Chapter-II

Review of Literature
The phenomenon of job involvement represents the degree to which the total job situation is thought of as being central to one's life or self-concept. An involved employee expects his work to be intrinsically rewarding because he thinks work provides him the opportunity for self-expression (Kanungo 1975). Both Mark and Fromm (1966) have used the concept of alienation in this sense.

It conceived as a more stable individual characteristics and therefore more a function of the person than of the job (Lawler and Hall, 1970). The attitude of job satisfaction is much more of a transient state of the employee. It is determined by the degree of fulfilment of an employee's needs on the job due to the presence or absence of certain job factors or outcomes such as salary independence, etc. Don't care attitude with the job, the satisfaction dimension varies from specific need-fulfilment to need frustration on the job depending upon the attainment of desired goals through job activity.

The idea of viewing job involvement as a performance self-esteem contingency can be traced back to the work of Allport (1947) on the psychology of participation and ego involvement. Allport suggested that any situation (including the work situation) the "engages the status seeking motive" of an individual is ego involving thus, a person's involvement at work can be viewed as the degree of perceived opportunity at work for status or self-esteem used satisfaction. In the same view other researches (French and Kahn 1962; Gurin, Veroff, and Fild 1960; Vroom
(1962) have also considered job involvement as the degree to which performance affects one's self esteem for instance.

Lodahl and Kejner (1965) Poineers in the area of job involvement contended that job involvement is the internalization of values about the goodness of work or the importance of the work in the worth of persons and perhaps it. Thus measure the case with which the person can be further socialized by an organization "Lodhal and Kejners contention about the explanation of the concept of job involvement puts heavy emphasis on the internationalization of values. It is therefore quite reasonable to mention that value orientation towards work is easily internationalized in socialization process.

Lodahl (1964) himself had realized that during the process of socialization certain work value are injected in to the self of the individual that remains dynamically active even at the later stage in the form of employees reactions and attitude towards job. For example there is a concept of work in Hindu mythology that state "work is workship" hence their religious value plays a very important role for inducing involvement in work activities. Similarly in islam, greater emphasis has been given to earn a living through Islamic ways (Pious mean) which puts its emphasis on honesty, Sincerity and responsibility in performing any work activity undirectly change employees behaviour positively in the work context. In the same way all other religious in the world emphasize directly or indirectly to certain work value that develop commitment and job involvement.
Likewise, Maurer 1969 considered work involvement as the degree to which an individual work role is important in itself and farms the basis of self definition.

Patchen talks of workers being highly motivated he refer to their high level of achievement need or to their solidarity with the enterprise. He refers to their need for belonging to the organization, lastly when he talks of workers sense of pride, he refer to workers, feeling of high self-esteem. Thus in Patchens view when a job provides opportunities for the satisfaction of ones achievement need, belonging needs and self-esteem needs, one experiences a greater degree of job involvement.

The study of Schwyhart and Smith (1972) found that a worker's involvement in his job is not dependent upon his job satisfaction. But Singh and Pestenjee (1990) find that job Satisfaction is affected by job involvement. Similar results were obtained by Hammer and Tosi (1994) who examined the relationship between role stress and ambiguity with job involvement.

Madhu and Harigopal (1976) however could not find the significant relationship between role conflict and job involvement. Role ambiguity was negatively related with job involvement. A relation has been found between length of tenure and job involvement. Jones et. al. (1975) found a significant relationship between these two variable but according to Schenider et. al. (1971) and Pream Chand, Babu and Reddy (1990) no relationship between these two variables has been found.
Many researches have put stress on the rank of Personal variable in the development of job involvement.

Sharma and Sharma (1978) say that job involvement increase with job level, age and work experience but Reddy's study (1989) did not show any significant effect of age, work experience and locus of control on job involvement.

Lodahl and Kejner (1965) and Mannein (1975) found relationship between age and job-involvement. Whereas found et al. (1975) and Anantharaman (1980) reported significant relationship between age and job involvement further. Lodahl and Kejner (1965) found no relationship between marital status and job involvement.

Research concerning the job involvement in India started rather later and with less rapid speed in comparison to the west. Recently Indian research have attempted to explore the relationship of job involvement with such variables like such demographic (Sharma & Sharma, 1978); different occupational level (Bajaj, 1978a); anxiety (Bajaj, 1978b); role conflict and role ambiguity (Madhu & Harigopal, 1980), Harigopal and Rani Kumar (1979) and perceived impropriate satisfaction of employee needs (Kanungo, Mishra and Dayal, 1975). Agrawala (1978) developed scale to measure the degree of job involvement of supervisors and higher management. Personnel in the same lives of Lodahl and Kejner (1965).

A person can have thousands of attitude but most of the research in organization. Several studies have tried to relate job involvement and
job satisfaction. A study by Weinerberg and Gruenfield (1968) discusses job satisfaction as a determinant of job involvement.

Robinowitz and Hall (1977) concluded that the definition of job involvement should be grouped into two categories each representing a distinct way of conceptualizing the construct. One category of definition views job involvement as a performance, self-esteem of individual is affected by their level of performance at work thus higher or lower job involvement means higher or lower self-esteem derived from work behaviour. The other category of definition views job involvement as a "component of self image".

According to this category of definition, job involvement refers to the degree to which individual identify psychologically with their job involvement gained its importance among Managers, supervisors and psychologist who started considering job as criterion for measuring work performance, work of job involvement as witnessed from the literature has advanced from descriptive and, theoretical stage to more theoretical and empirically explainative stage. Actually, the load of researches in 1950s and early 1960s on job motivation and job satisfaction and job motivation had come into prominence. Such as Maslow's interpretation of his theory of need hierarchy in job context in 1954, Herzberg et al. (1957); Vroom (1964), Porter and Lawler (1968), and Alderfer (1969, 1972) which gained popularity but also received criticism. Here concept of job involvement involved out of the heavy load on job motivation
studies and craze for the new appropriate similar concept to determine work performance. The concept of job involvement attracted a lot of interest and attention of psychologist, managers and supervisors toward job involvement. This all led Lodahl and Kejner (1965) for the first time, to develop a scale for measuring job involvement, thereafter within a very short span of time the phenomenon of job involvement gained its importance among managers, supervisors and psychologists who started considering job-involvement as a criterion for measuring work performance. The work of job involvement as witnessed from the literature has advanced from descriptive and theoretical stage to more theoretical and empirically explanatory stage.

There are three important sets of factors which are determinants of job involvement and have been identified after reviewing the definitions with regard to job involvement, these factors comprise factors related to job incumbents aspect of work itself and organizational conditions.

Srivastava (1988) reported inconsistent results while studying job involvement in relation to adjustment, satisfaction, participation, skill childhood aspiration and expectation etc. job involvement was studied among different occupational group.

Srivastava and Dolke (1978) after examining the factor structure of work identification with organizational identification and job involvement pointed out that work identification was based on work attractiveness and personal congruence with work while organization
identification included factors of membership maintenance, dedication to organization ego involvement and pride in the organization and pointed out that work identification and organizational identification were factorically different from job involvement. An in-depth look into the available literature it has been observed that there is a preponderance of job involvement studies but there is a paucity of work identification studies. Recently Ansari (1988) studying work identification in relation to demographic variable found job level, job tenure and income unrelated to work identification. Similarly very recently, Alam and Ansari (1992) found insignificant relationship of job tenure and number of dependents with work identification.

The review of studies that work identification has not received much attention from researchers hence a very few studies in relation to job motivation occupational stress and job characteristics.

Ansari (1988) has reported that importance of socio-culture aspects for influencing the behaviour of job involvement. According to him social environment where every one is working and enterprising and to be an enterprising becomes social norm which work as a compelling force for the people to get socialized by internalizing the socio-culture norms and consequently get come and job involved. The situational variables the part socialization processes experienced by the individual in specific socio-economic and cultural milieu influence job involvement (Reddy and Rajashkar, 1991).
Work involvement is the degree to which an individual work role is important in itself and forms the basis of self definition. Involvement in work is viewed as a generalised cognitive state of psychological identification with work in so far as work is perceived to have the potential to satisfy one's salient needs and expectation (Reddy and Rajasekhar, 1991).

Patel (1995) there was no significant association between job involvement and job satisfaction, personal variable like age, length of service and cast did not affect the job involvement of low, medium and high scores, whereas marital status had significant effect on job involvement of the nurses personal variable like age length of service, material status and caste did not affect the job satisfaction of low medium and high scoring nurses.

Singh and Mishra (1983) found out occupation stress does not have significant positive relationship with job involvement. However job involvement and ego-strength have negative association.

Christopher, O. (1997) conducted a study on the interactive effect of communication quality and job involvement or managerial job satisfaction and work motivation. In a hierarchial regression analysis the involvement communication interaction added significantly to the explained variance in both satisfaction and motivation managers who were involved were more affected by the quality of communication.

A study conducted by Naaz (1999) indicates that job involvement is significantly determined by certain characteristics.
Job experience and monthly income were found significantly associated with their job involvement and work involvement.

Vanderberg (1999) conducted a study on the impact of high involvement work process on organizational effectiveness. A second-order latent variable approach supported a model in which a composite of the 5 organizational practices positively influenced HIWP. In turn, the HIWP influenced OE defined on equity and turnover both directly and indirectly through positive influence on employee.

Bharvana and Kelkar (2000) conducted a study to predict job involvement, job satisfaction, and empowerment from organizational structure and corporate culture. Results showed that job satisfaction and empowerment were positively related but both were unrelated to job involvement. Centralization was positively related to job involvement but negatively to job satisfaction and empowerment.

Probst and Tahira M. (2000) studied the moderating effect of job involvement on the consequence of job insecurity using public sector employees. Results indicate that employees who were highly invested in their jobs were most adversely affected by job insecurity significantly. They reported more negative job attitude, more health problems, and a higher level of psychological distress than less involved counterparts when they perceived their jobs to be threatened.

Robert (2000) studied the antecedents and consequence of job involvement and organizational commitment of workers in Bulgaria,
Hungary and the Netherlands. A general model of work motivation is developed which depicts job characteristics, opportunities to satisfy needs and extrinsic work factors as determinants of job involvement and organizational commitment while effort expenditure, performance job satisfaction turnover and work stress are considered outcomes. Data obtained from a total validity of the model and path analysis showed that the model has a modest fit when applied to all three sample simultaneously.

The above description have given a comprehensive details of the survey of literature which clearly advocate that the present research entitled, "Organisational culture, mental health and certain personality variables - Hardiness, Introversion-Extroversion as determinent Job Involvement" has never been studied earlier, hence, the finding of the present study will certainly fill the void of knowledge specially in this specific area.

The organisational culture is an aspect of human relation movement that rose in the work scenario in the mid-1920 and was in its peak during 1930's to 1950s. But formal stress on the organizational culture has not a long history. It is only one and half decades back the organisations started giving emphasis on the very aspect of organization culture, the emphasis is to develop such an organizational environment that may provide supportive humanised work environment, creating will to work among employee without using coercive methods, it is pertinent to
point out that the organisational culture is a broad term which has scores of determinants like organisational climate, leadership behaviour, participative management open-appraisal system interpersonal trust autonomy at work, etc. Hence studies on these in relation to work related behaviour or outcome will also reflect the influence of organisational culture or its various dimension on the numerous dependent variables. Payne and Pheysey (1971) they conducted study. In relationship of organizational climate with three facets of job descriptive Index (Idl) viz., satisfaction with work, supervision, and people. The sample was N = 348 managers supervisors and staff personnel. The findings witnessed the positive relationship between the perception towards organisational climate and job satisfaction facets,

Payne and Pheysey's study on organisational climate. It is one of the dimension of organizational culture and it is a matter of fact that organisational climate which is determined by leadership behaviour and organisational policies are the best indicator of organisational culture. It has already been mentioned above that in the context of organisational culture. The studies pertaining to organisational climate, leadership behaviour will be presented, as these are key determinants of organisational culture.

Similarly, Pestonjee (1973) on the basis of his study found supportive organisation to be truly related to worker's morale and job-satisfaction Schneider and Snyder (1975) had also found the relationship
between the climate and satisfaction. Almost the same result was obtained by Lafallette and Sims (1975) who also enumerated that organizational climate and organizational practices are related to job-satisfaction.

Other related study was conducted by Rajappa 1978 it was found that organisation with achievement-oriented climate were highly productive organisations.

Kumar and Bohra (1979) reported that the workers perceiving existing organisational climate as democratic were found to be highly job-satisfied compared to those perceiving organizational climate as autocratic or undecided.

This study conducted by Sharma (1983) on the importance of organizational climate for employee motivation and satisfaction and she observed that work related facets, life grievance, handling recognition opportunities for growth and development and participative management have been found to be the important factor for healthy organisational climate, which enhances work motivation satisfaction of the job-incumbents, Srivastava and Pratap (1984) who do obtained positive relationship between the positive perception of organisational climate and job-satisfaction reported almost the similar findings. Sheridon (1992) investigated the retention rate of 904 college graduates hired in six public accounting firms over a six-year period. Organisational culture values varied significantly among the firms. The variation in cultural values had a significant effect on the rate at which the newly hired employees
voluntarily terminated employment. Subject voluntarily stayed 14 month longer in the culture emphasising interpersonal relationship values than in the culture emphasising work task values. The relationship between the employees' job performance and their retention also varied significantly with organisational culture values. The cultural effect were stronger than the combined exogenous influence of the labour market and the new employees demographic characteristics.

Phillips (1994) the existence of Industry culture by comparing broad-based assumptions sets about two industries (fine arts museums and california wineries) 96 subjects from twelve organizaiton representing a cross-section of these two industries were interviewed substantial differences in conceptualisation of membership competition, the origins of truths, the purpose of work and the current narrow focus in research on industry-based cognitive constructs can be productively broadened to include a fuller range of culture elements and a wider range of industry participants.

Zamanous et al. (1994) described communication intervention program designed to change shift was measured through a triangulation approach specially questionnaire. Interview data and direct observation were combined to study the areas of organization culture scale (OCS) before the intervention and a representative sample was interviewed than the entire orgnaisaiton participated in organisation development program, after two year subject completed the OCS, they were interviewed, and
subject were also directly observed, they noted that the dimension viz., information flow, involvement, morale and meetings are significantly important aspects of organisational culture.

Maczynski et al. (1994) conducted study leadership style differences among matched sample of 146 polish, 891 Austrian and 2,631 US manager, Austrian Ss were found most participative. Polish Ss were most autocratic and US Ss were between these two extremes. These differences produced greatest agreement with the prescription of a normative model of decision-making among Austrian manager and the least agreement among polish manager. Polish Ss were more participative as the importance of the problem declined and Austrian manager were more participative when conflict among subordinates was likely.

Petty et al. (1995) conducted study - the relationship between organisational culture and organisational performance. 832 employees from 12 firms of the electric utility industry completed a survey. Results indicated measure of organisational culture were significantly related objective measure of performance. Also teamwork was strongly associated with organisational performance.

Harris and Mossholder (1996) the influence of manager's and executive congruence with their organisation culture on their affective orientations towards the organisation. This relation was examined in the context of the organisation undergoing significant cultural transformation across the 4 dimensions of culture management style. Organisational
climate, leadership an organisational definition of success the "glue" binding the organisation and the dominant organisation characteristic were the attributes found to indicate culture, job satisfaction, job involvement organisational commitment, and job turnover intention were the affective outcomes measured. Results show that organisational commitment and optimism about an organisation's future explain the discrepancy between subject's assessment of the current culture and their whole culture.

Weatherly and Beach (1998) examined the relationship between an organisation's culture and their decision made within the organisation. The author has two goals: first to provide a theoretical link between culture and organisational decision making and secondly to test some of the implications with the link. Author conducted four studies with employees and managers from commercial organisations and study 1st found that different organisations have the different degrees of culture fragmentation and this could be measured by the organisational culture survey designed by Beech (1993). Study second found that the decisions of an organisation's member are influenced by the degree to which the features of the options are compatible with the features of the organisation's own culture. Study third found that an organisation's members are more likely to endorse a management decision if the features of the decisions are compatible with the feature of the organisation's culture study 4th found that the greater the difference between subjects assessment of an organisation's culture as they perceived it to be now and as they thought it actually ought to be the less satisfied they reported themselves to be with this jobs.
Burke (1997) conducted a study on the relationship of organisational hierarchy and aspects of culture values within a single large professional services firm. The importance presence and gap between importance and presence often cultural values served as dependent variable. The highest and lowest hierarchical level had more favourable opinion on the importance and presence of cultural values.

Sinha (1998) made a review of work culture of Indian organisation till the end of the 1980s and identified the presence of a non-work culture fostered by socio-culture factors such as families paternalism patronage, and centralisation of power. Further examination differentiated the non-work or "soft" work culture, as it is called from the synergistic work-culture which reflects a philosophy of self-reliance strong work norms, and humane practices leading to greater viability and satisfaction.

Miller (1998) said diversity is one of the most significant forces influencing organisational change in the 1990's, the members of diversity workshops, videos, journals, article board games, hand books and CD-ROM's testify to its significance. Few recognise diversity as a potential source of organisational effectiveness. This article presents diversity as a key resource to create a high performing work culture that enables are members of the organisation to do then best work.

In 1992 Al-Shammari attempted to resolve the confusion surrounding the relationship between organisational culture (OC) and the
related concepts of job satisfaction, corporate culture and leadership style. Theoretical and methodological differences between OC and these three concepts are addressed and it is concluded that these concepts are not synonymous with OC.

Another study was done by Johnson & McIntyre in 1998. They studied organizational culture and climate correlates of job satisfaction. The correlation indicated positive and significant associations for the measures. The measure of climate most strongly associated with scores on job satisfaction were communication followed by goals, creativity and innovation and decision making. Results are discussed in term of their practical and meaningful relevance to organizational effectiveness.

Johnson et al. (1998) conducted a study on organizational culture and climate correlates of job satisfaction. The sample was 8,126 employees of a large government service agency using an anonymous survey measuring 19 different aspects of organizational culture and climate. The correlation indicated positive and significant associations for the measure of job satisfaction on the survey. The measure of culture most strongly related to score on job satisfaction were empowerment and involvement and recognition measures of climate. Most strongly associated with scores on the job satisfaction were communication followed by goal creativity and innovation and decision-making. Results are discussed in term of their practical and meaningful relevance to organizational effectiveness.
Silverster et al. (1999) attempt to quantify organizational culture and culture change have been hindered by a lack of theoretical models to aid empirical investigation. The paper has two aims first a socio-cognitive model of organizational culture is discussed which defined "culture as the product of a dynamic and collective process of sense making" undertaken by member of a group organization, second an empirical case study is presented which use attributional analysis to quantify the beliefs held by key Stapehalder groups involved in a culture change program within a multi-national manufacturing organization. A total of 1230 attributional statement form a survey given to a 30,000 employee engineering the manufacturing organisation were coded using a modified version of the Leeds Attributional coding system LACS which included four main dimension stable unstable global specific inter-external control level uncontrol. Result shows that considerable inter-group difference between manager trainer and trainees in these cognitive make as sense making hunsatic of the plain change process the implication of the model and the usefulness attributional analysis as a method get evaluating dynamic aspect of organization culture and a culture change and discussed.

Mullarkyscan et al. (1997) conducted studies the impact of technology characteristics and job control on work mental health. Recent research suggested that the occurrence of operational problem namely in advanced manufacturing technology (AMT) places stressful demands on operators. Applying R.A. Karaseks demand-control model among 72 operators (mean age 31-1 yrs). It was predicted that 2 properties of
operational problem namely technological uncertainty and abstractness, interact with timing and method control to predict operator strain. The results failed to confirm ordinal effects for timing or method control but showed a discardinal (cross over) interaction for timing control. While these findings provide little support for the demand control model, they suggest that two new processes namely traction distraction and positive challenge are critical to understanding the nature of the relationship between operational problems and operator strain in AMT system. The author describe these processes and examine the implication for future research.

Henderson et al. (1998) investigated whether workers who followed strategies for preparing and coping with the demand of shift work had more positive attitude and better physical and mental health, the sample is 122 Nurses (age 21 to 60 yrs) completed a questionnaire measuring sleep, eating fitness and socializing strategies as well as satisfaction with sleep, social life shift work, and physical health and psychological well being. Nurses who followed the recommendations relating to socializing rated themselves more positively in terms of psychological well being had fewer sleep problems and were also related to better health and psychological well being. In contrast sleep and eating strategies did not significantly predict attitudes or behaviour ratings.

Sheila (1998) a community sample of 195 Indian immigrants in the Us completed a survey to assess the relationship between
acculturation and mental health. Results indicated that acceptance and cultural orientation play crucial roles in mental health independent of various social and demographic variables feeling accepted by the host society and being involved with American and US culture were related to better mental health.

Boey, Kam Weng (1999) examines the relative contribution of personality coping and family support to adaption to stress in nursing. Findings indicated that stress resistant nurses who adopted to high work stress with good mental health status had a higher self-esteem and were more internal in locus of control than the distress nurses who reported poor mental health status under high work stress. The use of emotion focussed coping was less frequent among the stress-resistant nurses who also had greater supports from family relationships. discriminant function analysis revealed that behavioural coping e.g. enhancement of ability and physical health had greater contribution to stress resistance than cognitive coping (e.g. acceptance of situation or change of perspectives.

Hosami et al. (1988) studied the incidences and type of psychiatric illness among medical personal support service. Human Ss 3,880 male and female Japanese adult (doctors, nurses, dieticians, hospital aides, care workers, pharmacists, madiation theopests, laboratory technician, office worker, cooks drivers and cleaning staff at public and private hospital and other type of health care facilities). The prevalence of psychiatric disordered and suicidal behaviour was assessed test used the general health questionnaire.
Elavairo et al. (2000) studied about organizational and individual factor affecting mental health and job satisfaction. A multilevel analysis of job control and personality. Results showed that mental health (General Health questionnaire 12) varying mainly at the individual level was explained mostly by hostility and trait anxiety. Job satisfaction varied significantly at the individual and the ward level. Job control accounted for most of this multilevel variation. Thus this study demonstrated the significance of individual characteristics and organisational aspect in explaining the mental health and job satisfaction of employee.

Warren, Barbara Jones (2000) the concept of culture and how it is reflected in an individual health care and the best process for psychiatry-mental health nurses. Culture is the internal and external manifestation of an individual group or community worldview derived from learned beliefs, values and norms.

Rohland et al., (2000) measure relationship between service effectiveness and satisfaction among persons receiving medical mental health services, reported greater service satisfaction and life satisfaction than person with other diagnose and their ratings of their mental health were higher. A relationship between service satisfaction and current life satisfaction was observed for person with schizopherenia affective disorder and adjustment disorder but not for person with anxiety disorder.

Maddi et al. (1994) conducted a study the relationship between hardiness (the sense of self that emphasizes commitment, control,
Ss completed the personal views survey (PVS) to measure hardiness. The Hopkins symptom checklist to evaluate negative affectivity and the MMPI to evaluate relevance of hardiness to mental health. The PVS was negatively related to most MMPI cares showing psychopathological tendencies even when negative affectivity was controlled statistically. Results support the hypothesis that hardiness may reflect a common demonstrator of mental health.

Jennings et al. (1994) reviews research and nursing literature on hardiness a construct with wide spread appeal to nurse research. The concept of Hardiness began with S.C. Kabasa's work proposing that people who experienced high level of stress but remained healthy had a different personality structure than people who become ill under stress. Instruments used by Kobasa to measure hardiness are discussed in terms of scoring variation and reliability. Research on the health related hardiness scale and the family hardiness inventory is explored. Composite components scoring gender question and difference in instrumentaiton are highlighted. Recommendations are made for future research on hardiness. It is suggested that hardiness will be more meaningful in nursing research when investigators resolve its theoretical and psychometric impression.

Sharply, Christopher F. (1995) they study the direct and relative efficacy of cognitive hardiness, type A behaviour pattern, coping behaviour and social support as predictors of stress and ill health. Data
show moderate level of anxiety, fairly good average health, and moderate job stress and daily hassles high job stress, high type A behaviour scores, low social support ineffective coping and low cognitive hardiness predicted poorer physical and psychological health. Men appeared healthier than women. Cognitive hardiness most powerfully predicted good overall health and low job stress.

Huany, Cindy (1995) studied the relationship between hardiness and stress, through a critical review on issues of definition concept and measurement of hardiness individual and family hardiness, are stress resistance resources, comprising 4 dimension control, challenge commitment and confidence. Hardy person are more likely to stay healthy and perceive life change as positive and challenging, through cognitive appraisal. Hardiness facilitates family adjustment and adaptation. The concept of family hardiness should be incorporated into family stress theory. Hardiness may be measured by S. Kobasa's (1979) instruments or the health related hardiness scale. The conceptual clarity of hardiness should be improved by dividing it into more dimension. The inconsistent correlations between each dimension of hardiness and health outcomes suggest that it must be treated as a composite measure. Implication for nursing practice and recommendation are listed.

Britt thomas et al. (2001) this was study conducted to see the relationship between the meaningfulness of work, personality hardiness and deriving long-term benefits from a stressful event. U.S. Soldiers
participating in a peace keeping mission to bosnia completed measures assessing the meaning of their work and personality hardiness midway through a 1-year deployment (mid deployment and completed a measure of deriving benefits form the deployment 4-5 months after it was over (post deployment) structural equation modeling revealed that personality hardiness was associated with being engaged in meaningful work during the deployment which was strongly associated with deriving benefits from the development month after it was over enriching experience were also associated with deriving benefits form the deployment. Discussion focuses on the linkage between personality processes, meaningful work and deriving benefits from a stressful experience formal abastion.

Hussain, & Kumari (1995) conducted study-Eyeneks personality dimension in relation to ego-strength and adjustment. Examined the relationship of H.J. Eysenek's (1963) personality dimension of psychoticism extraversion and neuroticism with ego strength and adjustment. 100 male college student in India completed Indian version of the Eysenek personality questionnaire (EPQ) b. De & r. thankur (1995) barrous ego-strength scale G. Hasan 1976, and the well adjustment was negatively related to psychoticism and neuroticism and positively but non significantly related to extraversion. Some areas of adjustment related positively and other negatively with psychoticism, extraversion and neuroticism and adjustment high neuroticism/psychoticism was related to low adjustment and high extraversion was related to better adjustment. High ego strength was related to lower psychoticism, neuroticism and greater extraversion.
Clarke, Dave et al. (1996), this study conducted astrological sing as determinant of extraversion and emotionally. Results showed a significantly greater mean extraversion scores for the group with both in negative size. Another differences means were significant. findings generally do not supprot theories claiming that tendencies toward extraversion and emotionality are determined by astrological sings.

Francis, Leslie, J. (1997) conducted the study in relationship between rosenberg's construct of self esteem and Eysenek's two dimensional model of personality corrigendum. Personality and individual difference. Results indicate that good self-esteem was associated with extraversion, emotional stability and with being male. results and discussed in terms of less positive self image among females and that the scale may uninitially discriminate against female.

Lieberman, Mathew D. (2000) studied the relationship between introversion and working memory and suggested that the excessive component of working memory is the most likely to differ a Cro Ss introverts and extraverts using S stronberg (1975) memory scanning paradigm, which tops the control excessive component of working memory. Result indicate that introverts are slower than extraverts in comparing the contents of working memory to an external target. social and psychological consequence of this central executive difference in working memory and discussed.
Daviveena and Helode R.D. (1999) studied impression management behaviour in relation to personality dimension. Results show on significant interaction between extraversion and neuroticism in impression management emotionally unstable employed women used significantly more tactics as compare to others.

Vollrath et al. (2000) the topic of present study is that personality type and coping and personality individual difference. The finding suggest that this typology represents a useful approach to addressing the question of how individual with different combination of personality traits experience and manage stress.

Jorm et al. (2000) conducted study to see the synergistic effect of neuroticism and extraversion on predicting anxiety and depression. In a longitudinal study of college students B.G. Gershney and K.J. Sher (1998) found that high neuroticism and low extraversion had a synergistic effect in predicting anxiety and depression 3 yr. later. this article attempted to replicate their finding using data from 2 community sample (a) a cross-sectional survey of 2,677 person age 18-79 yr and (b) a longitudinal study in which 441 person aged 70 or older were followed over 3-4 yr both studies found that neuroticism predicted anxiety and depression but there were no neuroticism and extraversion interaction effect. These results cast doubt on the generalizability of the original finding.