central importance because of its pivotal role in providing linkage between one’s performance on one hand and employees needs and the quality of working life on the other hand (Lodhal and Kejner, 1965; Weissenberg & Gruenfeld, 1968; Lawler and Hall, 1970; Schwyhart and Smith, 1972;

Lewis (1944) and Lewis and Franklin (1944) conducted an experiment and reported that the individuals became involved in their work even in the artificial context of a laboratory. Their research work in this direction started empirical investigation of ego-involvement and appeared in the psychological literature with increasing frequency. The significance of ego-involvement in one's job had been a great concern for psychologist such as McGregor (1944), Allport (1947) and sociologists such as Hugles (1958) and Dubin (1959). Allport (1947) stated ego-involvement as the selection in which a person is engaged in the status seeking motive. The psychologists from the very beginning were inclined to look into the organizational conditions that lead to job involvement. Guion (1958) stated morale in terms of ego-involvement and considered it to be relevant to job involvement. Gurin, Veroff and Feld (1960) described job involvement in terms of the degree to which the performance affects self-esteem. Vroom (1962) was of the view that a person's job involvement exist when his feeling of self-esteem is increased by good performance and decreased by the bad one. By referring their concepts of job involvement it may be said that a job involved persons is one who is affected personally by his whole job situation such as the work itself, co-workers, the company and opportunities for personal growth and development.
As suggested by Argyris (1964) and McGregor (1960) that the job involvement as a response to in organizational condition rather than as a personal characteristics. In another theoretical perspectives the job involvement could be reviewed in terms of an interaction that takes place between the individual and situation. By incorporating these reviews it may be said that the job involvement should be influenced by the interaction effect of individual and the situation.

Lodhal and Kejner (1965) started systematic work in the area of job involvement and gave a comprehensive definition of the concept and stated it in terms of “the degree to which a person identified psychologically with his/her work or the importance of work in his/her total self-image”. A person’s psychological identification with his work may be the outcome of his early socialization process during which the individual may internalize the values about the goodness of work. It means for job involved person, the work is important part of his life. From this explanation it is very much clear that with the socialization process certain work values are injected into the self of a person that becomes the basis of his attitude towards job. In the later stage Lodhal emphasized that the major determinants of job involvement is a value orientation towards work which is learned by the individual during his/her socialization process. Blauner (1964) pointed out that the involvement in work may derive from personal control association with others and from a sense of purpose. Katz and Kahn (1966) identified three important characteristics of job involvement:
(i) The job involvement is a necessary condition for the individual to accept fully the organization demand placed on him being member of an organization.

(ii) The degree of job involvement is related to level of aspiration and the internalization of the organizational goals and

(iii) The job involvement as a moderator variable in the relationship between performance and satisfaction.

Siegel (1969) emphasized the significance of the early socialization process and organizational variables that affect the persons ideas about his job. Lawler and Hall (1970) described job involvement in terms of psychologically identification of work or the importance of the work to one’s total self-image. They argued that the job involvement is the function of individual job interaction. They hold there opinion that a job involved employees perceives his job as an important part of his self concept. The job involvement may be considered as an important measure of organizational effectiveness which may partly be influenced by the job satisfaction. It is clear from Lawler’s (1970) explanation that refers to the intrinsic motivation aspect of a job holder who is motivated to do well due to some subjective reward or having a feeling of expectation to receive rewards as a result of performing well. Weiner and Gechman (1977) suggested a behavioural approach to study the job involvement suggested that when individuals are committed to a cause and institution must express overtly or in terms of public act and commitment behaviour that are
socially accepted that might exceed formal or normative expectation that are relevant to the object of commitment. Rabinowitz and Hall (1977) pointed out that the job involvement has been made to understand the workers who are psychologically involved in the jobs and researchers became interested to study the job involvement by classifying the definitions that have guided the past research: (i) job involvement as a performance-self-esteem contingency, (ii) job involvement as a component of self image. Further it was classified into three theoretical perspectives: (i) job involvement as an individual difference variable, (ii) job involvement as a function of the situation, and (iii) job involvement as an individual situation interaction.

Kanungo (1979) presented a motivational approach to study job involvement and made a conceptual distinction between intrinsic and motivation and job involvement. He argued that the satisfaction of intrinsic needs might increase the possibility of job involvement. He described the concept of job involvement in terms of general cognitive state of psychological identification with work and so far as the work is perceived to have the potentiality to satisfy one’s salient needs and expectation. The degree of involvement to be measured in terms of a person’s cognition about his identification. Blau and Boal (1987) stated that the job involvement is the degree to which employees immerse themselves in their job and invest time and energy in doing their job and view their work as an integral part of their over all lives. On the basis of their explanation the job
involved employees seems to have firm believe in work ethic, exhibit high
growth needs and enjoy in taking part in decision making as a result of it
the employees will seldom be tardy or absent and they are willing to work
for longer hours and they are often willing to be high performers.

Researchers in the last few decades studies the correlates of
job involvement with reference to employee’s job satisfaction, participation
and performance. Bass (1965) reported job involvement as representatives
of employees ego-involvement in his job and thus it to performance. As
observed by Weissenberg and Gruenfeld (1968) that the job involvement
was found significantly related to satisfaction with the motivator variables.
Patchen (1970) reported that the job involved person is highly motivated
and enjoys a sense of pride in his work. The job involvement has also been
studied in relation to personal characteristics such as age, belief in ethic and
need for growth seems to result in high involvement. High degree of job
involvement may result in lower resignation rates (Blau, 1986).

Job involvement has also been studies in relation to the
organizational effectiveness which may be affected by the job satisfaction.
The studies conducted by early researchers indicated that the relationship
between job involvement and job satisfaction (Smith, Kendall and Hulin,
1969). Job involvement could be studied in terms of individual difference
variables. Hall and Mansfield (1971) held their view that if job involvement
is a personal characteristics then there seems to be little change in it under
period of organizational stress. Another investigator Hulin and Blood
(1968) emphasized the significance of individual differences in job involvement.

Farris (1971) suggested that the job involvement is the result of the interaction between the person and his environment. Wanous (1974) was of the view and suggested that job involvement as an interactional function of individual’s socialization process and job characteristics.

Some investigators attempted to find out the relationship between job involvement and performance but the result obtained were inclusive. Siegel and Ruh (1973) did not find significant relationship between the job involvement and performance. Similar results were also obtained by Schuler (1975) and Saal (1978).

Some investigators conducted study on men and women reported that the job involvement among men was found greater because they value their work more in comparison to women (Runyon, 1973 and Reitz and Jewell, 1979) but their finding was contradicted by Lennon (1987). Ruh and White (1974) found high positive correlation between participation in decision making and job involvement. Another investigator Schuler (1975) also found out correlation between participation in decision making and job involvement. Madhu and Harigopal (1980) obtained positive relationship between job involvement and job performance. Choudhary (1988) obtained significant difference in the level of job involvement among managers, supervisors and workers working in private
sector. Brockner, et al. (1988) found that the work ethic was positively and prior role ambiguity was negatively related to job involvement. Sekaran (1989) investigated cause and effect connections between job characteristics, sense of competence, job involvement and job satisfaction among bank employees. He observed that work ethic had significant paths to job involvement and sense of competence and both increase confidence in job competence and skill variety which hold direct path to job satisfaction. In contrast to it the stress had a direct negative path to job satisfaction. In addition, it has negative influence on sense of competence. On the basis of results obtained they suggested, by making work more interesting in reducing stress and facilitating the success experience might increase the sense of competence among employers and it might result in increased job satisfaction. Kaur and Chadha (1988) reported that the high stress lead to low involvement in white collar workers. Aleem and Khandelwal (1988) reported that women were less involved in their job than their male counterparts. The difference obtained was explained in terms of the difference in education, age and income. The result was concluded in the light of the factors which were positively related to job involvement were performance of intrinsic job outcomes, higher education, age and high level of income.

Mehta (1977) interpreted that the factors such as autonomy, friendly relations, supervisory behaviour, mutual trust and support lead to more job involvement and resulting in increasing productivity.
Saal (1978) examined the common variance shared by combinations of personal and situational characteristics and job involvement of workers of medium sized manufacturing company. The data was analyzed by means of multivariate analysis suggesting that job involvement can be better understood by dividing personal characteristics, personal demographic and personal psychological variables. The analysis suggested that both the situational and personal variables shared more common variance with job involvement than the personal demographic variables.

In a study conducted by Prabhakala (1979) on bank employees to examine the relationship between job involvement and personality factors. The result yielded that the subjects who were found most job involved scored significantly high in comparison to low involved subjects on factor 'A' and 'F'. While the low involved subjects scored significantly high on factor 'I' and 'M'. The two groups in terms of their mean scores did not differ on remaining 12 personality factors. Suggested that these personality factors did not influence the level of job involvement.

Anantharaman (1980) examined job involvement of nurses in relation to age, tenure, income and locus of control. The result indicated that the age, tenure and internal locus of control were found to be significantly related to job involvement.

Anantharaman and Subha (1980) attempted to find out the relationship between job involvement and need satisfaction and between
job involvement and organizational climate. The result revealed that no significant relationship between job involvement and various need satisfaction except self-actualization need. The result showed no relation between job involvement and various dimensions of organizational climate.

Anantharaman and Deivasenapathy (1980) studied job involvement of managers, supervisors and workers of public sector unit. The result showed that managers found more involved in their job than the supervisors and workers. In contrast to it the workers were found less involved than the supervisors. The managers, supervisors and workers differ significantly from each other in terms of their job involvement. The results obtained were interpreted as the managers have greater opportunities to make all important decisions which might have led them to higher job involvement. The workers on the other hand have lesser opportunities in decision making and setting their work place might have led them to be less job involved.

Anantharaman and Begum (1982) carried out study to find out the difference in job involvement among bank employees. The subjects of this study were 10 managers, 50 officers and 100 clerks. The scores obtained by the subjects on job involvement scale were analyzed by means of t-test. The result did not yield significant mean difference in terms of job involvement of groups compared.

Tandon (1982) observed that the workers performance was not associated with their job involvement. It appears from the finding that
the workers who are highly involved in their job do not mean that they will produce more in comparison to the workers who are less involved in their job.

Another investigator Das (1982) examined the relationship between demographic variables with job involvement of managers. The result revealed that the managers who worked more than 15 years were found most involved in their jobs but the managers who spent ten to fifteen years in their job showed lowest job involvement. The result also revealed that the middle management executives were found significantly lower in job involvement in comparison to the higher and junior level executives.

Singh and Mishra (1983) reported that the job involvement was not found significantly related to ego-strength and occupational stress. The result also revealed significant inverse relationship between occupational stress and ego-strength.

Singh and Mishra (1984) studied the relationship between job satisfaction and job involvement found that the supervisors with high ego-strength were found more satisfied and most involved in their job in comparison to the supervisors having workers ego-strength.

In another study Mishra (1985) reported that the teachers job involvement was greatest followed by doctors and then bank officers. He also mentioned in his interpretation that the degree of job involvement in all the groups compared were of moderate level.
The study conducted by Mishra and Singh (1986) to see the influence of occupational stress and ego-strength on supervisors' job satisfaction and job involvement. The result revealed that the job involvement was found positively related with job satisfaction. Whereas job involvement and occupational stress were found inversely related. The result also indicated that the supervisors who score high on ego-strength scale exhibited high stress in their job.

Singh (1987) studied to see the influence of occupational level on job involvement of supervisors and workers of diesel locomotive works. The result indicated no significant difference between the mean job involvement scores of supervisors and workers. However, the mean of job involvement scores of supervisors was found higher in comparison to the workers.

Mishra (1988) attempted to find out the moderating effect of role overload, job satisfaction and job involvement of first line industrial supervisors of diesel locomotive works. The result indicated that the role overload did not emerge as moderators of the relationship between job involvement and job satisfaction.

Frone and Major (1988) conducted a study to ascertain the moderating effect of job involvement in relation to perceived communication quality and job satisfaction. They observed that the quality of information received from immediate supervisor, coworker and subordinates yielded positive relationship with job satisfaction among the
subjects who were highly job involved but the trend of result also indicated that job involvement was found unrelated with the job satisfaction among low job involved subjects. The result also indicated that the quality of information was positively related among high and low job involved subjects. Some investigator reported that the white collar workers experiencing high stress lead to low job involvement and contrary to it the blue collar workers experiencing high stress were found highly involved in their job. The finding obtained by the investigators indicated that the subjects who were high work involved were found more likely to live single and also they plan to marry later on. Such type of individual may likely to experience less conflicts between their personal life, career and they preferred to work in male dominant occupation (Ruggiero and Weston, 1988).

Singh (1989) studied the relationship between job involvement, job satisfaction, morale and performance of public and private sector employees. The result showed insignificant relationship between job involvement, job satisfaction and morale of the employees working in two types of organizations.

Achamamba and Gopikumar (1990) studied male and female bank employees reported that the locus of control was found significantly related to job involvement but the two groups did not differ significantly in terms of the mean job involvement scores.

Singh and Pestonjee (1990) investigated the possible effect of job involvement and sense of participation on job satisfaction of two
categories of bank employees. The result indicated that job satisfaction of bank employees was found to be affected positively by occupational level, job involvement and participation. The interactional effect of job involvement and participation was found to be significant.

Singh and Nath (1991) conducted a study to explore the effects of organizational climate, role stress and locus of control on job involvement of banking personnel. The result indicated that the subjects with high organizational role stress were found less involved in their job in comparison to the subjects of low organizational stress. The subjects scored high on achievement expectation affiliation and dependency dimension of organizational climate were found highly involved in their job in comparison to those who scored low on these dimensions of organizational climate. When internal and external groups were compared it was observed that the external locus of control groups of subjects showed lower degree of job involvement in comparison to the internally locus of control group of subjects.

Srivastava and Krishna (1992) compared the level of job involvement and mental health of employees of public and private sectors. The results obtained indicate significant differences in job involvement and mental health of the employees working in public and private sectors. The results also revealed that the private sector employees were found comparatively more job involved and maintained better mental health. The
result also showed that the job involvement and mental health was also found significantly correlated for public sector employees but the trend was not similar in case of private sector.

Ahmad and Khanna (1992) found negative correlation between occupational stress and job involvement. They also observed that high job involvement groups was found more satisfied with their job in comparison to low job involvement group counterpart.

Mishra and Gupta (1995) investigated that the predicting effect of motivation, alienation and job involvement on performance of blue collar industrial workers. The result showed that motivation and alienation emerged as significant predictors of work performance but motivation was found strongest predictors of work performance.

Aminabhavi (1996) reported that the professionals with high job involvement have significantly higher quality of life in comparison to the low job involvement professionals.

Venkatachalam and Reddy (1996) conducted a study to find out the impact of job level, job tenure and type of organizations on job involvement and job satisfaction among employees working in three organizations viz., banks, school and government offices. The data obtained on these scale were analysed by means of analysis of variance. The result showed that the significant influence on job level, work involvement and job involvement and not on job satisfaction. The type of organizations in
which the employees are working significantly influenced the job satisfaction but not on work and job involvement. The result also revealed that the job tenure do not show significant impact on job involvement, work involvement and job satisfaction.

Daftuar and Anjali (1997) explored the influence of occupational stress, organizational commitment and job involvement and personality of lower and middle level managers working in electrical manufacturing company in western India. Result revealed significant positive correlation between job involvement and several areas of occupational stress, organizational commitment and personality types.

Aminabhavi, et al. (1997) conducted a study to identify the factors that contribute to job involvement among doctors, engineers, lawyers and teachers. The age group of the subjects ranged between 30-60 years. The subjects were required to give their response on job involvement scale and a personal data sheet. Results showed that the selection of occupation expressed with regard to job satisfaction and socio-cultural background that contributed significantly job involvement of the professionals. The result was interpreted that the professional who choose their occupation and expressed higher job satisfaction and the professional who came from upper middle stratum of socio-cultural background showed higher job involvement than their counterparts.

Jaswant and Naveen (1997) conducted a study to examine the
interactive effects of age, gender and Type-A behaviour pattern of job stress and job involvement of bank employees. The result indicated that the two independent variables i.e. gender and Type-A behaviour had significant effects on job stress. The age and Type-A behaviour also significantly influenced the job involvement of bank employees. The result also showed significant interaction effects of age and gender, Type-A behaviours and gender for job stress.

Bhatt (1997) studied the job stress, job involvement, job satisfaction of male and female primary school teachers. The samples were selected from public and private school. Job stress scale, job satisfaction scale and Lodhal and Kejner’s job involvement scale were administered on them. The result indicate that the public school teacher job stress was high and significantly negatively associated with job involvement. Job satisfaction and job involvement were highly significantly positively correlated. The result also showed significantly negative partial correlation between private and public school teachers on job involvement.

Nair (1997) examined the relationship of the role of job involvement as a personal outcome variable in the job characteristics model of Hackman and Oldham. The sample of the study was consisted of non-supervisory level of employees engaged in technical and administrative work. It was hypothesized that job involvement should be positively and significantly correlated with the relevant core job dimensions. The result
yielded the predicted relationship indicating that the job involvement may be considered in terms of personal outcome variables.

Venkatachalam et al. (1998) carried out study on banks, schools and government offices subordinates. The study was aimed at to find out the effect of job level, organizational identity on job involvement and job satisfaction. The results showed that supervisors were more job involved and more satisfied from their job in comparison to their subordinates. Result also revealed that the employees working in banks were more job involved show greater level of job satisfaction than those working in schools and government offices. They also reported that the significant effect of job level on job involvement and job satisfaction and the organizational identity significantly influenced job satisfaction but not the job involvement.

Biswas (1998) studied the influence of life style stressors—performance, frustration, threat and physical damage on organizational commitment and job involvement of managers, supervisors and workers of large and medium public and private sector organization. The subjects were asked to complete the demographic information schedule, life style stressors questionnaire, job involvement questionnaire and the perceived organizational questionnaire. The result indicated that the performance, threat and frustration emerged significant predictors of organizational commitment. Whereas none of the stressors emerged as predictor of job
involvement. The result also indicated that managers scored high on job involvement as compared to the supervisors and workers. The workers showed greater performance stress.

Cohen et al. (1998) investigated the relationship between civic behaviour and involvement of job. The result was modest because the civic behaviour did not explain a large portion of the variance of the involvement of the job. The result obtained is meaningful but this relationship held beyond the effect of the control variable.

Joshi (1998) compared the private public sector employees in terms of job satisfaction, job involvement and work involvement. The sample consisted of public and private sector employees. On whom job satisfaction scale, job involvement scale and work involvement scale were administered. A personal data sheet were also used to collect information regarding sex, age, length of service, work experience, monthly income and educational level. The result indicated that the public and private sector employees differ significantly in terms of their job satisfaction, job and work involvement.

Yadav et al. (1999) studied job involvement and family involvement as determinants of job satisfaction and marital satisfaction. The result showed that psychological identification with the job and family involvement found positively correlated.

Naaz (1999) studied the job involvement of textile mill
workers in relation to job characteristics and demographic variables. Result indicated that the skill variety which is one of the component of job characteristics was found significant predictors of job involvement. The result also indicated that the task identity and skill variety were found as predictors of job involvement.

Joshi (1999) studied the job satisfaction, job and work involvement of industrial employee. The data obtained on these scale were analyzed by means of product moment correlation. The result revealed that the employees age, job experience and monthly income were significantly related to job involvement and work involvement. It was also find out that the monthly income to be significantly correlated with job satisfaction. It was also observed that the employees job satisfaction and job involvement was found significantly associated. The result did not yield significant relationship between employees work involvement and job satisfaction.

Patel (1999) conducted a study to find out the influence of age, organizational commitment on job involvement of nationalized and co-operative bank employees. The sample consisted of 200 employees (100 in each group). Mawday's organizational commitment scale and Lodhal and Kejner's job involvement scale were administered on them. The result revealed that the younger employees of both nationalized and co-operative bank employees differ significantly with their middle age group employees. The younger employees were found less job involved and showed less organizational commitment than the middle and elderly age group of
employees belonging to same age did not differ significantly from each other on job involvement. But on organizational commitment when same age group of employees were compared the significant difference was found between the employees of middle aged group and the employees from nationalized bank showed higher commitment than those of the employees of co-operative bank. The findings of early researchers are inconsistent, some of the investigators reported that the job involvement increases with age (Sharma and Sharma, 1978; Gopikumar and Achamamba, 1993; Anantharaman 1980, and Jones, James and Bruni, 1975). But another investigators found no relationships between the age and job involvement (Reddy, 1989; Patel, 1995; Kathad, 1995, and Manheim, 1975).

Nystedt et al. (1999) examined the organizational commitment, job involvement and job satisfaction of army officers of Sweden by means of discriminant analysis. The investigator obtained that job involvement, job satisfaction and organizational commitment represent three empirically distinct context.

Probst (2000) attempted to ascertain the moderating effects of job involvement and consequences of job security among public sector employees. Result showed that the employees who were highly invested in their jobs were affected adversely by job insecurity. Particularly when they reported more negative job attitudes, more health problems and higher level of psychological distress in comparison to the employees who were less
involved. Brody et al. (2001) on the basis of the result obtained reported that person involvement in decision making process may influence the subjects current and future behaviour.

Hackett et al. (2001) investigated the conceptual distinction and causal links between organizational commitment, work involvement, occupational commitment, job involvement and intentions to withdrawl from the organization and from the occupations. 748 employees with mean age 35 years were asked to complete these questionnaires. The process involved exploratory and confirmatory factor analysis which supported the distinctiveness of the construct. On the basis of the result obtained it was suggested that work involvement affects both organizational and occupational commitment indirectly, though it affects the job involvement. Further it was observed that job involvement affect intention to leave indirectly though having its affect on organizational commitment. Analysis also suggest that the organizational and occupational commitment were found to influence directly or indirect on both forms of withdrawl intentions.

**Job Anxiety**

Anxiety in varied degree is experienced by every person in his/her day-to-day life but it occupies inevitably unique and significant place in industrial and organizational settings. A reasonable low degree of anxiety is not harmful to employees working in various types of
organizations because experiencing a low level of anxiety related to work is necessary for the accomplishment of the goals and it also activates and involves people to perform well on certain assigned tasks. It is generally seen that when the intensity of anxiety increases to an intolerable level or persist unchecked may adversely affect the achievements, performance and successful completion of the work assigned including employee’s well-being. In this most competitive era and fast industrialization the emergence of large industrial complexes are posing new challenges and the dominance of economic pace in all spheres of life. It is believed that anxiety related to one’s job life has become intense and inevitable in today’s organizations. In the fast developing world and globalization/industrialization of anxiety may be viewed as a phenomenal state of human organism.

The origin of anxiety seems to be as old as human existence on the globe and it can not be identified with any particular time period or culture. It had been a subject of discussion and explanations for thinkers since last several decades and later on it became an important topic of indepth probing by medical professionals, behavioural and social scientists, mental health care professionals by realizing its enormous impact on human life.

In research literature the origin of the term is from Latin word “Angere” which means “to strangle” is in fact an abstraction. It has been viewed as a vague fear associated with the emotions of fright, horror, panic, terror, alarm and dread characterized by the feeling of uncertainty and
helplessness in an adverse situation and in such type of feelings an emotion is associated with anxiety which put an individual into stressful situation. Anxiety may also be referred to persisting stressful psychological state arising from an inner conflict is almost agreed by everyone of us. The anxiety is unpleasant feeling of state which can be differentiated from other emotional states which have physiological concomitants. It is more psychological in nature and develops from repeated and varied magnitude of worries. The researchers are still of the view that the anxiety is more diffused and centered around the anticipation of dangers of unknown origin. In this situation the experience of anxiety is emotion based on the appraisal of threat which may be symbolic or anticipatory of uncertain elements. The anxiety may be “free floating”. It means the person is very much apprehensive but fails to attach his feeling to any specific cause.

Anxiety occupies a prominent place in the research literature of psychology when Freud’s work got published in America in the year 1936 entitled “The Problem of Anxiety” since then the professional interest began in this direction. Anxiety was viewed as a fundamental human emotion but from the point view of layman the anxiety is nothing but a state of uneasiness regarding something doubtful. Anxiety is viewed as an internal anticipatory fear response to be generalized to many things in the environment that does not lead to a specific goal and it impels an individual to unpleasant and undirected activities.
Anxiety has been defined in various ways by theorists and researchers in the professional fields. The explanations given by them are based on clinical impressions and observations patient’s introspective reports and physiological and behavioural changes noticed during the experimental situations.

Spielberger (1966) stated that the anxiety is perhaps the most commonly used term in contemporary psychology to denote a palpable but transitory emotional state or condition characterized by tension, apprehension and heightened activity of the autonomic nervous system.

According to Sullivan (1953) anxiety is a “Complex” emotion, the components being embarrassment, shame, humiliation, guilt and charging. As described by Sarason et al. (1960) anxiety is a combination of fundamental emotion of fear, shame, guilt, distress/anger demanding and apparently characterized by hostile behaviour that follow the emotion. While Rogers (1951) stated that anxiety is experienced by the individual when he perceives something as a threat to his self-concept.

Grinker (1961) described anxiety is a universal human emotion of an indescribable forbidding or dread of personal doom. While Eidelberg (1968) has stated anxiety in terms of unpleasant experience when the object is unknown and the anticipation of being overwhelmed by the presence of external and internal forces.
According to Izard (1972) anxiety is a pattern of emotions, a complex emotional reaction that includes fear as well as other fundamental emotions like anger and shame. Anxiety is thus always a complex of fundamental emotions and their interactions whereas it can not be adequately conceptualized and understood or effectively assessed and treated when considered as a unitary concept.

As described by Webster (1976) anxiety is painful or apprehensive uneasiness of mind usually over an impending/anticipated ill. Sinha (1956) on the basis of the study of the effect of shock arousing in an experimental situation defined anxiety in terms of response or class of reaction to a particular stimulus or experimental situation.

Here it is to be pointed out that the anxiety is not unitary phenomenon. Early and later researchers attempted to study anxiety in relation to other phenomenon. Murray (1938) differentiated anxiety in terms of fear of physical harm and fear of failure. Other investigators studied anxiety and fear, anxiety and phobia, anxiety with stress and tension, anxiety with complex of emotions, anxiety with guilt, shame and harm (Spielberger, 1972; Lazarus, 1966; Izard, 1972, and Basowitz et al. 1955).

In order to make clear understanding of the concept the terms ‘state anxiety’ and the ‘trait anxiety’ have to be differentiated. The state anxiety is relatively permanent characteristics and the trait anxiety came
into light after the research work of Haufmann (1950) on moods. According to Cattell and Schier (1960) anxiety is a function of the magnitude of all unfilled needs and it is specific to fear and threat.

After scanning the definitions and explanations it was observed that every researcher has emphasized the psychological and the physiological accompaniments of anxiety. Keeping the psychological and physiological concomitants the anxiety may be defined in terms of an unpleasant emotional state which is accompanied by feeling of apprehension and restlessness, fear and general bodily tension.

In the changing scenario of global competitiveness and increasing job demands and its relevance with the employees expectations the job anxiety seems to attract the attention of the researchers because of its greater significance with one’s work. The job anxiety may arise by one or a combination of situational factors and perception of various psychological variables. These variables might be associated with one or other facets of an individual’s life. In this modern and technologically advanced world the job life of a person is of paramount importance because people working at different positions in the organizations/companies have to spend at least one third of their waking hours in doing that job activity which is the basis of the satisfaction of their biological and other needs and rest of the time they spend in doing other activities. Personnel working in industries or companies may experience vague fears which might be
associated with the component of their jobs. This kind of experience seems to disturb the individual at work. The factors that are related to one’s job and its various components to be termed as job anxiety. Which might be concerned with the individual’s work and its related aspects. There are certain conditions and various aspects of jobs which may be a continuous source of anxiety among employees working in an industry/organization. Neil (1970) in his study related three important conditions to the employees feeling of worry about their work supervisory practices. Working conditions and time study practices, It seems true that all the job aspects of anxiety producing at one time or another. If it is transient in nature does not affect much but its persistent over time might adversely affect on employee’s over all adjustment with work. One can easily observe from the activities of an employees that he/she is experiencing anxiety and trying to escape from the anxiety provoking situation by seeking transfer, attempting to quit job, showing restlessness at work, searching ways to lessen or to get rid off their anxiety, absenteeism, performance deterioration and showing inability to cope with other job. The new challenges have posed greater job anxiety among all category of employees. Some group of employees are highly exposed to job related anxiety and some are less but overall most of the employees are preoccupied with high degree of anxiety. A person may become anxious if he identifies psychologically more frequently about the object or situation with which he is deeply concerned. The high degree of stress being experienced in various facets of the life of
people working in industries and other employments are often observed manifesting apprehension, vague fear and pessimistic attitude regarding the various constituents of their jobs which may be caused by the interactions that take place between their certain specific personality dispositions and unpleasant/distressing experiences related to the nature of the job. When the interaction between the personality and situational variables persist may likely to develop deviant behavioural disposition in the employees. Job anxiety thus, may be referred to as “employees predisposition to emotional tension, caused by his generalized feelings of vague fear, insecurity and apprehension in response to one or several constituents of his job life”.

Study of anxiety has been a great concern for the researchers in various disciplines and they made all possible effort to measure anxiety by employing physiological/bio-chemical measurements, observational behavioural indices and also by means of objective and projective psychological tests. As far as bio-chemical measurements of anxiety is concerned the subject’s blood pressure, palpitation rate, respiration rate, GSR, thyroid activity, amino acid, blood urea, cholesterol levels and various secretions etc. The bio-chemical measurements can not be considered a stable measurements because the changes that take place as a results of even minor changes in the environment, therefore the bio-chemical measurements can not be considered as a part of psychological parameters because this type of measurements requires the involvement of
technician to take readings and the patients may likely to resent to undergo such rigorous and unpleasant testing so, the researchers employed objective or projective tests to measure the level of anxiety of the patients. As far as behavioural indices of anxiety measurements is concerned it is not easy for a researcher on the basis of his observation can note down the various percepto-motor activities of the subjects such as speech, posture, gestures, sleep pattern, activity level, facial expression and so on. These indices could be the measurements of the anxiety level but they can not be more objective because these things may be observed in the behavioural pattern of a human being. He may be confused because of mingling of one aspect of behavioural pattern with other and very minute change in the behaviour of the patients can not observed unless the persons reports about the internal changes that take place in him. The objective psychological tests which may be psychometric or projective in nature are the best instruments to measure the degree of anxiety. Researchers used psychological tests to measure the anxiety of the patients since last many decades.

The research literature reviewed on anxiety related to job satisfaction, job involvement, adjustment, achievements, absenteeism and personality characteristics conducted by many investigators published in various research journals and books in India and abroad have been taken into account keeping in view the significance of the present piece of research work. It will not be out of place to mention that the anxiety could
be most important factors affecting human life of people working in various types of organizations and it is not possible for an investigator to incorporate too many studies related to anxiety because of the limitations of research work. However, efforts have been made to include some important studies that are directly or indirectly related to anxiety.

Singh (1968) studied the relationship between anxiety and risk-taking among successful and unsuccessful agricultural entrepreneurs. The result indicated positive but statistically insignificant relationship between anxiety and risk taking scores of agricultural entrepreneurs. The result yielded positive trend but it can not be interpreted as a positively related variables. Similar results were also obtained for unsuccessful agricultural entrepreneurs. The trend was almost similar among successful and unsuccessful agricultural entrepreneurs both.

Singh (1969) studied hopes and anxieties of jute mill workmen reported that the cause of anxiety among workers was found related to poor wages, no fringe benefits, worst working conditions and poor management policies are most frequently mentioned by large percentage of person as source of fear. They mentioned that the unfair boss, workload, job insecurity, unfair promotion and no safety at work were indicated by a sufficient percentage of workers as the source of worry. The findings of the study was indicative of the causative factors of anxiety and worry as exhibited by the workers.
Hazari and Thakur (1970) conducted a study to examine the relationship between manifest anxiety and intelligence. They found that the high anxious and low anxious subjects did not differ significantly in their mean scores on intelligence test. No significant correlation was found between their scores on the anxiety and the progressive matrices test scores.

Sarla (1971) examined the relationship of job satisfaction with anxiety observed negative correlation between these two. The result also indicated that the high anxious group was less satisfied with their job in comparison to the low moderate anxious groups. Further, it appear from the result that moderate anxious group was less satisfied than low anxious groups.

Srivastava and Sinha (1972) studied the relationship of job satisfaction and job anxiety of blue collar textile mills workers. They found inverse correlation between the job satisfaction and job anxiety. Their results also showed that the high, moderate and low job anxiety groups were found to differ significantly in terms of their level of job satisfaction from each other.

Verma (1975) attempted to probe the degree of relationship of between self-concept, neuroticism, manifest anxiety and extroversion. The finding revealed that the introvert showed better self-image in comparison to extrovert. It was also observed that the anxiety and neuroticism were not related to self-concept.
Shahi and Thakur (1978) reported that the high, middle and low anxiety group of subjects did not differ significantly with regard to their personally perceived of self-dimensional of self-esteem but these groups differ significantly on socially perceived of self-dimensional of self-esteem.

Bajaj (1978) attempted to probe the relationship between anxiety and degree of job involvement. The result obtained indicated positive correlation between the amount of anxiety and job involvement. The result also showed that the individuals who scored high on anxiety scale were found more inclined to take their work much effectively.

Chatterjee et al. (1979) examined the relationship between the role of neuroticism, trait anxiety, extroversion and adjustment of cigarette smokers. The result revealed that the consumption of nicotine was directly related to the level of trait anxiety of the smokers, emotional adjustment, social and unsatisfactory home. It was also found that extroversion was related with smoking but neuroticism was not found a determinant of smoking behaviour.

Trivedi et al. (1981) conducted a study to examine the relationship between job anxiety and absenteeism. They reported that the job anxiety and absenteeism were found positively correlated. The result obtained are similar to the findings of earlier researchers. Sinha (1956) obtained fairly high degree of relationship between absenteeism and
neuroticism among lantern worker. His finding in other way can be interpreted to indicate the job anxiety being neurotic in nature was also found related to worker’s absenteeism on account of illness.

Singh (1982) studied the effect ego-strength, participation and job anxiety on performances of blue collar industrial workers. The result yielded that ego-strength and participation were positively correlated with job performance but the job anxiety were found inversely related with the job performance and ego-strength.

Srivastava and Sinha (1983) conducted a study on semi skilled employees of diesel locomotive workshop to find out the influence of the job anxiety on their level of job involvement. They reported that the job involvement emerged as a significant factor in determining their degree of job anxiety with regard to all the aspects of their job. The mean job anxiety scores of high, moderate and low, job involvement was found to decrease in that orders. The three groups also differed significantly in terms of their degree of job anxiety as related to job security, human relation at work, reward and punishment, self esteem and shouldering the job responsibilities but the groups do not differ on the dimension of recognition and future prospects of the job. In his earlier study Srivastava (1982) observed that the job anxiety among workers was found higher in comparison to the supervisors working in the same organization.

Head et al. (1983) studied the effect of trait anxiety (stable anxiety resulting from personality characteristics) and the state anxiety
(transitory anxiety that resulting from particular situation) on recall test assessed in terms of task difficulty. The result showed that the trait anxiety and test difficulty level affected the state anxiety. The result also showed that the trait anxiety and test level did not affect state anxiety level.

Richmond et al. (1984) reported that the cultural and grade differences were found to lie on anxiety scales. The male children did not differ significantly from their female counterpart on either anxiety or social desirability. American Canadian children were found high on the lie score (social desirability) and children from the united state exhibited higher level of anxiety in comparison to the children of other nations.

Cherry (1984) reported that the employees who were exhibited nervous strain at work related future were found more susceptible to anxiety and they often reported the stomach, headache pain and sleep problem. The symptoms reported by respondents as indicated by him are indicators of susceptibility to anxiety rather than the stressful factors of the job. Kasl (1978) also observed that people who were depressed or anxious or under strain and pressures outside the works showed that their job as less favourable than those workers who were in a more stable phase.

Srivastava (1985) studied the moderating effect of need for achievement on role stress and job anxiety relationship of first line technical supervisors. The scores obtained on role stress, need for achievement and job anxiety were analyzed by means of ANOVA. The
result revealed that the perceived role conflict and role ambiguity had significant effect on job anxiety pertaining to job life. The moderated regression analysis indicated that the employee's need achievement had moderating effect on role stress and job anxiety relationship. The result also indicated that the role ambiguity in comparison to role conflict were found correlated with their job anxiety.

Mishra and Jain (1986) conducted a study to probe the influence of self-esteem, need for achievement as related to job performance and job satisfaction of employees working in aeronautics industry. They reported that the self-esteem and need for achievement has a moderating effect in the job performance and job satisfaction relationship.

Sharma and Sharma (1989) studied the effect of organizational climate and job anxiety on job satisfaction of officers and subordinates working in different units of an institution of higher studies. The result indicated that the organizational climate was found correlated positively with job satisfaction and negatively related to job anxiety in both the groups.

Singh and Bharti (1992) conducted a study to find out the influence of role stress, organizational climate and ego- strength on psychological strain, environmental frustration, anger reaction and job anxiety of middle level manager. The results showed that the high and low stress group of managers differ significantly in terms of job anxiety,
environmental frustration and anger reactions. The high and low job anxiety and perceived organizational groups also differed in terms of high and low job anxiety and ego-strength. The interaction effect of role stress, organizational climate and ego-strength was found to differ significantly with respect to psychological strains.

Bhatia et al. (1996) studied noise sensitivity anxiety intelligence and introversion-extroversion of undergraduate and post graduate students. The result indicated no significant relationship between noise sensitivity with all these three variables. The result revealed that the noise sensitivity of an individual seemed to operate independently and was not affected by the anxiety level, intelligence and introversion-extroversion.

Upmanyu et al. (1996) studied the word association emotional indicators (long reaction time) in relation to anxiety psychoticism, neuroticism, extroversion and creativity. The word association test and personality questionnaire were administered to university students. The result showed rare but not bizarre and a typical word associations related with creating rare word association that were bizarre and typical were found related positively to psychoticism and psychopathic deviation and long reaction time interpretation of stimulus word before responding were related to suspiciousness.

Singh et al. (1997) probed the relationship between job satisfaction, anxiety and adjustment of bank employees with certain
biographical variables such as age, length of service, sex socio-economic status and work control. The anxiety scale adjustment scale and job satisfaction scale were administered to all the subjects. The result revealed significant relationship between satisfied and dissatisfied bank employees with regard to anxiety and adjustment. The result also indicated a negative correlation between anxiety and the adjustment in different spheres of life.

Bhargava et al. (1997) studied the affect of anxiety of mosaic performance of undergraduate men and women. The subjects were divided into four matched group on the basis of their score obtained on anxiety scale. The mosaic Indian interpretation of mosaic test was administered to all the four groups and their performance was measured in terms of selection of coloured pieces and geometrical pieces. The result revealed that the low anxiety males selected more coloured and geometrical pieces in comparison to high anxiety males. The high anxiety girls scored significantly higher in comparison to low anxiety girls on both the aspects of performance i.e. selection of coloured and geometrical pieces. The male and female were found not differ significantly with respect to their performance in terms of selection of coloured and geometrical pieces irrespective of their level of test anxiety.

Sharma et al. (1998) conducted a study to explore the work adjustment, job anxiety of orthopaedically handicapped employees. The sample was consisted of 30 orthopaedically handicapped employees in the
age range of 22-56 years. The subjects responses were obtained on work adjustment schedule and job anxiety. The result showed that those physically handicapped subjects held better concept of themselves were able to compete successfully with unimpaired workers in comparison to handicapped subjects who held poor self-concept of themselves.

Ntoumanis et al. (1998) studied comparative trait anxiety symptoms and locus of control belief of sport male and female performers. The subjects age ranged between 18-36 years. They observed that the two groups did not differ significantly in terms of their trait anxiety. The result shows that the noise sensitivity of an individual seemed to operate independently and was not affected by the anxiety level, intelligent and introversion-extroversion.

Cox et al. (1999) reported negative relationship between higher order domains of neuroticism and extroversion. The lower order neuroticism facets of anxiety and self-consciousness was found the predictor of anxiety sensitivity.

Kurtze et al (1999) examined the significance of anxiety and depression in quality of life functional disability and life style of female aged 26-70 years with fibromyalgia functional disability i.e. subjective work ability and actively related comfort life style that is physical activity regularity of meals, smoking and pattern of drinking coffee and alcohol. On the basis of the Manova the main affects and interaction of anxiety and
depression on quality of life and functional disability and life style. It was found that the anxiety and depression were significant index of discomfort subjective work ability and quality of life was found significantly related. The result also indicated that anxiety and depression interacted to yield relatively high consumption of coffee and cigarettes among the anxious and depressed subgroups of subjects.

Rouxel (1999) studied anxiety, self-efficacy and academic performance by means of self report questionnaire to assess the test anxiety of self-effecting before an exam, the state anxiety before an exam and trait anxiety after an exam with regard to academic performance of the subjects. The result was discussed in the light of cognitive affective behaviour that plays more important role in explaining performance of students.

Sadat et al. (1999) examined the degree of conservatism anxiety among undergraduate Hindu and Muslim students. The result indicated that Muslims were found more conservative and anxious in comparison to Hindus. Result also indicated that higher anxiety and conservatism were observed among Muslims representing various economics groups.

Sarmay (2000) conducted a study to find out the coping strategies associated with academic load anxiety and stress and to mapout some cognitive barriers associated with personality construct. The result showed that the construct, “need for structure” is reflected in cognitive
assessment and problem solving. The result also indicated that the subjects possessing greater need for structure prefer significantly more affective coping strategy i.e. family, social communication and low levels of negative avoidance. The findings also indicated that the sleep habits were also found correlated positively with the need for structure.

Young et al. (2000) explored the discriminant validity of cognitive ability, managerial potential fear of negative evaluation and anxiousness as predictors of managerial performance. The employees working in big companies gave their responses on Social Anxious Construct Scale and Managerial Potential Scale. The result indicated that the managerial potential was found correlated with all the criteria and cognitive ability were found the predictor of only thinking and knowledge criteria. Anxiousness significantly predicted significant behaviour. The result also showed that the managerial potential and fear of negative evaluation were only two predictors which were found significant.

Silvar (2001) reported that the male and female subjects with low self-image and experiencing high level of anxiety were likely to experience greater degree of burnout. The female subjects were found more sufferer than the male so that they showed high level of anxiety as well as greater degree of burnout.
Personality Characteristics

The origin of the term personality is from Latin words “per sona” which mean mask. The actors in ancient Greece and Rome worn the mask to hide their identity on the stage while taking part in drama. This technique became popular in those days because of the role displayed by the actor on the stage. To describe one’s personality it is important to emphasize both the person and the role played and by realizing its significance it became focus of attraction for thinkers, psychologists, sociologists and social science researchers to know about human personality. In spite of making enormous effort in this direction still it is difficult to give concrete description regarding what actually the personality is because of little agreement of researchers regarding the exact meaning of personality. It appears from the literature that there is still controversy concerning the use of the word personality by layman and researchers in the field of behavioural science. It is evident from the review of research literature on personality. It was observed that many researchers entered in this field to explore several aspects of personality but they presented different views and explanations. The conceptual meaning of the term personality should be more explicit from the given explanation. It is generally seen that in a common parlance the word personality is used by most of the people to emphasize the physical attractiveness of a person. While describing one’s personality as “Good” means he/she appear to be more attractive and saying "Poor" personality means not so attractive in terms of physical
characteristics but such type of explanations are based on superficial observation and evaluation but scientific description of one’s personality includes many things such as physical, mental, social and emotional characteristics of a person and their integration into a behavioural patterns.

Theoretical explanations of personality are not mutually exclusive so that individuals differ from one and other in terms of characteristics or traits. It is not in the purview of the present research to critically analyze various theories of personality but it is clear from personality researches that it is a complex concept and to arrive at one definition emphasizing all the aspects is not an easy task because it includes many things so that the personality can not be subjected only by measuring the one factor/dimension rather it incorporates multidimensional factors. By limiting the realm of this research work at this stage it is imperative to mention the vivid definitions that include social learning aspects of personality. As far as person situation interaction is concerned it refers to as the social learning aspect of personality and their interpretation should be much comprehensive and meaningful in the field of organizational behaviour research because it focuses on the uniqueness of each situation and while assessing one’s personality. The person situation interaction occupies most significant place concerning the overall study of organizational behaviour. In this context, it is required to focus on how people affect others and how do they understand and view themselves
besides their pattern of inner and outer measurable traits and the person situation interaction. Psychologists have treated the concept of personality and role of personality in a variety of ways which is quite evident from the definitions of personality. The widely accepted definition of personality was given by Allport (1961). According to him personality is "the dynamic organization within the individual of those psychophysical system that determine his unique adjustment to his environment." In this definition the word "dynamic organization" refers to the idea that the characteristics of personality interact with and modify each other. The word "Psychophysical" means that personality contains both mental and physical elements. And the word "determine" refers to the idea that personality is considered to be a cause of behaviour.

Cattell (1950) was of the view that "personality is concerned with all the behaviour of the individual both overt and under the skin". In this definition, he included the essential characteristics of inner state and process which may be thoughts, attitudes, motives, emotions including behaviour of the person. By making indepth analysis of the definitions of personality propounded by (Guilford, 1959; Maddi, 1968; Hall and Lindzey, 1970; Lazarus, 1971, and Sarason, 1972), clearly indicates that the later researchers and writers on personality to a great extent with Allport's formulation and stressed the multiplicity of working viewpoints. It is also a fact that significant progress in this direction gave greater understanding of human behaviour which may be hopefully studied.
Despite little agreement in defining personality attempts have been made by researchers to give workable definition of personality. It seems to be a comprehensive and consensus definition of personality which was given by Janis, Mahl, Kagam, and Hott (1969). Personality has been defined as “the patterns of behaviour and predisposition that determines how a person will think, feel and act. The major components of personality according to most psychologists are those characteristics that most directly affect a person’s adjustment to his environment – including his motives, emotions, ability and skills in getting along with others”. This definition emphasizes the totality of every thing that constitutes a person’s mental, emotional, and temperamental make-up.

The literature reviewed on personality suggests that the work done by eminent scholars such as (Cattell, 1950; Guilford, 1959; Allport 1961, and Eysenck, 1967), have identified personality dimensions which are the basis to differentiate from one another.

Holland (1973) the proponent of vocational choice theory has clear implications concerning the relationship between personality, career choice and stability. A basic proposition of the theory holds that the personality and environment interaction determines occupational behaviours people tend to remain in those occupation if it is compatible with their personality structure. If their occupation do not fit with their personality they are likely to quit or change their occupations which is befitting with their structure of personality.
Dodge (1943) conducted a study to identify the personality patterns of successful teachers. He administered occupational personality inventory on them. On the basis of the ratings of supervisors the teachers were divided into two groups. The groups formed were more successful and less successful teachers. The analysis of the response to inventory items revealed that the teachers who were successful found themselves to be ease in social contacts, dealing to assume responsibility in comparison to less successful subjects who were more prone to fears and worries, more sensitive to opinions to others and slower in making decisions.

George and Stephens (1968) compared public health nurses with those of psychiatric nurses. The responses obtained on adverse personal preference schedule were analyzed and the result revealed that the public health nurses saw themselves as predominantly, orderly, well organized, conforming and introspect. They were more willing to respect authority and persisting in their work in comparison to psychiatric nurses however, the differences on other 11 personality traits were not found significant. The public health nurses showed intense need for autonomy whereas abasement and the psychiatric nurses gave greater emphasis on deference and aggression.

Cohen (1971) on the basis of the study reviewed concerning the personality differences among professional, reported that business executives showed high achievement needs whereas the artists showed
different thought pattern and high degree of self-discipline. The actors were
found more sensitive, more neurotic and more personal oriented than non
actors. The result revealed that the profession, a person chooses enable him
in resolving certain psychological problems.

Koul (1973) conducted a study on popular and non-popular
high school teachers to identify whether they differ in terms of their
personality traits. The data obtained on 16.P.F. test indicated that the
popular teachers were found to be on the average, intelligent, emotionally
stable, sober, conscientious, ventures one, tough minded, shrewd, place
controlled and relaxed in comparison to non-popular teacher. The
personality traits of non-popular teachers were found to show coolness,
aloofness, shyness, rigidity, inflexibility and having more discipline
problem in comparison to popular teachers.

Ghosh and Manerikar (1974) studied personality
characteristics of three categories of manager i.e. personnel managers, bank
managers and managers in general. The result indicated that personnel
managers were found to be cool, critical and some what rigid and they also
found suspicious of other motives, intense subjectivity and showed high
inner tension corresponding to feeling of insecurity. The bank managers
were found to be withdrawn and less concerned with people but realistic,
practical, confident and some extent shrewd. They were also found critical
and less involved in inner mental life etc. On the whole group appeared in
giving an impression of being serious, less emotional and socially involved, practical and confident. The manager in general were found to be stable, calm, dominant, energetic, conscious and persistent. They also showed a balance between being trustful and suspecting. The result suggests that this group of managers is self-sufficient and resourceful as different from personnel and bank managers.

Sinha and Jain (1975) examined the relationship of certain personality dimensions such as intelligence, intolerance of ambiguity, rigidity, and extroversion- introversion. The IM (Inter-modality) test comprising of wooden blocks of different shape, size, height and texture series. The senses tested for transfer were vision and touch. Two types of transfer i.e. from visual to tactual and from tactual to visual. The result indicated high correlation between IM and both verbal and performance test of intelligence. The result yielded on conclusive evidence with regard to other personality variables. The high correlation found between IM and intelligence was discussed in the light of analytical style of the subjects.

Shah and Shah (1976) reviewed job satisfaction as a function of extroversion and neuroticism among teachers from each teaching level; primary, secondary and college level using Wernimount’s job Satisfaction Scale and MPI found that extroversion and neuroticism did not show significant relationship at any of the three levels of teaching professions. They also found no difference between job satisfaction and three groups of the teachers.
Weiner et al. (1977) compared personality traits of mid career changes with those of vocationally stable controlled group of employees. The career change subjects participated in a career counselling programme and the vocationally stable controls participation in selection/promotion programme in the same counselling center. The subjects of this study were in management and sales occupations. The responses of the subjects representing two groups completed personal preference schedule, Gordon Personal Profile and the Gordon Personal Inventory. The descriminant analysis showed overall significant difference in the personality structure between two groups of employees. The personality traits which were found to contribute the difference between two group were ascendancy, responsibility, order, dominance and endurance. The mid career changers scored low on all the five traits. It appears from findings that the mid career change is related to personality incongruity. The result obtained support Holland’s theory of vocational choice and stability. The results also suggest that the lower task discipline may be associated with career change.

Sterns et al. (1983) examined the relationship between neuroticism and job preferences and job satisfaction, reported that neuroticism is negatively related to preference for the job which has higher level of cognitive task, demands, pace of task demands, cognitive closure and intrinsic rewards and found positively related to the preferences for the jobs which has extrinsic reward but the relationships obtained were not so
strong. The result also indicated that the neuroticism was found unrelated to job satisfaction.

Taylor and Cooper (1989) reviewed research literature and tried to identify the stress prone personality with particular reference to occupational contexts. It was found out that the type ‘A’ behaviour, locus of control, hardiness, extroversion, neuroticism, psychoticism and tension discharge rate were explored and its relationship with occupational stress. The evidence suggested that the personality as a predictor of health.

Baehr et al. (1989) tested the occupational group of higher management level and professional personnel. The personality measure particularly the personality factor of general cognitive ability was found low loading. On the basis of which one can predict the performance of employees working in higher level of occupation involving cognitive abilities. The result indicated that the cognitive ability factor was found much important in all the higher level of occupation. This factor was found as a strong predictor in all the higher level of occupational groups.

Smith and Harr, (1990) conducted a study to examine the relationship between conflict management and personality of project management personnel. They observed that there was no strong association between thinking and feeling with the distributed dimensions of conflict handling and also the extroversion and introversion.

Fraboni and Robert (1990) compared the personality characteristics of first and second generation entrepreneur to see the
inherent personality variables. The personality characteristics was measured with the help of 16 P.F. and demographic variables. Differences were found between the first and second generation entrepreneurs who had for many years of a business operation number of employees and place in business decision making. The information obtained through 16 P.F. indicated that first generation entrepreneur were more suspicious, imaginative control and deserve in comparison to the second generation entrepreneur. The result also showed that second generation entrepreneur were more trusting, humble, practical, indiscipline and outgoing than the first generation entrepreneurs.

Lukyanova et al. (1990) examined the dynamics of personality traits of trainees in pilot school training from a dimension to graduation. The changes in personality traits in the course of training and individual psychological features affecting the pilot training were also assessed. The personality traits which were found as increased level of self-control, optimism, acceptance of group norms behaviour, higher communication and striving for emotional contact.

Granluse and Barrett (1990) attempted to examine whether personality of accountant are stereotype. 100 accountant working in the Institute of Charted Accountant in Ireland completed Eysenck personality questionnaire and personal history inventory. The results obtained were compared to the norms of the manual indicated that the accountants who
were stereotypical were professionally qualified socially conforming, stable and introverted when their personality characteristics compared with sub-occupational category of employees. The result also revealed that the people chosen accounting as an occupation also showed similar inherent personality characteristics.

Barrick and Mount (1991) conducted a study to investigate the relationship of 5 personality dimensions (extroversion, emotional stability, agreeableness, consciousness and openness to experience) with 3 job performance criteria (job proficiency, tracing proficiency and personnel data) for 5 occupational groups i.e. professionals, police, managers, sales and skilled/semi-skilled. The result indicated that the consciousness were found related for all job performance criteria among all the occupational groups. The extroversion was found a strong predictor for 2 occupation that involve social interaction (manager and sale). The factor of openness to experience and extroversion were also found as strong predictor of training proficiency criteria across occupation.

Gable and Martin (1991) investigated the relationships between Machiavellianism as a personality dimensions and job performance of related to store managers. The result yielded that only one significant relationship between gross margin percentage was found related with Machiavellianism and job performance.

Sutherland and Cooper (1991) examined the relationship between stress, personality and accident involvement of personal working
on offshore drilling rigs and production platforms. Both the type contrary prone behaviour pattern and neuroticism personality dimension were associated with increase accident involvement poor mental health, higher level of perceived stress at work and at home in comparison to type ‘B’. The result also indicated that introverts reported more accident but it was also observed that many introverts and ambivert were also involved in accident leading to personal injury. No significant differences was found between stress level or stress manifestation among introvert and extrovert.

Ahmad et al. (1991) studied the relationship between organizational role stress, job satisfaction and personality dimensions such as neuroticism-stability and extroversion-introversion of middle managers. The personality characteristics were measured by means of Moudsley Personality Inventory. The result indicated that the organizational role stress was significantly but negatively correlated with all factors of job satisfaction i.e. nature of job, management, personal adjustment and social relations. The neuroticism-stability dimension of personality was significantly and positively related to 6 dimensions of organization role stress but the role expectation conflict showed significantly negatively related with extroversion-introversion.

Gellatly et al. (1991) evaluated the extent to which personality measures vocational interest and cognitive ability (verbal and numerical aptitude) can be the predictor of job performance and satisfaction
of unit managers. The validities of these predictors were evaluated against several performance criteria such as effectiveness in training and managing unit personal and against a measure of predictability. Analysis of the data suggested that the managerial effectiveness was predicted by cognitive ability, personality and vocational interest but the cognitive and non-cognitive predictors were found related to different aspects of performance. The importance of using multiple criteria and also measuring individual differences which seem to be conceptually relevant to the performance was discussed.

Suninder and Bimaljeet (1996) studied male and female adults in the early adulthood years were asked to complete Eysenck’s Personality Inventory and Operation Performance Enquiry. The result yielded that all the test score were inter-correlated and then the data were analyzed by factor analysis by means of principal component method. On the basis of the result obtained they reported that in male adults neuroticism is associated with lesser use of the cognitive skills and more or self-blame. The extroversion and projection were found positively loading in one factor. The result also showed that the female adults introversion was found associated with the use of more cognitive skills.

Kodandaram (1996) examined the personality characteristics and differences among alcohol dependent and their wives observed that the alcoholic husbands and their wives were found to differ on 8 out of the 16 personality factors. The result also revealed that the alcoholics were more
dominant, more extroverted, intelligent, more practical than their spouses. The wives of alcoholic husbands showed low general ability, submissiveness and suspiciousness. They were shy, withdrawn and aloof, showed considerate and careful behaviour.

Upmanyu et al. (1996) examined the word association of emotional indicators such as response repetition to anxiety, psychoticism, neuroticism, extroversion and creativity. A group of 250 male university students were asked to complete a measure of word association and Eysenck’s Personality Questionnaires. The result indicated that (a) rare but bizarre and a typical word association that were bizarre, isolated and a typical were found positively related to psychoticism and psychopathic derivation. (b) Long reaction time and repetition of the stimulus word before responding were related to suspiciousness.

Sinha et al. (1998) compared sportsman and non-sportsman with regard to personality dimension of extroversion and neuroticism. The subjects completed Eysenck’s Personality Inventory and the background information of all the subjects regarding age and educational status were obtained. The result showed that both on the extroversion and neuroticism dimension differentiated the sportsman and non-sportsman group significantly. The result also revealed that the sportsman scored significantly high on the dimension of extroversion in comparison to non-sportsman. The non-sportsman mean score on neuroticism was found significantly higher than the sportsman.
Furnham et al. (1999) reported that the extroversion was found highly correlated with the ratings of actual performance and development potential.

Gomzi et al. (1999) conducted a study to explore the complex relationship among psychological personality characteristics of video display terminal operators including perceive health status and job demands. They completed a questionnaire on health problem, psychological disturbance and occupational stress. The result indicated that the complains concerning health status in all the subjects were found significantly related to neuroticism. The result also yielded that the psychological characteristics and job task related features contributed to the perceived level of job stress and health complaints. Neuroticism was found a strong predictor of health status in all the subjects.

Rosnet et al. (2000) examined the relationship between self-image and personality characteristics with cognitive impairment reported that the good cognitive performance were related to discordances, the real-self and the ideal-self. The bad performance was found related to harmony between the real self and ideal self of the subjects. The best cognitive performers also scored low on the dimension of extroversion and assertiveness.

Mayes et al. (2000) examined the personality, job level, job stressors and their interaction as predictors of coping behaviour. Data
obtained and the analyses of results indicated that the neuroticism and extroversion were found strongly related with coping behaviour. More coping variance was explained by personality than the job stressors when combined the effects of job level and job stressors were analysed. The effect was found more pronounced in complaining and seeking social support than the personality variables. The results obtained were discussed in the light of work situation and personality variables that might have influenced the subject’s choice in coping behaviour. The result did not yield interaction effect among personality stressors and job level in explaining coping behaviour.

**Job Burnout**

When a person feels that his work is drudgery, painfully empty, emotionally drained and used up facing difficulty in dealing with people at work, experiencing negative emotions more frequently, overreact with emotional outburst or intense hostility, showing stronger tendency to withdraw socially, deterioration in the quality of interpersonal relationships showing little desire to go to his job. If such type of feelings are dominant in a person indicates that he is under the state of job burnout. Infact the person’s skills, knowledge remains intact but he is not enthusiastic and dedicated to his work and his ‘will’ to perform is gone. With the pace of change and development in all spheres of life in the present scenario the job
pressure has increased and job burnout is now inseparable part of one's profession. The rising trend of global competition, fundamental changes at work place including the nature of work, greater job demands, job responsibilities, employee expectations and management practices have changed the life style of people working at different positions in various types of organizations. All these changes may likely to develop a hostile work environment and contributing to employee's emotional, physical and spiritual exhaustion. Apart from it, the conventional wisdom says that the burnout is the problem of the individual caused by flaws in their character and behaviour concerning to productivity. From this point of view it may be said that the people are the problem so the solution to this problem is simply to change or get rid of them. But the work done by Maslach on burnout supports the opposite view. She clearly emphasized in her explanation that the burnout is not a problem of the people themselves but it is caused by social environment in which people work. She gave much emphasis on the structure and functioning of the workplace and pointed out that it is important to know in what manner people interact with one another and in what ways they carry out their job. When people at the workplace do not receive recognition of the human side of the work then in such situation the risk of burnout seems to grow and employees having this type of problems are expected to pay high price pertaining to their job and more specifically into the work community which can be observed from their behaviour showing the loss of trust, confidence and productivity.
Freudenberger (1974) must be credited for introducing the concept of burnout in the research literature, inspiring from his explanation the researches concerning to burnout attracted the attention of other researchers focussing on the burnout syndromes of employees working in the human services sectors including the social workers, nurses, teachers, lawyers, physicians, police personnel and people engaged in other occupations who need larger amount of contact with other people.

The significance of burnout is now realized as a serious problem which adversely affects the welfare of large number of human service professionals. The theoretical and empirical work done by Maslach (1976) is prominent and very much popular and involved other researchers to this complex stress related syndrome of the employees. It is relatively a recent appearance of the concept of burnout phenomenon in social and organizational psychology and several conceptual definitions of burnout have been flourished by different researchers. Maslach (1976) defined burnout in terms of loss of concern for the people with whom one is working. Cherniss (1980) conceptualized burnout as a process in which a previously committed professions disengaged from his/her work in response to stress and strain which a person is experiencing in the job. He also emphasized burnout as a transactional process consisting of three stages (i) an imbalance between resources and demands (stress); (ii) immediate, short-term emotional response to this imbalance (strain), the
response characterized by the feeling of an anxiety, fatigue, and (emotional) exhaustion, and (iii) a number of changes in attitude and behaviour.

Maslach and Jackson (1981) stated burnout as syndrome involving emotional exhaustion, depersonalization and reduced sense of personal accomplishment what they viewed that the burnout occurs as a result of long term involvement of a person in his/her job which is emotionally demanding. They highlighted three important aspects of burnout syndromes. i.e., (i) the emotional exhaustion condition that occurs when a public service workers losses his/her ability to react to an event within a normal emotional range; (ii) as far as the depersonalization is concerned it is related to the development of negative, cynical attitude in his feelings about one’s clients. The tendency of depersonalization develops in a person when he no longer expects his/her own effects will have any positive impact on the lives of those being helped as a result of it they begin to view the people being helped as objects instead of human beings, and (iii) the personal accomplishment refers to that situation when a person begins to evaluate one-self negatively and more specifically with regards to his work and the clients and this feeling will hurt the parties involved. The exhaustion, cynicism and ineffectiveness caused by burnout may likely to erode employee’s values, dignity and spirit. One has to accept the harsh reality that there could be greater loss, if talented employees quit the job as a result of experiencing chronic burnout would definitely involved unwarranted huge expenditure to get the replacement or the substitutes who
must be equally compatible would cost an enormous financial drain. By realizing its significance the researchers envisaged that there is need to focus more on interactional aspects of work among the people in the work community and when the relationship stop working than it is expected that there will be total breakdown develops to feel the workers unhappy about themselves and dissatisfied with their accomplishments in the job. The worker in public service professions when they see no positive change despite their all efforts are more prone to view themselves negatively. As viewed by Maslach that this may change quickly because in order to ward off this feelings of failure and ineffectiveness, the staff may shift the blame for lack of positive change from themselves to clients and view them as inherently defective, unmotivated, bad and weak.

The research work done by many investigators using burnout as a major variable by correlating it with other variables found out correlation between burnout and diminishing satisfaction from work-life and one-self, poor physical health, sleep problems, helplessness and loss of idealism about work (Etzion, Kafry and Pines, 1982, and Etzion, Pines and Karfy, 1983). Some investigators reported stress producing variables significantly related to burnout are overload, social over extension, bureaucratic pressures, lack of feedback, autonomy and appreciation (Kafry and Pines, 1980; Pines and Kafry, 1981, and Shamir and Drory, 1982). Burnout also found significantly related to tardiness, turnover rates, and inclination to leave job (MacNeill, 1981).
Maslach (1978) reported that staff clients interaction can be very emotionally stressful for the staff persons as well as for the clients. The public service professions that included nursing, teaching, policing, managing are likely to face adverse condition and experience stressful events and often demand emotional stability and quick decision making ability are unduly enforced on their part. In such type of professions the employees are likely to experience the multitude of pressures as a result of it they are more prone to be so emotionally exhausted and cynical towards the public and the phenomenon which develops in individual is the burnout syndrome. It has also been observed that the burnout has definitely linked to prolonged exposure to stressful circumstances which represents a serious problem in the long run can be dangerously debilitating to the public service professionals (Etzion, 1984).

Moss (1981) described job burnout in terms of negative effects of working conditions where job stress and sources of satisfaction or relief seem to be unavoidable. The researchers observed that the job burnout is related to work stress and on the basis of the research literature reviewed it is needed to mention that Rogers (1984) reported burnout are too common among the people of such profession who have to deal extensively with the customers while on the job service providers accountants, lawyers, managers, nurses, police officers, teachers, social workers and doctors. The professionals who experience a great deal of
stress emanating from their job related stressors are more prone to express frequently the degree of job burnout when they fail to attain the goals. When such persons continue to work under the stress of burnout probably they do not find themselves capable to cope the demand of the job than they may show their willingness to drop dramatically (Maslach, 1982, and Perlman & Hartman, 1982). The more enthusiastic employees are likely to be more prone to job burnout. The employees working in any type of organization experiencing burnout may become habitual to be absent more frequently and often reach late for work as compared to those who experiences least burnout. The burnout syndrome make people less idealistic, more rigid and low performer (Savicki and Cooley, 1983). Individual suffering from burnout syndromes are more susceptible to develop psychosomatic symptoms which may be noticed in the form of insomnia, ulcer, backaches, headaches, fatigue and high blood pressure (Caldwell and Droling, 1991; Maslach and Jackson, 1979; Maslach and Jackson, 1981, and Steams and Moore, 1990). As observed by Freundenberger (1975) and other researchers that the burnout may also be caused by over commitment, excessive dedication to work and lack of awareness of one's limitation, lack of suppression between one's life and people working in stressful work environment, performing their work without authority and busy all the time in making efforts in accomplishing the goal, lack of support at workplace, stressful personal life, emotional
demands and failure to realize the expectations of others. Pines, Aronson and Kafry (1981) gave almost similar description of burnout in terms of physical, emotional and mental exhaustion which is usually seen in those who have involvement with people in emotionally demanding situations. Farber (1983) pointed out that the emotional demanding situations concerning to the job are prevalent in the human service professions and also in public service and managerial and supervisory positions where clients and employees both impose constant demand for attention.

The work pressure of the employees working as public servant in different spheres of life are required daily interactions with large number of people who have diversified nature of problems and their expectations are constantly more demanding both physiological and psychologically on the part of the individual workers (Burke et al. 1984).

Schwab (1983) reported that those people who are constantly or intensively interacting with other people in an emotionally charged atmosphere are more susceptible to show the syndrome of burnout.

According to Tubesing and Tubesing (1982) organizations do not burnout, people in organizations burnout. The research literature available on burnout indicate that the burnout occurs at individual's level but rarely it is caused by individuals weaknesses. The literature reviewed on this topic provides empirical evidence that the burnout is the outcome of poor climatic conditions of organizations (Paine, 1982, and Sullivan, 1989).
Rajeshwari (1992) conducted a study on bank employees suggested on the basis of the findings of her study that essentially to take some steps to create healthy organizational climate in order to reduce the level of anxiety, stress and depression among employees. The studies conducted to identify the causes and consequences of burnout particularly by the organizational psychologists includes employee’s characteristics, job features, supervisory practices, employee’s psychological and behavioural reactions, unmet job expectations and job experience are also found to be associated with burnout (Porter and steers, 1973; steers and Mowday, 1981, and Wanous, 1980). Some researchers suggested that the prevalence of unrealistic job expectations among human services professional if there is mismatch between the expectations and reality should be a major experience (Stevens and O’Neil, 1983).

Studies conducted by Indian researchers on burnout are mostly on teachers, doctors and police personnel. It was observed by some investigators that the burnout was found to be moderate level in high school teachers and low job burnout among intermediate and degree college teachers respectively. The age was found positively related with emotional exhaustion and depersonalization and also with total burnout. The job experience and tenure were also found related with burnout. Income did not emerge as a component of burnout (Bagchi, 1993; Ratan, 1993; Pande, 1994, and Sahu, 1993). Gender was found related to burnout among school
teachers but male and female high school degree college teachers did not differ in terms of burnout as measured through Maslach Burnout Inventory (Gupta and Dan, 1990). The burnout was found positively related with occupational stress. The emotional exhaustion was found related with role stress and family stress. The depersonalization was found related with role stress. But personal accomplishment was found related with only family stress (Misra and Sahu, 1993). The studies conducted on doctors revealed that the male and female employed doctors differ significantly in terms of burnout (Dixit, 1992, and Pradhan, 1994). Organizational role stress, job stress and work stress were found positively related with burnout (Jain, 1991, and Dixit, 1992).

The researches conducted on burnout provides practical aspects of burnout which is evident from the researches conducted on employees who are working as people helping professionals the burnout is rather inevitable in such type of job. As reported by Roskies and Lazarus (1980) that a supportive boss can make the work situation less stressful by socially integrated people than the isolated one's. It is also seen by some investigators that the high social support can lessen the degree of burnout directly by adding positive and need fulfillment into the life of the individuals (Kanner, Kafry, & Pines, 1978). The moderating impact of social support on stress and burnout and help the people having high stress to cope better with the situations and develop only moderate level of
burnout (House, 1981, and Thoits, 1982). Burnout in the field of psychological stress gained extensive attention as a separate strain (Farber, 1983, and Jones, 1981). Chronic daily stresses (Lazarus and Cohen, 1978, and Lazarus, Cohen, Folkman, Kanner, Schaefer, 1980) rather than unique critical life events (Dohrenwend and Dohrenwend, 1974 and 1980) were considered as the important factors that produce burnout. The burnout has been linked with job satisfaction and occupational stress (Locke, 1976, and MacNeill, 1981). From this explanation it is emerged that the burnout goes beyond the specific stress at work place that emphasize total life and environmental pressures that affect the individual’s well-being. Further it is not very clear whether severe burnout state might overlap with the symptoms of reactive depression (Seligman, 1975 and 1978). Now the burnout is an inter-disciplinary and attracted the attention of researchers to identify the factors/situations that lead the people to burnout.

Tewari (1995) studied bank employees of nationalized and non-nationalized schedule banks and measured their burnout in relation to organizational climate. He used total amount of control as a dimension of organizational climate. In this study it was contemplated to compare the nationalized and non-nationalized bank employees on total control and component of burnout. The result indicated that the correlation coefficient obtained between total amount of control and three components of burnout. None of the coefficient correlation was found to be significant. The result
obtained clearly indicates that the total amount of control has nothing to do with burnout. When means of nationalized and non-nationalized bank were compared it was found that the mean on total control of schedule bank was found to be little higher in comparison to the nationalized bank. Though the difference between the two means was found statistically insignificant. The mean of schedule bank on emotional exhaustion was found significantly higher than the mean of nationalized banks but on the depersonalization component of burnout. The mean the schedule bank was found smaller than the nationalized bank. The mean scores of schedule banks was found significantly lower on the component of personal accomplishment as compared to the nationalized banks that indicate higher feeling of low personal accomplishment among the employees of schedule banks. On the basis of the finding it may be pointed out that the employees of nationalized bank showed lesser degree of burnout than the employees of non-nationalized schedule banks. The findings supported for emotional exhaustion and feeling of personal accomplishment but not for depersonalization.

Pradhan et al. (1996) examined the relationship between type-A behaviour and burnout. The sample of this study was consisted of dual career medical male and female couples. The Maslach Burnout Inventory and type-A behaviour pattern were administered to medical professionals. The result indicated that the moderate level of type-A behaviour pattern
subjects showed low level of burnout and the two groups of male and female doctors differ significantly in terms of the relationship between type-A behaviour pattern and burnout. The association of these variables was found stronger among females in comparison to their male doctors counterparts.

Shirom et al. (1997) studied the effect of objective and subjective overload in relation to physical and emotional burnout on cholesterol and triglycerides levels of male and female employees. The possible moderating effect of emotion reactivity of these relationship were also studied. In phase one the data were collected from healthy employees (30% women) who were undergoing periodic health examinations in a health screening centre. In phase two measuring of cholesterol and triglycerides collected 2-3 years after the phase one. The hypothesis were listed by regression analyses. Each time two criteria on its phase-I level and other variable such as age, obesity, diet, alcohol, consumption and smoking and other predictors were controlled. The result showed that there was a change in $T_2$ and $T_1$ among female employees which was measured in terms of the changes that took place in the serum lipids were found positive predictors of emotional burnout and negative predictor by physical fatigue. In case of male employees both type of $T_1$ burnout were positive predictors for male employees but type $T_1$ burnout were positive predictors of $T_2$ and $T_1$ change in total cholesterol.
Vealey et al. (1998) reported that the burnout was found significantly related to perceived coaching style among coaches and it found as predictor of athlete burnout.

Hardy et al. (1998) examined burnout among male and female resident assistants. It was hypothesized that the women would exhibit greater burnout than man and the resident assistant on the first floor for 1st year students should exhibit a higher degree of burnout than those on mixed class floors. The subjects response were obtained on MBI. The result indicated that the resident assistants who were assigned to 1st year floors show significantly greater depersonalization and the emotional exhaustion in comparison to resident assistants on next floor.

Pradhan (1998) identified the source of burnout in their organization such as job characteristics, interpersonal relationships, organizational structure and climate and human resource management style. They discussed various strategies to reduce work stress among burnout employees working in organization. The author suggested that the following strategies in each of these area to deal with work stress and burnout may be reduced through role analysis, job redesigning, job enrichment, taking time off, limiting job spill over, decentralization, supportive behaviour, employees participation in decision making and climate survey.

Male and May (1998) examined stress and health, workload and burnout among learning support coordinators. The scores of this study
group was obtained on occupational stress questionnaires did not show the sign of high stress in this group except one dimension of occupational stress i.e. work overload was find out as an evidence of heightened stress. The cause of the overload was determined. The finding suggested some evidence of exhausted emotional health in this group.

Greenglass et al. (1998) studied gender related difference in the ways social support and coping contribute to burnout. They examined three components of burnout i.e. emotional exhaustion, depersonalization and lack of personal accomplishment. 833 teachers in the second phase of study after one year were studied. MBI were administrated along with two occupational stressors (conflict/ ambiguity and bureaucratic interference) were also measured. All the subject were asked to complete a measures of somatization (degree to which the subject experienced physical state of burnout) social support and internal control. The results revealed that in case of women subjects, the co-workers support lead to lower emotional exhaustion and in men, the supervisor and co-workers lead to higher personal accomplishment. The result also indicated that the higher level of internal control were found associated with greater accomplishment in men only.

Goelman et al. (1998) conducted a study on the samples of child care workers reported that the factor which were found to contribute burnout included wages and working conditions viz, unclear, ambiguous
job descriptions, low level of communication and social support at work place and educational background. It was suggested that there is need to conduct longitudinal study on child care workers because the child care workers have to progress through their carrier ladders. The authors discussed the significance of gender relationship with burnout. In this study 98% of the workforce were women because they are given child care professions expecting that they will succeed more in this profession than the males. The factors identified can not be generalized as predictors of job burnout because the sample was consisted of only women as subjects.

Shaddock et al. (1998) reported that the degree of association between the burnout scores of workers in residential services for people with an intellectual disability and the variables such as religious affliction, personal relationships, job satisfaction, decision making, perceived skill level, case loads and social support. The workers completed MBI and also the survey forms that included personal and demographic data sheet. It was observed that there exist significant association between burnout scores and some demographic variables. The result showed that the practice of religion was found associated with burnout score. Similarly, low burnout scores were found associated with some features of work situation i.e. the job satisfaction. The result suggested for implications for policy making in what ways the burnout can be reduced among employees engaged in such type of profession.
Kalliath et al. (1998) attempted to find out relationship between the dimension of burnout and employee commitment with their job among the hospital employees. It was hypothesized that the burnout should be a predictors of organizational commitment. The present data provided support converse hypothesis that low commitment contribute to the experience of burnout particularly among nurses. It was also observed that commitment showed direct effect on emotional exhaustion and depersonalization. Similar trend was found among laboratory technician working in the same organization but in this group the direct linkage between organizational commitment and depersonalization was not statistically significant. Implications for organizational effort to reduce burnout were discussed.

Von Emster and Harrison (1998) studied 46 customers service representative from financial service and high tech firms reported that the role ambiguity was found positively correlated with emotional exhaustion and depersonalization but not with personal accomplishment.

Carson et al. (1999) studied burnout syndrome among nurses working in Mental Health Care Centre by means of MBI reported that the nurses exhibited greater amount of burnout. The finding obtained is almost similar to the findings of other early researchers who used nurses as subjects in their studies.

Nakamura et al. (1999) examined the involvement of cellular
immunity in burnout syndrome related with three components of MBI and also the natural killer cell activity and natural killer cell sub-cell of 42 male worker aged between 36-51 years. A stepwise multiple regression analysis revealed that the natural killer cell activity was closely related with depersonalization and independent of other variable including a stress index. The finding suggests that the association between reduced cellular immunity can not be attributed to traditional work space or health behaviour index.

Melamed et al. (1999) conducted a study to find out the relationship between burnout, somatic and physiological hyper arousal among blue collar workers aged 20-62 years. They observed that the workers who exhibited the symptoms of chronic burnout when compared with those with no chronic burnout symptoms. The result showed that the workers who exhibited the symptoms of chronic burnout had high level of tension at work, post work irritability, more sleep disturbances and complaints of walking up exhaustion and high cortisol level during the work day. The results suggest that chronic burnout was found associated with heightened somatic arousal and elevated salivary cortisol level. This may be a mechanism underlined the emerging association between burnout and risk of cardiovascular disease.

Ferrari et al. (1999) compared the level of burnout of employees working in the hospital emergency unit and general surgical
The study was aimed at to determine whether impossibility of planning work and working continuously in an urgency is an important dimension which is associated with the employees working in emergency unit are likely to experience higher level of distress. The employees working in emergency unit and general surgical department completed Rome Burnout Inventory. The result indicated that the employees working in emergency unit showed high level of physical, emotional and mental exhaustion as measured by Rome Burnout Inventory whereas the employees working in general surgical department showed low level of physical, emotional and mental exhaustion. It is clear from the results that the staff working in emergency unit showed greater degree of burnout which may be attributed to their nature of the job.

DeHeus and Diekstra (1999) compared teachers with people of other professions such as mental health, physical health, nursing, domestic and personal care, and managers in terms of burnout which have been taken together. The results obtained indicates that the teachers experience more psychological and to lesser extent more physical symptoms of burnout than other social professions. On the basis of the result obtained they got affirmative answer that the teachers do burnout more easily in comparison to the members of other social professions. Another investigator Farber (1999) described the teachers burnout which may be caused by the teacher being pressed with more work and fewer...
resources and they receive little reward or recognition for their effort. The teacher's burnout can be attributed to inconsequentiality.

Pezet-Langevin and Rolland (1999) investigated that the burnout was found related to job withdrawal attitude among social workers.

Barnes (1999) examined relationship between burnout with sense of competence, role ambiguity, experience and practitioner perception of the clients. Ninety one social work practitioner aged 20-64 years participated in a cross sectional survey. The semantic differential scale was used to measure perceptions of clients and MBI was used to measure the burnout. The result revealed that most of the practitioners were perceived as average people, who were not average people and they were not very negative and positive in their personality traits. The investigator observed relationship with the variable mentioned above but their sense of competence among the practitioners perception about the clients was more pronounced.

Tuuli and Karisahni (1999) attempted to study burnout in relation to 6 dimension of quality of working life of employees engaged in retail trade and metal industry. The burnout was measured with the help of MBI. The results showed that there was great impact of psychological work demand among both the groups but on the other 5 dimensions such as conflict, job control, work of superior, organization of work and monotonous of job. The burnout were different among the employees of these two business lines.
Klein and Verbeke (1999) reported that the automatic feedback was found positively related to burnout and negatively related to performance and job attitude.

Kop and Euwema (1999) observed that the lack of reciprocacy was found to show higher level of burnout among police officers. Those who experienced burnout showed negative attitude towards conflict management at different level while in confrontation with civilians. The personalized officers often used conventional strategies that required less investment in their relationship with civilian using these strategies the emotional exhaustion decreases through avoidance behaviour.

Maslach and Leiter (1999) were of the view when an environment is unresponsive to people there is greater chance of chronic burnout to the employees of that organization.

DePew et al. (1999) examined the influence of hardiness of personality trait, a predictor of burnout and to see whether it can be buffer the state of burnout. 49 nurses employed in several special care unit completed the Tedium Burnout Scale, the Nursing Stress Scale and the Hardiness Test. The results indicated that the burnout and hardiness had a significant relationships. Hierarchical multiple regression analysis indicated that hardiness alone accounted for 35% of burnout variance and in addition to it stress had no effect. In this study when nurses of all the seven units were compared, it was observed that the nurses from the burn intensive care
unit showed highest degree of burnout and greater stress scores and lowest on hardiness. The study confirms that the hardiness is one of predictors of burnout but is not a buffer in the stress-burnout relationship.

Webster and Hackett (1999) studied 151 mental health clinicians to find out the relationship between leadership and various components of burnout. The respondents were asked to complete Maslach Burnout Inventory and the leadership Practice Inventory and Clinical supervision scale. They observed significant relationship between leadership and emotional exhaustion and between leadership responses and clinical supervision and also with depersonalization. The finding suggests model of burnout and there is need to develop suitable strategies to prevent burnout in mental health professionals.

Weisberg and Sagie (1999) conducted a study to see the impact of burnout dimension on the intention of female teachers to leave their current jobs. The burnout inventory containing 21 items developed by Pines et al. (1981) was used. Burnout scores were factor analyzed by means of multiple regression. The result showed that the physical and mental exhaustion both were found positively and significantly influenced intention to leave job. The influence of teacher’s age and job tenure were found negatively and significantly correlated with the intention to leave job.

Nias (1999) focussed on two moral values which are a key part of many teachers i.e. commitment and interest. The teachers value the
idea that they are morally accountable to the people therefore, the job of the teachers involve caring of their people. As a result of it the teachers often care so little for themselves and they feel to see and respond to the early physical, emotional and mental state because of it they are likely to experience more burnout. They suggested that teachers are given appropriate collegial relation, a moral reference group and with a social environment that they may protect teachers from burnout or it will elevate the ethical condition that make it likely.

Abel and Sewell (1999) examined the resources of stress and burnout among urban and rural secondary school teachers reported that the urban school teachers experienced greater stress due to poor working condition and poor staff in comparison to the rural school teachers. The teachers rural and urban both experienced stress due to pupil’s misbehavior as a major cause of stress in them than the stress caused by the poor working conditions and poor staff relations. The result also indicated that the poor working condition and time pressure were found the predictor of job burnout for rural school teachers whereas pupil misbehavior and poor working condition were found the predictors of burnout for urban school teachers.

Kelchtermans and Strittmatter (1999) studied the burnout among teachers discussed it in the light of the influence of sociological factors with regard to teachers motivation or demotivation and stress is
mediated through individual teachers' interpretation. On the basis of the results obtained, they proposed a set of guidelines that can help to redesign the school as a workplace so as to reduce or to minimize the risk of teachers' burnout. The guideline provided was related to several laws of school organization and their relation to the wider socio-cultural and political environment. The focus of guidelines as proposed was at the organization level taking into account the individuals' affliction within the actual state of burnout.

Sleeger (1999) on the basis of the results obtained commented that there are psychological, sociological perspectives on the teachers' burnout. As far as teacher's burnout is concerned at the micro-level of the factor of society are important besides psychological perspectives and personality factors. Some specific personality factors could be the cause of teachers' burnout and factor concerning organization may be the cause of teacher's burnout, like impact of working condition, dissatisfaction and workload. On the basis of the analyses of the results it can be argued that the burnout can be traced to a particular combination of school organization and teacher professional orientation.

Sears et al. (2000) investigated occupational stressors, coping strategies, depression and burnout among extension agents. The result showed that a significant proportion of extension agent reported burnout symptoms above the cut of scores for the burnout subscales (5% to 9.8%) and 3% of the sample showed significant symptoms of all three dimensions.
of burnout. The depressive symptoms was found approximately in 26% of the sample. The stepwise multiple regression revealed that extension agents who used an emotional coping strategies were prone to display greater levels of depressions, emotional exhaustion and depersonalization and they exhibited low level of personal accomplishment.

Alexander et al. (2000) observed that the supporting staff in small community residential home showed moderate level of burnout whereas the direct care staff experienced lower level of burnout. Lesser degree of burnout was attributed to getting favour from colleagues and professional supervision managers.

Talbot et al. (2000) reported that the high users of humor were found to show emotional exhaustion and depersonalization and high sense of personal accomplishment as compared to those who are low users of humor. The results suggest that the use of humor as used by the employees as a coping mechanism to reduce burnout and it has much effect in reducing depersonalization and increased sense of personal accomplishment.

Hellesoy et al. (2000) examined the incidence and dimensionality of burnout of people working in off shore oil drilling platforms. Obtained similar finding of other research findings as mentioned in forgoing pages on three dimension of burnout (EE, DP, PA) but in addition to it the fourth dimension of burnout which is specific to industry.
Specific components as showed by the respondents was worry about whom as one of the components of burnout as identified by this group of researchers. They suggested that the dimensionality of burnout may be influenced by the characteristics of work setting.

Bakker and Schaufeli (2000) examined the process by which the occupational burnout may transfer from one person to another. This study was conducted on Dutch high school teachers. Two conditions which may increase the probability of burnout contagion were explored that the individual teacher susceptible to emotional contagion and the frequency with which the teachers are exposed to colleagues with students and work related problems. The result was found in conformity to the theories about emotional contagion. The result revealed that the burnout contagion was more pronounced under these two high risk conditions. The prevalence of perceived burnout among subject colleagues was found strongly related to individual teacher burnout viz, emotional exhaustion and depersonalization. When the teachers were highly susceptible to the emotion of others as they frequently communicated each other about work related problems.

Brenninkmeyer et al. (2000) attempted to find out the relationship between burnout and depression. The result showed that the depression were closely related but this was not certainty in identical twins. Turnipseed (2000) observed that the burnout was found with organizational and social behaviour such as job involvement, helplessness, job satisfaction, job tension and productivity.
Vettor and Kosinki (2000) reported that high work stress was found related to burnout. They studied emergency medical technicians and observed that they were more susceptible to burnout because of high work stress. Grassi and Magnani (2000) studied psychiatric morbidity and burnout among medical profession of general practitioner and hospital physicians. The general help questionnaire and MBI were administered on these groups. The results indicated that the global prevalence of psychiatric morbidity was 20.3% among general practitioners and 24.6% among hospital physicians. The symptoms of emotion exhaustion was found 27.5% of the subjects (GPS 13.1% and HPS 22.6%) and low personal accomplishment by 12.8% (GPS 13.1% and HPS 12.3%) they suggested that there is need to support health professionals in order to improve their psychological well-being especially among health professions.

Houkes et al. (2001) examined the relationship between work stress and outcomes variables among teachers and bank employees. The investigators intended to determine that if intrinsic work motivation is predicted by task characteristics in the same way the emotional exhaustion is primarily produced by workload and lack of social support. The turnover intension is primarily predicted by unmet career predictions. The subject completed the battery of questionnaire concerning the variable in questions. The result obtained clearly indicate that the proposed pattern of relationship supported by the data across the two samples studied and similar findings were also reported by Male and May (1997) that the high workload and
long working hours were found related to emotional exhaustion among teachers of children with severe learning difficulties.

Van, Schaufeli and Buunk (2001) on the basis of the observations reported that the inequality found to affect emotional exhaustion. Which is a central component of burnout and this relationship is curvilinear. Feeling more deprive and feeling more advantaged resulted in higher degree of future emotional exhaustion level. No identification was found for longitudinal relation between inequity and depersonalization. A cyncronomous relation was found suggesting that personal accomplishment influences equity.

Cam (2001) examined burnout of nursing academicians. The data obtained was analyzed by means of multiple regression analysis to find out the predictors of burnout. The predictors of burnout components viz, emotional exhaustion, depersonalization and personal accomplishment. The results showed that the predictors of emotional exhaustion was the work setting, the predictors of depersonalization was job pressure and the predictor of personal accomplishment was job satisfaction were found among nursing academicians.

In the light of research literature reviewed pertaining to the topic of present study, it was realized that there is need to pursue a research to probe the relationship of various variables with job involvement. The review of literature reveals that job involvement has been studied
extensively by psychologists and management people from various point of view by realizing its relevance with performance, employee needs and expectations, quality of working life, satisfaction, commitment, stress etc. Some investigators attempted to find out the relationships between job involvement and certain biographical variables. Some researchers studied personality factors as determinants of job involvement. The early researchers attempted to study the relationship of job anxiety with job involvement and more recently the job burnout has been the focus of attention of social scientists particularly by the organizational psychologists.

A number of studies have been conducted on police personnel, teachers and nurses but very few studies have been conducted on bank employees. The variables chosen for the study are still unexplored and warrants the present investigators to investigate the relationships of various variables with job involvement because of its greater relevance in banking sectors. The present investigators did not find any study directly linked with the topic of present study but some of the variables were studied and their findings as reported by some investigator were found partially related. While planning this small piece of research it was realized that the variables chosen for investigation have not been studied at length by the investigators and some of the variables have been partially studied and the results obtained were found conflicting and inconclusive. The present investigator
identified the significance of working life to be studied in terms of job involvement because it is an outcome of the perceptions of employees identifying with their work, nature of job, types of organization and also those conditions which an individual employee perceives conducive which is appropriate to the work and working environment. Keeping all these fact in mind the present study was an attempt to probe the relationships of job anxiety, personality characteristics, job burnout and their various facets, age and work experience with job involvement among the managers and clerical staff of nationalized banks. By elaborating the realm of present investigation it was also contemplated to see the influence of some of these variables on job involvement.

Keeping the purpose of the present study in mind and in the light of research literature reviewed, certain null hypotheses have been formulated and each hypothesis to be verified to draw conclusions on the basis of the results obtained.

Hypothesis

In social sciences research hypothesis is usually considered as the principal instrument which helps decision-makers to explore new experiments and observations. The research investigators in this area are interested in testing the hypothesis on the basis of available informations where direct knowledge of population parameters is almost rare so that hypothesis testing is used as a strategy for deciding a sampled data could be
the basis of generalization. Thus, hypothesis enable us in making probability statement about the population. It is obvious that hypothesis can not be proved absolutely but, in practice it is either accepted or rejected. In the light of literature reviewed, realizing the significance of this study and certain null hypotheses have been formulated to verify the results obtained and draw meaningful conclusions. The hypotheses formulated are as under:

\(H_01\). There will not be significant relationships between various facets of job anxiety with job involvement among bank employees.

\(H_02\). There will not be significant relationships between various facets of job anxiety with job involvement among bank managers.

\(H_03\). There will not be significant relationships between various facets of job anxiety with job involvement among clerical staff.

\(H_04\). There will not be significant relationships between personality characteristics with job involvement among bank employees.

\(H_05\). There will not be significant relationships between personality characteristics with job involvement among bank managers.

\(H_06\). There will not be significant relationships between personality characteristics with job involvement among clerical staff.

\(H_07\). There will not be significant relationships between the dimensions of job burnout with job involvement of bank employees.

\(H_08\). There will not be significant relationships between the dimensions of job burnout with job involvement of bank managers.
Ho9. There will not be significant relationships between the dimensions of job burnout with job involvement among clerical staff.

Ho10. There will not be significant relationships between age and work experience with job involvement of bank employees.

Ho11. There will not be significant relationships between age and work experience with job involvement among bank managers.

Ho12. There will not be significant relationships between age and work experience with job involvement among clerical staff.

Ho13. The managers and clerical staff will not differ significantly in terms of their job involvement.

Ho14. There will not be significant difference between managers and clerical staff in terms of job anxiety.

Ho15. There will not be significant difference between managers and clerical staff in terms of job burnout.

Ho16. The high and low age group of bank employees will not differ significantly in terms of job involvement.

Ho17. There will not be significant difference between high and low work experience group of bank employees on job involvement.

Ho18. The high and low anxious group of managers will not differ significantly in terms of job involvement.

Ho19. There will not be significant difference between high and low job burnout groups of managers on job involvement.

Ho20. Age will not be a significant factor of job involvement in managers.
H021. Work experience will not be a significant factor of job involvement among managers.

H022. The high and low anxious group of clerical staff will not differ in terms of job involvement.

H023. The high and low job burnout group of clerical staff will not differ in terms of job involvement.

H024. The high and low age group of clerical staff will not differ in terms of job involvement.

H025. The high and low work experience groups clerical staff will not be a significant factor of job involvement.

H026. There will not be significant difference between the mean job involvement of high job anxiety group of manager and clerical staff.

H027. There will not be significant difference between the mean job involvement of low job anxiety group of manager and clerical staff.

H028. There will not be significant difference between the mean job involvement scores of high job burnout group of managers and clerical staff.

H029. There will not be significant difference between the mean job involvement scores of low job burnout group of managers and clerical staff.
Ho$_{30}$. The high age group of managers and clerical staff will not differ in terms of job involvement.

Ho$_{31}$. There will not be significant difference between the mean job involvement scores of low age group of managers and clerical staff.

Ho$_{32}$. The high work experience group of managers and clerical staff will not differ in terms of job involvement.

Ho$_{33}$. The low work experience group of managers and clerical staff will not differ in terms of job involvement.