In the Chapter V results of the present investigation have been recorded based on the statistical analysis. Various dimensions of Job-satisfaction and Role Stress were treated as dependent variables. Whereas, different types of Personality (Extraversion and Neuroticism) and Motivational Climate (Achievement, Expert Power, Extension, Affiliation, Dependency and Control) were taken as Independent Variables. Each independent and dependent variable was analysed for two groups of respondents i.e. Professionals and Non-Professionals. In case of Extraversion and Neuroticism dimensions of Personality, groups were formed on the basis of standard scoring key. The professional and Non-Professional Managers/Executives who had a score of more than or equal to 10 were classified as "Extraverts" and those who had a score of less than 10 were considered to be "Introverts". Similarly, in case of Neuroticism Professional and Non-Professional Managers/Executives who had a score of more than or equal to 10 were designated as "Neurotics". Whereas, Professional and Non-Professional Managers/Executives who had a score of less than 10 were classified as "Stables". The two groups (Professionals and Non-Professionals) were compared (two tail "t" test) to see if
they differed significantly from one another in their perception of different dimensions of Job-Satisfaction and Role Stress. Correlation analysis were performed to find out if there existed significant relationship between independent and dependent variables among the two groups (Professionals and Non-Professionals). Finally, the multiple regression analyses were performed to establish cause and effect of relationship between independent and dependent variables and also to find out the individual and the joint prediction or contribution of Personality and Organizational Climate variables in explaining the variance in the perception of different dimensions of Job-Satisfaction and Role Stress.

6.1. **Descriptive Analyses:**

6.1.1. **Difference in the Perception of Job-Satisfaction of Professionals and Non-Professionals:**

The findings on the basis of comparisons of groups are summarised below:

Professionals and Non-Professionals differed significantly in their perception of On-The-Job Satisfaction and Off-The-Job Satisfaction. Non-Professionals tended to score higher on the factors of On-The-Job Satisfaction as
compared to Professionals. Whereas, on Off-The Job Satisfaction factors Professionals tended to score higher as compared to Non-Professionals. However, Professionals and Non-Professionals did not differ significantly in their perception of Total Job-Satisfaction (vide table 3.1, page162).

On the basis of these findings it was concluded that Non-Professionals had higher satisfaction on On-The-Job factor of Job-Satisfaction. Whereas, Professionals had higher satisfaction on Off-The-Job factor of Job-Satisfaction.

There are few studies which investigated the group differences in relation to Job-Satisfaction. In a study of cooperative societies, Balaji (1985) observed that professionals seemed to be significantly more satisfied with salary, perquisites and salient expectation than Non-Professionals. On other hand, Professionals, were significantly less satisfied with the support and cooperation which they received from their superiors. Both groups were equally satisfied with other facets i.e. support and cooperation of subordinates, challenge in job, and support and cooperation of colleagues. Srivastava (1987) concluded that Junior level Officers have scored slightly higher than the middle level Officers
of Central Government on the level of Job-Satisfaction.

Few studies (Bhushan and Kaur, 1983; Bhushan and Sinha, 1987; Pestonjee, 1973) have indicated that the worker from the public sector enterprises generally score higher in Job-Satisfaction than their counterparts in the private sector. While this conforms with the broader aims of the two managements, analysis of workers' manifest Job-satisfaction in its various dimensions deserves a special attention. Besides, occupational status or rank of employees had a close relation with their Job-satisfaction (Alderfer, 1972; Bose, 1976; Chernik and Phelan, 1974). Chaudhary and Hinger (1991) identified that higher age group bank officers were less satisfied as compared to lower age group bank officers.

It is apparent that there are no direct studies on the dimensions of Job-Satisfaction in relation to Professionals and Non-Professionals except Balaji's (1985) study in cooperative societies. There are indications in the literature that different groups do have different level of Job-Satisfaction, when studied in detail taking different dimensions into account. Results of the present study also provide a strong support in the favour of this finding. It must be noted that there was no significant difference in the perception of Total Job-Satisfaction of Professionals and Non-Professionals but when studied in
reference to different dimensions of Total Job-Satisfaction the results were significant.

6.1.2. **Difference in the different types of Role-Stress among Professionals and Non-Professionals:**

Professionals and Non-Professionals differed significantly in their perception of Role Stagnation, Role Erosion, Self Role Distance and Role Ambiguity. The group of Professionals tended to score higher on these dimensions of Role Stress as compared to the group of Non-Professionals. Professionals and Non-Professionals did not differ significantly in their perception of Inter Role Distance, Role Expectation Conflict, Role Overload, Role Isolation, Personal Inadequacy, Resource Inadequacy and Total Role Stress (vide table 3,2, page163).

On the basis of these findings it was concluded that Professionals had higher stress in terms of Role Stagnation, Role Erosion, Self Role Distance and Role Ambiguity as compared to Non-Professionals.

Difference in the mean scores of Professionals and Non-Professionals on other dimension of Role Stress and Total Role Stress had not turned out to be significant but the trends indicate that Professionals tended to score
higher on the all dimensions except for Personal Inadequacy where Non-Professionals had higher mean score. Thus it was concluded that as compared to Non-Professionals the Professionals tended to perceive more stress on the all dimensions of Role Stress except for Personal Inadequacy.

There are no direct studies relating to Role Stress for two groups Professionals and Non-Professionals. But there are studies which have investigated group differences in relation to various types of Role Stress experienced by the employees in different work settings.

Natha (1980) showed that Role conflict was experienced more frequently at the middle management rather than at the lower management level, supervisors manifest relatively higher role conflict than workers. Pant and Bhardwaj (1992) found that at the middle management level managers, the mean values on the stress factors were less than those obtained by the first level managers. This indicated that the first level managers experienced more stress than the middle level managers.

Rajeshwari (1992) reported that clerks, married employees and female employees working in bank had experienced higher stress as compared to officers,
unmarried employees and male employees. In a study of bank officers, Chaudhary and Hinger (1991) found that higher age group had a higher stress as compared to lower age group officers except on Role Erosion and Personal Inadequacy.

In the recent past, researches in India had expressed serious concern about stress inducing factors like Role Ambiguity, Role Conflict etc. and their implications (Das, 1982; Dhar, 1983; Pareek, 1981; Sharma, 1983; Sharma, Dhar, and Dhar, 1986). In a study of managerial stress Shukla (1990) concluded that stress due to lack of freedom at work was as real as the experience of stress due to an intra-personal encounter.

The findings of the present study prove to be an additional support to the already conducted studies and results arrived at.

6.1.3. Difference in the Job-Satisfaction of Extraverts (Professionals vs. Non-Professionals) and Introverts (Professionals vs. Non-Professionals):

Extravert Professionals and Extravert Non-Professionals differed significantly in their perception on "On-The-Job-Satisfaction" and "Off-The-Job-Satisfaction". However,
the difference in the mean score was non-significant on factors of On-The-Job-Satisfaction and Social Relation factor of Off-The-Job-Satisfaction. As is evident from the table no.3.3 (Page165) that Extravert Non-Professionals had higher mean score than Extravert Professionals on On-The-Job-Satisfaction. Whereas Extravert Professionals had higher mean score than Extravert Non Professionals on Off-The Job-Satisfaction dimension of Job-Satisfaction. They did not differ significantly in their Total Job-Satisfaction.

On the basis of above findings Extravert Non-Professionals had higher Job-Satisfaction in term of On-The-Job dimensions and Extravert Professionals had higher Job-Satisfaction in terms of Off-The Job Satisfaction. It was to be noted that although two groups did not differ significantly in their perception of Total Job-Satisfaction, but when studied in terms of different dimensions the difference turned out to be significant. On-The-Job factors have more satisfaction to Extravert Non-Professionals but Off-The-Job factors proved to be strong satisfiers for Extravert Professionals.

In case of Introverts Professionals and Non-Professionals did differed significantly in their perception of On-The-Job dimension of Job-Satisfaction.
They did not differ significantly in their perception of Off-The-Job Satisfaction and Total Job-Satisfaction. So, Introvert Non-Professionals had higher mean score than Introvert Professionals on Management factor of On-The-Job Satisfaction and On-The-Job Satisfaction. However, difference in the perception of Job factor of On-The-Job Satisfaction turned out be non-significant. On the basis of results (vide table 3.3, page 165), it was concluded that Introvert Non-Professionals had higher On-The-Job Satisfaction as compared to Introvert Professionals.

There was no study relating to comparisons among Extravert Professional and Extravert Non-Professionals, and Introvert Professionals and Introvert Non-Professionals.

6.1.4. Difference in the Job-Satisfaction of Neurotics (Professionals vs. Non-Professionals) and Stables (Professionals vs. Non-Professionals):

It is evident from the results (Table 3.4, Page 167) that Neurotic Professionals and Neurotic Non-Professionals differed significantly on Off The Job dimension of Job-Satisfaction. The difference in their perception of On-The-Job Satisfaction and Total Job-Satisfaction was non-significant. Neurotic Professionals had higher mean score on the Off The Job dimension of Job-Satisfaction as
compared to Neurotic Non-Professionals.

It was concluded that Neurotic Professionals had higher Job-Satisfaction in terms of Off-The-Job Satisfaction as compared to Neurotic Non-Professionals.

In case of Stables, Professionals and Non-Professionals differed significantly on Total Job-Satisfaction and On-The-Job Satisfaction dimension. They did not differ on Off-The-Job Satisfaction dimensions. The group of Stable Non-Professionals had higher mean score on On-The-Job Satisfaction and Total Job-Satisfaction as compared to the group of Stable Professionals. In the results revealed that Stable Non-Professionals had higher Job-Satisfaction than Stable Professionals on various dimensions of Job-Satisfaction.

There was no study relating to Extraversion and Neuroticism dimensions of Personality on one hand and dimensions of Job-Satisfaction on the other for the two groups (Professionals and Non-Professionals). But there were studies which had investigated group differences in relation to adjustment dimensions, organizational commitment and demographic variables. Joseph Alexander and Rajamanickam (1988) studies found that the Neurotics and Introverts and more adjustment problem than stables and
extraverts personalities. In a study of professional and non-professionals students Rajendran(1990) identified that the Introverts irrespective of their course of study show better adjustment than the Extraverts Personality.

6.1.5. Difference in the perception of different types of Role Stress of Extraverts (Professionals vs. Non-Professionals) and Introverts (Professionals vs. Non-Professionals):

Extravert Professionals and Extravert Non-Professionals differed significantly in their perception of Role Stagnation and Role Erosion. The group of Professionals tended to score higher on these types of Role Stress as compared to the group of Non-Professionals. Extravert Professionals and Extravert Non-Professionals did not differ significantly in their perception of Inter Role Distance, Role Expectation Conflict, Role Overload, Role Isolation, Personal Inadequacy, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress (Vide Table 3,5, Page170).

On the basis of these findings it was concluded that Extravert Professionals had higher stress in terms of Role Stagnation and Role Erosion as compared to Extravert Non-Professionals. The difference in the mean scores of
Extravert Professionals and Extravert Non-Professionals on other dimension of Role Stress and Total Role Stress had not turned out to be significant but the trends indicated that Extravert Professionals tended to score higher on the all dimensions except on Role Overload, Role Isolation and Personal Inadequacy. Thus it was concluded that as compared to Extravert Non-Professionals, the Extravert Professionals tended to perceive more stress on all dimensions of Role Stress except for Role overload, Role Isolation and Personal Inadequacy.

In case of Introverts, the group of Introvert Professionals and the group of Introvert Non-Professionals did not differ significantly in their perception of all types of Role Stress as well as Total Role Stress (vide table 3.5, page 170). Difference in the mean scores of Introvert Professionals and Introvert Non-Professionals on all types of Role Stress and Total Role Stress had not turned out to be significant but the trends indicated that Introvert Professionals tended to score higher on the all types of Role Stress except Role Expectation Conflict and Personal Inadequacy. Whereas Introvert Non-Professionals had higher mean score on Role Expectation Conflict and Personal Inadequacy. Thus it was concluded that as compared to Introvert Non-Professionals the Introvert Professionals tended to perceive more stress on the all
types of Role Stress except Role Expectation Conflict and Personal Inadequacy.

6.1.6. **Difference in the perception of various types of Role Stress of Neurotics (Professionals vs. Non-Professionals and Stables (Professionals vs. Non-Professionals):**

Neurotic Professionals and Neurotic Non-Professionals differed significantly in their perception of Inter Role Distance, Personal Inadequacy and Total Role Stress. The group of Neurotic Non-Professionals tended to score higher on Personal Inadequacy and Total Role Stress. Whereas, Neurotic Professionals tended to score higher on Inter Role Distance. Neurotic Professionals and Neurotic Non-Professionals did not differ significantly in their perception of Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Self Role Distance, Role Ambiguity and Resource Inadequacy (vide Table 3.6, page 172).

On the basis of these findings it was concluded that Neurotic Professionals had higher stress in terms of Inter Role Distance as compared to Neurotic Non-Professionals. Whereas Neurotic Non-Professionals had higher stress in terms of Personal Inadequacy and Total Role Stress. The
difference in the mean score of Neurotic Professionals on other types of Role Stress had not turned out to be significant, but the trends indicated that Neurotic Professionals tended to score higher on all the types of Role Stress except Resource Inadequacy. Thus it was concluded that as compared to Neurotic Non-Professionals, the Neurotic Professionals tended to perceive more stress on all types of Role Stress except Resource Inadequacy.

In case of Stable, Professionals and Non-Professionals differed significantly in their perception of Role Expectation Conflict, Resource Inadequacy and Total Role Stress. The group of Stable Non-Professionals tended to score higher on these types of Role Stress as compared to the group of Stable Professionals. Stable Professionals and Stable Non-Professionals did not differ significantly in their perception of Inter Role Distance, Role Stagnation, Role Erosion, Role overload, Role Isolation, Personal Inadequacy, Self Role Distance, and Role Ambiguity (vide table 3.6, Page 172).

On the basis of these findings it was concluded that Stable Non-Professionals had higher stress in terms of Role Expectation Conflict, Resource Inadequacy and Total Role Stress as compared to Stable Professionals. The difference in the mean scores of Stable Professionals and
Stable Non-Professionals on other types of Role Stress had not turned out to be significant but the trends indicated that Stable Non-Professionals tended to score higher on all the types of Role Stress except Role Erosion and Self Role Distance, on which Stable Professionals had higher mean score. Thus it was concluded that as compared to Stable Professionals, the Stable Non-Professionals perceived more stress on all types of Role Stress except Role Erosion and Self Role Distance.

There were few studies which investigated the group differences in relation to Role Stress. Neera and Bhardwaj (1992) conducted a study on three levels of Public Sector Managers (First, Top and Middle). The result indicated that the first level managers experienced more stress than the middle level managers. The first level managers were starters and were ill-equipped to face the uncertain work situations. Hence they experienced more stress, but because they were young and enthusiastic. They were ready to cope effectively with the work situation as compared to the middle level managers who were more inclined towards becoming workaholics. Eysenck (1976) observed that Introversion was a factor in mental ill health.

In a study of marketing executives Sharma (1988) revealed that Extraversion and Neuroticism dimensions of
Personality differed significantly in their perception of various types of Role Stress as well as on Total Role Stress. Whereas Extraversion dimension of Personality did not differ significantly in their perception of Role Stagnation, Role Erosion and Self Role Distance. Introverts and Neurotics perceived different types of Role Stresses to be of higher degree as compared to their counterparts Extraverts and Stables respectively. Black (1972) concluded that psychopathic group was higher in both Extraversion and Neuroticism. However, with adult prisoners a minority of the studies were supportive of the theory, with one actually indicating that prisoners were more introverted than normals. Although the findings of studies concerning the relationship of Extraversion and criminality were more consistent in showing higher Extraversion scores in criminals than in normals, there continues to be a mixture of negative findings in the studies (Burgess, 1972; Heskin, Bolan, Banister and Smith, 1977; Hughes and Johnson, 1975). Heilzer (1975) revealed that Neurotic - Introversion and impulsive - Extraversion represented the most common mal-adjustment dimensions. Hallam (1976) found his phobic patients to be Introverts. Consistent group differences were reported in studies relating to depression and Introversion (e.g. Bianchi and Fergusson, 1977; Eysenck, White and Eysenck, 1976; Politt and Serra, 1975). Earlier Prusoff and Paykel
(1973) identified that hysterical personalities were more Extraverted, oral dependent Personalities were more Introverted, and Obsessive Personalities were in between. Revelle, Amaral and Turiff (1976) argued that Extraverts smoked more and drink more coffee in stressful situations not to reduce stress or anxiety but rather to increase concentration and arousal to the level at which they can perform best. Introverts who might smoke for the tranquilizing effects of nicotine on their high arousal levels, have nothing to gain from the arousing effects of caffeine intake. Similarly, the findings are mixed and inconsistent in case of alcoholics as related to Extraversion - Introversion (e.g. Ciotola and Peterson, 1976; Dewhne and Johnson, 1976; Holland, 1977; Lorefice, Steer, Fine and Schut, 1976). But Bloch and Brackenbridge (1972) found no differences between smokers and non-smokers on Extraversion under stress situation. However, Extraversion was reported to be a factor in smoking, generally considered as a behavioural symptom of high stress (Cherry and Kierman, 1976; Rustin, Kittel, Dramix, Karnitzer and De Baker, 1978).

6.1.7. **Difference in the perception of Organisational Climate of Professionals and Non-Professionals:**

Professionals and Non-Professionals ranked the different dimensions of climate differently with respect.
to their prevalence in the organisation. Rank I implies that subjects perceived the prevalence of that dimension of the climate to be the most. High score on particular climate perceived lack of that climate. Whereas low score means prevalence of that climate.

The findings on the basis of comparisons of groups are summarised below:

Professionals and Non-Professionals differed significantly in their perception of Achievement, and Expert Power dimensions of Motivational climate. Professionals tended to score higher on the factor of Expert Power as compared to Non-Professionals, whereas, on achievement factor Non-Professionals tended to score higher as compared to Professionals. However, Professionals and Non-Professionals did not differ significantly in their perception of Extension, Affiliation, Dependency and Control dimensions of Motivational climate (vide table 3.7, page174).

As the climate consisted of all the six dimensions taken together on the basis of the ranking on the different dimensions. It is concluded that Professionals perceived climate to their prevalence in the order of Achievement, Control, Affiliation, Dependency, Extension
and Expert Power. Whereas Non-Professionals ranked
different dimensions as Dependency, Affiliation,
Extension, Expert Power, Achievement, and Control.
Professionals perceived the climate to be more
Achievement oriented as compared to the perception of Non-
Professionals. And Professionals perceived the climate
to be less Expert Power oriented as compared to the Non-
Professionals, who perceived that the Climate to be more
Expert Power Oriented.

There are no study concerning group comparisons,
(Professionals Vs. Non-Professionals) in relations to
Organisational Climate. But there are few studies which
have investigated the other group differences. Ahilesh
and Pandey (1986) conducted a study in two banks
(nationalized and private) by taking sample of 2182
Executives from the nationalized bank and 390 from private
banks. The conclusion was that organizational climate of
the nationalized and that of the private sector bank were
different. Further, the climate of the nationalized bank
was included to affiliation-orientation and that in the
private sector was found to be slightly talk-oriented.
Lyon and Ivancevich (1974) found that organizational
climate had the most significant impact on self-
actualization, a lesser impact on autonomy and only a
slight impact on esteem. Hellriegel and Slocum (1974)
indicated that a good climate for managers at the organizational and technical level in a simple-static environment might be perceived as a bad climate for managers who represent the institutional level of their organization in a dynamic and complex environment.

Various researchers have studied the impact of internal properties (e.g., locus of decision-making rules, position in the hierarchy and the like) and how these influence climate. (Cawsey, 1973; Dieterly and Schneider, 1974; George and Bishop, 1971; Payne and Phesey, 1971; Schneider and Bartlett, 1970; Schneider and Hall, 1972; and Stimson and La Belle 1971) the findings of these studies indicated that perceptions of climate vary among employees at different levels in the managerial hierarchy. For example, Schneider and Hall (1972) found position level in the priesthood moderates the 'Priests' perception of the climate; Schneider and Barlett (1970) found perceptions of climate; Schneider and Barlett (1970) found perceptions of climate vary between managers and assistant managers. Further with respect to other structural variables affecting climate, the research by George and Bishop (1971), Payne and Phesey (1971) and Stimson and La Belle (1971) found that the perceived degree of bureaucratization influenced employees perceptions of their climate. The research by George and Bishop (1971),
and Stimson and La Belle (1971) found that highly bureaucratic (large numbers of rules and regulations, use of formal structure to make decisions and the like) educational systems were more likely to be perceived by teachers as "closed climates than less bureaucratic organisations. It was significant to note that the contingency variables were congruent across these two studies, i.e., intensive technologies, subjects sampled from the technical subsystem, and dynamic and complex environments.

Hellriegel and Slocum (1974) viewed climate as a perceptual summation of all the individuals in an organization, they argued that all the individuals should determine the degree of congruency between climate perceptions, major organizational dimensions and the appropriateness of these to the environment. This would be a relatively parsimonious way to determine the overall climate of the organizations. Paynes and Mansfield (1973) suggested that the size of the organization would create a climate that is more centred around matters related to work itself, and they reasoned that this derives from the greater complexity with greater size, and with increased financial resources of larger organizations.
6.2. **Correlation Analyses:**

6.2.1. **Extraversion and Neuroticism as Related to Job-Satisfaction:**

Higher score on Job-Satisfaction indicates higher Job-Satisfaction. Higher score (above 10) on Extraversion factor means Extravert Personality and Low score (below 10) on Extraversion means the Introvert Personality. Positive relationship between Extraversion and Job-Satisfaction indicates more the Extraversion (Extravert) more the Job-Satisfaction and vice versa. Negative relationship implies lesser the Extraversion (Introvert) more the Job-Satisfaction and vice versa. Higher score (above 10) on Neuroticism factor means Neurotic Personality and low score (below) on Neuroticism means the Stable Personality. Positive relationship between Neuroticism and Job-Satisfaction indicates more the Neuroticism (Neurotic) more the Job-satisfaction and vice versa. Negative relationship implies lesser the Neuroticism (Stable) more the Job-Satisfaction and vice versa.

The findings are summarised below:

(i) It is apparent from the table 4.1, (page 177) among the group of Professionals there existed a significant positive relationship between Extraversion and Personal
Adjustment factor of Off-The-Job satisfaction. Extraversion had no significant relationship with other dimensions of Job-Satisfaction. Among the group of Non-Professionals there was a significant negative relationship between Extraversion and Management factor of On-The-Job Satisfaction and between Extraversion and Personal Adjustment and Social Relation factor of Off-The-Job Satisfaction. Extraversion related significantly and negatively with Off-The-Job Satisfaction. Among the group of Non-Professionals there was no significant relationship between Extraversion on the one hand and On-The-Job Satisfaction and Total Job Satisfaction on the other hand.

On the basis of these findings it was concluded that in case of Professionals more the Extravert a respondent was more was his satisfaction with the Personal Adjustment factor of Off-The-Job Satisfaction. In case of Non-Professionals lesser the Extraversion (i.e. Introvert respondent) more was his satisfaction in terms of Management, Personal Adjustment, Social Relation and Off-The-Job Satisfaction.

(ii) As regards the Neuroticism, there existed a significant negative relationship between Personal Adjustment, Social Relation, Off-The-Job Satisfaction and
Total Job-Satisfaction among the group of Professionals. Neuroticism had no significant relationship with Job, Management, and On-The-Job Satisfaction. In case of the group of Non-Professionals, Neuroticism had a significant negative relationship with Job, Management, On-The-Job Satisfaction, Personal Adjustment, Off-The-Job Satisfaction and Total Job-Satisfaction. Neuroticism had no significant relationship with Social Relation factor of Off-The-Job Satisfaction (vide table, 4.1, Page 177).

On the basis of these relationships it was concluded that in case of Professionals lesser the Neuroticism (i.e. Stable respondent) more was the satisfaction in terms of Personal Adjustment, Social Relation, Off-The-Job Satisfaction and Total Job-Satisfaction, i.e. Stable Respondent had higher Job-Satisfaction in terms of above mentioned factors. Among the group of Non-Professionals respondent classified as Stables had higher Job-Satisfaction in terms of Job, Management, On-The-Job Satisfaction, Personal Adjustment, Off-the-Job Satisfaction and Total Job-Satisfaction i.e. Stable respondent had higher Job-Satisfaction in terms of above mentioned factors.

There are a few studies concerning the relationships between these Personality dimension and various dimensions of Job-Satisfaction. A significant relationship between
Personality and Job-Satisfaction and dissatisfaction was identified by various researchers in their different settings of study (Mehadi, 1971; Sinha, 1971; Srivastava, 1986, Porwal, 1987, and Watson, 1976). Rajamichari and Bharti (1972) reported eighteen Personality factors were related the Job-Satisfaction. Gupta (1978) found positive and significant relationship between Personality Adjustment and Extraversion-Introversion. Whereas, Neuroticism was found to be inversely but highly and significantly related to Personality Adjustment. Kumari (1986) revealed a significant difference between high and low Neurotic and Authoritarian supervisors with respect to Job-Satisfaction. Rajendran (1990) reported that Professionals and Non-Professionals students had a significant and positive relationship between the Personality characteristics and adjustment. Similar were the results in studies conducted by Joseph Alexander and Rajamanickam (1988) and Lazarus (1976).

Inderasen (1982) revealed that there was no significant relationship between bureaucratic orientation and Job-Satisfaction dimensions. Various researchers also identified no significant relationship between Personality and Satisfaction dimensions in their respective area of study (Ganesan, 1978; Ganesan and Krishnaraju, 1982; Muthayya and Ganesan, 1972; Sondhi and Bhardwaj 1987).
Sondhi and Bhardwaj (1987) also reported a negative relationship between Job-Satisfaction and Neuroticism. A negative and significant relationship has been confirmed between Job-Satisfaction and Authoritarian attitude by many researchers in their different organisational settings (Kumari, 1984; Pestonjee and Singh, 1972; Rastogi and Pandey, 1987).

The findings of the present study provide an additional support to the findings already existing in the research literature. Personality differences does effect the perception of Professionals and Non-Professionals differently. There existed different levels of relationship between Personality dimensions and various factors of Job-Satisfaction among the groups (Professionals Vs. Non-Professionals). Also the direction of relationships was different for two groups.

6.2.2. Extraversion and Neuroticism as Related to Role Stress:

High score on a particular type of Role Stress indicates the higher degree of stress and lower score indicates lower degree of that Role Stress. Positive relationship indicates more the Extraversion (Extravert)
more the Role Stress and vice versa. Negative relationship implies lesser the Extraversion (Introvert) more the stress and vice versa. Similarly, in case of Neuroticism, positive relationship with Role Stress indicates more the Neuroticism (Neurotic) more the Role Stress. Negative relationship implies lesser the Neuroticism (Neurotic) more the stress and vice versa.

The relevant findings (vide table 4.2, page 180) are summarised as under:

(i) Among the group of Professionals there existed a significant negative relationship between Extraversion on one hand and Role Stagnation, Role Overload, and Self Role Distance. Extraversion had no significant relationship with Inter Role Distance, Role Expectation Conflict, Role Erosion, Role Isolation - Personal Inadequacy, Role Ambiguity, Resource Inadequacy and Total Role Stress. Among the group of Non-Professionals there was a significant positive relationship between Extraversion significant positive relationship between Extraversion and Inter - Role Distance. Among the group of Non-Professionals, Extraversion had no significant relationship with Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Personal Inadequacy, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress.
On the basis of these findings it was concluded that in case of Professionals, Introverts experienced more stress in terms of Role stagnation, Role Overload, and Self Role Distance. In case of Non-Professionals Extraverts had higher stress on Inter Role Distance.

(ii) As regards the Neuroticism, Among the group of Professionals a significant and positive relationship were existed between Neuroticism on one hand and Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress on other hand. Neuroticism had no significant relationship with Personal Inadequacy. Among the group of Non-Professionals, Neuroticism had a significant and positive relationship with Role Ambiguity. Among the group of Non-Professionals there was no significant relationship between Neuroticism on the one hand and Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Personal Inadequacy, Self Role Distance, Resource Inadequacy and Total Role Stress.

On the basis of these relationships it was concluded that in case of Professionals higher the Neuroticism (i.e.
Neurotic respondents more were the stress in terms of Interrole Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress, i.e., Neurotic Professionals had higher stress in terms of above mentioned factors. Among the group of Non-Professionals Neurotics had higher stress on Role Ambiguity.

There are few studies which identified the relationship between Personality and Stress. Winnubst (1984) reported that Personality Characteristics which had significance in stress research were rigidity, conformism, suppression of aggression, dogmatism, authoritarianism, internal vs. external control etc. A positive relationship was also identified between Extraversion on one hand and hostility and aggression on the other hand (Brand, 1972; Edmunds, 1977). Sukla (1990) conceded that pattern of stressful experiences may be determined by the Personality of the individual(s). Whereas, Mclean (1979) found that the effect of Personality variable was the cause of work stress, Rim (1977) reported that people’s perceptions on the degree of significance of their work were influenced by Extraversion. Eysenck (1976) also found a positive relationship between Introversion and mental ill health. Positive relationship had also been found between
Introversion and depression on one hand and Extraversion and Mania on the other hand by Bianchi and Fergusson (1977). Sharma (1988) reported that Extraversion dimension of Personality had a negative and significant relationship with various types of Role Stress among the group of Marketing executives. Hill (1975) found Neurotics to be negatively related with boredom experienced on job.

Kobasa (1979) and Kobasa, Maddi and Kahn (1982) had shown a constellation of related Personality Characteristics they termed "hardiness" (Personality dispositions of commitment, control and challenge) distinguished between middle and upper level executives who became ill and those who remain healthy under a high level of stress.

The differences of stress of Extraversion and Introversion dimensions with psychic groups bears some relationships to the symptomatology and severity of the disorder (Armstrong, Johnson, Rites and Holmes, 1977; Verma and Eysenck, 1973). Hammer and Organ (1978) suggested that the nature of task to be performed may interact with the Extraversion dimension of Personality in terms of worker-responses. This means that what is important is not Personality per se but its interaction with the situational factors. Sharma (1988) reported that Neuroticism dimension of Personality had no significant
relationship with any type of Role Stress. Whereas, Hill (1975) also revealed no relationship between Extraversion and boredom experienced by the workers engaged in simple and repetitive tasks.

The results of the present study indicated that there was a strong relationship between Neuroticism and different types of Role Stress. Whereas the relationship between Extraversion and different types of Role Stress was not that strong. These findings do provide some support to the fact that Personality differences do contribute towards the difference in the perception of different types of Role Stress.

6.2.3. Organisational Climate as Related to Job-Satisfaction:

Higher score on particular dimension of Motivational Climate indicates lack of that Climate, whereas lower score indicates prevalence of the climate. High score on Job-Satisfaction implies higher level of satisfaction, whereas low score indicates lower level of satisfaction. Thus a positive relationship indicated higher Job-Satisfaction and lack of particular climate and vice-versa. Negative relationship indicated higher Job-Satisfaction and prevalence of particular Climate and Vice-versa.
The findings (vide table 43, page 184) are summarised below:—

(i) Among the group of Professionals, there was a high significant and negative relationship between Achievement dimension of the Organisational Climate on one hand and, on The-Job-Satisfaction and Total Job-Satisfaction on the other hand. Achievement dimension had no significant relationship with Management factor, Personal Adjustment Factor, Social Relation Factor and Off-The-Job Satisfaction. Among the group of Non-Professionals, Achievement dimension had negative and significant relationship with On-The-Job Satisfaction and Total Job-Satisfaction. Achievement dimension had no significant relationship with Management, Personal Adjustment, Social Relation factors and Off-The-Job Satisfaction.

On the basis of these findings it was concluded that among the group of Professionals and Non-Professionals high "Achievement" oriented climate was related to high Job-Satisfaction in terms of On-the-Job Satisfaction and Total Job-Satisfaction. This relationship was very high in case of Professionals but moderate in case of Non-Professionals.
(ii) Among the group of Professionals, Expert Power dimension of the climate had significant and negative relationship with On-The-Job-Satisfaction and Total Job Satisfaction. Expert Power dimension was not related significantly with Management Factor, Personal adjustment factor, Social Relation Factor, and Off-The-Job Satisfaction. Among the group of Non-Professionals, there was a significant and negative relationship between Expert Power Dimension and On-The-Job-Satisfaction dimensions. Expert Power dimension had no significant relationship with Management factor, Personal Adjustment factor, Social Relation Factor, Off-The-Job Satisfaction and Total Job Satisfaction.

On the basis of these findings it was concluded that among the group of Professionals, high "Expert Power" oriented climate was related to high Job-Satisfaction in terms of On-The-Job Satisfaction and Total Job Satisfaction. Among the group of Non-Professionals, prevalence of Expert Power dimension of climate was related to high Job-Satisfaction in terms of Job factor and On-The-Job Satisfaction. The relationship was of moderate level.

(iii) Among the group of Professionals, Extension dimension of Organisational Climate had significant and
negative with Job factor and with On-The-Job Satisfaction, Personal Adjustment factor and with Off-The-Job Satisfaction and with Total Job-Satisfaction. Extension dimension had no significant relationship with Management factor of On-The-Job Satisfaction, and with Social Relation factor of Off-The-Job Satisfaction. Among the group of Professionals there existed a significant and negative relationship between Extension Climate on one hand and Job factor, Management factor, On-The-Job Satisfaction and Total Job-Satisfaction on the other hand. However, it had no significant relationship with Personal Adjustment factor, Social Relation Factor and Off-The-Job Satisfaction.

On the basis of these findings it was concluded that in case of Professionals prevalence of "Extension" oriented climate was associated with high Job-Satisfaction in terms of Job factor, On-the-Job-Satisfaction and Total Job-Satisfaction. In Case of Non-Professionals prevalence of Extension oriented climate was associated with high Job-Satisfaction in terms of Job factor, On-The-Job Satisfaction and Total-Job-Satisfaction. The level of relationships was moderate.

(iv) Among the group of Professionals, there existed no significant relationship between "Affiliation" dimension
of Organisational Climate and with any of the dimensions of Job-Satisfaction as well as with Total Job-Satisfaction. Among the group of Non-Professionals, Affiliation climate had a significant and positive relationship with Job factor, Management factor and with On-The-Job Satisfaction and Total Job-Satisfaction. There was no significant relationship between Affiliation dimension on one hand and Personal Adjustment factor, Social Relation factor and Off-The-Job Satisfaction on the other hand.

On the basis of these findings it was concluded that in case of Professionals "Affiliation" climate did not turn out to be related with any of the dimensions of Job-Satisfaction. Whereas, in case of Non-Professionals lack of Affiliation Climate was associated with high Job-Satisfaction in terms of Job factor, Management factor, On The Job-Satisfaction and Total Job-Satisfaction. The relationships was of moderate degree.

(v) As regards Dependency dimension of Climate, among the group of Professionals there existed a significant and positive relationship with Job factor, On-The-Job Satisfaction and Total Job-satisfaction. However, Dependency dimension had no significant relationship with Management factor, Personal Adjustment factor, Social
Relation factor and with Off-The-Job Satisfaction. Among the group of Non-Professionals, there existed a significant and negative relationship between Dependency dimension and Social Relation factor. Dependency dimension had no significant relationship with Job factor, Management factor, On-The-Job Satisfaction, Personal Adjustment Factor, Off-The-Job Satisfaction and Total Job-Satisfaction.

On the basis of these findings it was concluded that in case of Professionals lack of "Dependency" dimension of climate was associated with high Job-Satisfaction in terms of Job factor, On-The-Job Satisfaction and Total Job-Satisfaction, i.e., in a climate where there was lack of Dependency climate Professionals experienced high Job-Satisfaction in terms of Job factor, On-The-Job Satisfaction and Total Job-Satisfaction. In case of Non-Professionals, prevalence of Dependency climate was associated with high Job-Satisfaction on Social Relation dimension of Off-The-Job-Satisfaction, i.e. due to prevalence of Dependency climate Non-Professionals experienced high Job-Satisfaction on Social Relation factor of Off-The-Job Satisfaction. The level of relationship was moderate.
Among the group of Professionals, there existed a significant and positive relationship between Control dimension of Organisational Climate on one hand and Job factor, On-The-Job Satisfaction, Personal Adjustment factor, Off-The-Job Satisfaction and Total Job-Satisfaction on the other hand. Whereas, Control climate had no significant relationship with Management and Social Relation factor. Among the group of Non-Professionals, Control dimension had a significant and positive relationship with Job factor, On-The-Job Satisfaction and Total Job-Satisfaction. However, among Non-Professionals there existed no significant relationship between Control dimension of Organisational Climate on one hand and Management factor, Personal Adjustment factor, Social Relation factor and Off-The-Job Satisfaction on the other hand.

On the basis of these findings it was concluded that in case of Professionals lack of Control dimension of climate was associated with high Job-Satisfaction in terms of Job factors, On-The-Job Satisfaction, Personal Adjustment factor, Off-The-Job Satisfaction, and Total Job Satisfaction, i.e., due to lack of Control climate Professionals experienced high Job-Satisfaction in terms of Job factor, On-The-Job Satisfaction, Personal Adjustment factor, Off-The-Job satisfaction and Total-Job-Satisfaction. In case of Non-Professionals lack of
Control dimensions of climate was associated with high Job-Satisfaction in terms of Job factors. On-The-Job Satisfaction and Total-Job-Satisfaction, i.e., due to lack of Control climate Non-Professionals experienced high Job-Satisfaction in terms of Job factor, On-The-Job Satisfaction and Total Job-Satisfaction. However, the level of these relationship was high among the group of Professionals, but for Non-Professionals the level of relationships was moderate.

On the basis of different relationships it is summarised that professionals experienced high Job-Satisfaction on various dimensions of Job-Satisfaction when in the Organisational Climate there was prevalence of Achievement, Expert Power, Extension motivations and lack of Control and Dependency climate.

Non-Professionals experienced high Job-Satisfaction on various dimensions of Job-Satisfaction when in the Organisational Climate there was prevalence of Achievement, Expert Power, Extension and Dependency orientation and lack of Affiliation and Control orientation.

There was no study relating to Organisational Climate and Job-Satisfaction relationship for two groups
(Professionals vs Non-Professionals). But there were some studies which identified the relations between these two factors taking into account other group differences. A few studies (e.g. Bhushan and Kaur, 1984; Pestonjee, 1973) had indicated that the workers from the public enterprises generally score higher on Job-Satisfaction than their counterparts in the private sector. Agarwal (1976), Korman (1977), Sinha (1977) and Weld and Kempner (1972) had shown that Organisational Climate was a determining effect on Job Motivation and Satisfaction. A positive and significant relationship between Organisational Climate and Job-Satisfaction had been confirmed by the researchers in their different organisational settings (Agarwal, 1976, 1977; Chadha and Kaur, 1989; Ganesan, 1978; James and Singh, 1978, Lyon and Ivanceivch, 1974; Pritchard and Karasick, 1973; Schneider, 1973 and Sekaran, 1980). The workers who perceived the existing Organisational Climate as democratic were found to be higher Job-Satisfied overall and areawise than workers perceived the same climate as autocratic or undecided (Kumar and Bohra, 1979). Srivastava (1987) reported that Job-Satisfaction and Organisational Climate were positively and significantly correlated for both Junior and Middle level officers. Various researchers (e.g. Alan, 1988; Cynthia, 1988; George and Bishop, 1971; Gunion, 1973; James and Jones, 1974) had confirmed a significant relationship
between Job-Satisfaction and Organisational Climate. Cawsey (1973) and Schneider (1972, 1973) studies indicated that Organisational Climate was related to Job-Satisfaction in terms of Inter-Personal relations. Agarwal (1977) examined various organisational climate factors such as communication, participation in decision making and stress had relationship with Job-Satisfaction. Ganesan, (1978), Kandan (1985), Partap and Srivastava (1983), and Steer and Brustain (1976) had reported a negative relationship between Organisational Climate and Job-Satisfaction. The relationship between the dimensions of Job-Satisfaction and dimension of Organisational Climate was not significant (Moussavi, 1986; and Paul, 1977). But Schneider (1975) revealed that there was no significant and positive relationship between the Job Satisfaction and Organisational Climate.

All these above studies indicated that there were mixed relationship between the dimensions of Organisational Climate and dimensions of Job-Satisfaction. It is also clear that the magnitude of relationship varies with the nature of occupation, job level and the type of organisation. Hence the findings of the present study prove to be an additional support to the already conducted studies and results arrived at.
6.2.4. Organisational Climate as Related to Role Stress:

Higher Score on particular Role Stress indicated higher stress in that factor and vice versa. Whereas higher score on the dimension of Organisational Climate indicated the lack of that climate and vice versa. Thus a positive relationship indicated that higher Role Stress and lack of particular climate and vice versa. Where as negative relationship indicated higher stress and prevalence of Organisational Climate and vice versa.

Relevant findings (Vide table 4.4, Page 19) are summarised as below:

(i) Among the group of Professionals, there existed a significant and positive relationship between Achievement dimension of the Organisational Climate on one hand and Role Stagnation, Role Expectation Conflict, Role Erosion, Role Isolation, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress on the other hand. It had no significant relationship with Inter Role Distance, Role Overload and Personal Inadequacy. Among the group of Non-Professionals, Achievement Climate had significant and positive relationship with Role Stagnation, Role Isolation, Resource Inadequacy and Total Role Stress. Achievement dimension of Climate had no
significant relationship with Inter Role Distance, Role Expectation Conflict, Role Erosion, Role Overload and Personal Inadequacy, Self Role Distance, and Role Ambiguity.

On the basis of these findings it was concluded that in case of Professionals lack of Achievement dimension was associated with higher stress in terms of Role Stagnation, Role Expectation Conflict, Role Erosion, Role Isolation, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress, i.e. due to lack of Achievement Climate Professionals experienced stress in terms of above mentioned factors. In case of Non-Professionals, lack of Achievement climate was associated with higher level of stress in terms of Role Stagnation, Role Isolation, Resource Inadequacy and Total Role Stress. There level of these relationships was moderate to high in case of Professionals and moderate in case of Non-Professionals.

ii) Among the Professionals, Expert Power dimension of climate was related significantly and positively with Role Isolation, and Role Ambiguity. Expert Power dimension had no significant relationship with Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Personal Inadequacy, Self Role
Distance, and Resource Inadequacy as well as Total Role Stress. Among the group of Non-Professionals, there exited a significant and positive relationship between Expert Power dimension of climate on one hand and Role Overload, Role Isolation, and Resource Inadequacy on the other hand. It had no significant relationship with Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Personal Inadequacy, Self Role Distance, Role Ambiguity and Total Role Stress.

On the basis of these findings it was concluded that the lack of Expert Power Climate among Professionals, was associated with higher level of stress in terms of Role Isolation and Role Ambiguity, i.e. due to lack of Expert Power Orientation in the climate Professionals experienced higher levels of Role Isolation and Role Ambiguity. In case of Non-Professionals lack of Expert Power Climate was related to higher level of stress in terms of Role Overload, Role Isolation and Resource Inadequacy, i.e. due to lack of Expert Power Orientation in the climate Non-Professionals experienced higher levels of Role Overload, Role Isolation and Resource Inadequacy. The degree of relationship was moderate in both the groups (Professionals vs. Non-Professionals).
(iii) Among the group of Professionals, there existed a significant and positive relationship between Extension dimension of Organisational Climate on one hand and Role Stagnation, Role Overload, Role Isolation, Personal Inadequacy and Total Role Stress on the other hand. However, Extension dimension of climate had no significant relationship with Inter Role Distance, Role Expectation Conflict, Role Erosion, Self Role distance, Role Ambiguity and Resource Inadequacy. Among the group of Non-Professionals, Extension dimension was related significantly and positively with Role Overload, Role Isolation, Personal Inadequacy, Resource Inadequacy and Total Role Stress. However, it had no significant relationship with Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Self Role Distance and Role Ambiguity.

On the basis of these finding it was concluded that in case of the group of Professionals, lack of Extension Orientation was associated with higher level of stress in terms of Role Stagnation, Role Overload, Role Isolation, Personal Inadequacy and Total Role Stress, i.e., in a climate where there was a lack of Extension Orientation the Professionals perceived higher level of Role Stagnation, Role Overload, Role Isolation, Personal Inadequacy and Total Role Stress. In case of Non-
Professionals, lack of Extension Orientation was associated with high level of stress in terms of Role Overload, Role Isolation, Personal Inadequacy, Resource Inadequacy and Total Role Stress, i.e. In a Climate where there was a lack of Extension dimensions the Non-Professionals experienced higher level of Role Overload, Role Isolation, Personal Inadequacy, Resource Inadequacy and Total Role Stress. The degree of Relationship was low to moderate in case of Professionals and moderate in case of Non-Professionals.

(iv) Among the group of Professionals, Affiliation dimension of Climate was related significantly and positively with Role Isolation, Role Ambiguity and Resource Inadequacy. There was no significant relationship between Affiliation Orientation on one hand and Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Personal Inadequacy, Self Role Distance and Total Role Stress on the other hand. Among the group of Non-Professionals, Affiliation dimension of climate had significant and positive relationship with Role Isolation and Resource Inadequacy. There was no significant relationship between Affiliation Orientation on one hand and Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Personal Inadequacy, Self Role
On the basis of these findings it was concluded that in case of Professionals lack of Affiliation Orientation was associated with higher level of stress in terms of Role Isolation, Role Ambiguity and Resource Inadequacy, i.e., in the organisation where there was lack of Affiliation Orientation in the climate the Professionals perceived higher level of Role Isolation, Role Ambiguity and Resource Inadequacy. In case of Non-Professionals prevalence of the Affiliation orientation was related with higher level of stress in terms of Role Isolation and Resource Inadequacy, i.e., Non-Professionals perceived higher level of Role Isolation and Resource Inadequacy in an Organisation where there was prevalence of Affiliation dimension in the climate. Degree of relationships was low to moderate in both the groups (Professionals vs Non-Professionals). However, the relationship was positive in case of Professionals, and negative in case of Non-Professionals.

(v) Among the group of Professionals, there existed a significant and negative relationship between Dependency dimension of Organisational Climate on one hand and Inter Role Distance, Role Erosion, Role Isolation, Personal
Inadequacy, Role Ambiguity, Resource Inadequacy and Total Role Stress on the other hand. However, it had no significant relationship with Role Stagnation, Role Expectation Conflict, Role Overload, and Self Role Distance. Among the group of Non-Professionals, Dependency dimension of Organisational Climate was related significantly and negatively with Role Overload, and Resource Inadequacy. Dependency dimension had no significant relationship with Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Isolation, Personal Inadequacy, Self Role Distance, Role Ambiguity and Total Role Stress.

On the basis of these findings it was concluded that in case of Professionals the prevalence of Dependency dimension of climate was associated with higher level of stress in terms of Inter Role Distance, Role Erosion, Role Isolation, Personal Inadequacy, Role Ambiguity, Resource Inadequacy and Total Role Stress, i.e., Professionals perceived higher level of stress in terms of above mentioned factors in an organisation where there was prevalence of Dependency dimension of the climate. In case of Non-Professionals, prevalence of Dependency dimension of Climate was associated higher level of stress in terms of Role Overload, and Resource Inadequacy, i.e. Non-Professionals perceived higher level of stress in terms of
Role Overload and Resource Inadequacy in an organisation where there was prevalence of Dependency Orientation in the climate. Degree of relationships was moderate in both the groups (Professionals vs. Non-Professionals).

(vi) Among the group of Professionals, Control dimension of Organisational Climate was related significantly and negatively with Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role-Isolation, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress. However, there was no significant relationship between Personal Inadequacy and Control dimensions of Organisational Climate. Among the group of Non-Professionals, there existed a significant and negative relationship between Control Orientation of organisational Climate on one hand and Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Overload, Role Isolation, Personal Inadequacy and Total Role Stress on other hand. However, it had no significant relationship with Role Erosion and Self Role Distance.

On the basis of these findings it was concluded that in case of Professionals prevalence of Control Orientation of Organisational Climate was associated with higher level of Stress in terms of Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role
Overload, Role Isolation, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress, i.e., in the organisation where there was prevalence of Control Orientation in the climate. The Professionals experienced higher level of stress in terms of above mentioned factors. In case of Non-Professionals, prevalence of Control dimension of Organisational Climate was associated with higher level of stress in terms of Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Overload, Role Isolation, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Stress, i.e. Non-Professionals experienced higher level of stress in terms of above mentioned factors in an organisation where there was prevalence of control orientation of Organisational Climate. Degree of relationships was low to high in both the groups (Professionals vs. Non-Professionals).

The results indicated two cluster of Organisational Climate. In Cluster of Achievement, Expert Power and Extension dimensions of Organisational Climate the relationships were positive. Whereas in another Cluster consisting of Dependency and Control dimension of Organisational of Climate the relationships were negative. In case of Affiliation dimension its relationships with different types of Role Stress was positive for the group
of Professionals and negative for the group of Non-
Professionals. On the basis of these observations, it was
concluded that Professionals perceived higher level of
stress in an organisation, where there the climate was
dominated by Dependency and Control dimensions; along with
the lack of Achievement, Expert Power, Extension and
Affiliation Motivations. Non-Professionals experienced
higher level of stress in an Organisation where there was
dominance of Affiliation, Dependency and control
Motivations; lack of Achievement, Expert power, and
Extension dimensions of climate. however, the relationship
were of higher degree among the Professionals
Executives/Managers as compared to Non-Professionals
Executives/Managers. Professionals and Non-Professionals
differed significantly in the various relationships
between dimensions of climate and different types of Role
Stress.

All these findings indicated that there was a
significant relationship between Organisational Climate or
its dimensions and felt stress. Favourable climate had
negative relationship and unfavourable climate had
positive relationship with different types of
Organisational Stress. In the present study the favourable
climate comprised dominance of Achievement, Expert Power,
Affiliation and Extension dimensions, and lack of
Dependency and Control dimensions. These findings in general were in agreement with earlier research.

There were no study related to Role Stress and Organisational Climate dimensions among the group of Professionals and the group of Non-Professionals. But there were few studies which identified the relationship between these two factors (Role Stress and Organisational Climate). Hall and Hall (1980) reported that Professional women competing in a male dominated environment were related to chronic stress. Where as Haynes and Feinleib (1980) revealed that Professionals Women experienced more stress than do housewives or men. The relationship between Role Stress and Authoritarian climate were found to be significant by various researchers in their respective organisational settings (Kumar, 1984; Mohan and Bali, 1988; Mohan and Jahangir, 1984; Sehgal and Sharma, 1990). In a study conducted on managerial staff of Bharat Engineering Ltd, Brahmamm and Pareek (1981) found significant relationships between, Achievement, Dependency, Extension and Expert Power on one hand and Role Efficacy on the other hand. Whereas Role Efficacy was reported significantly and positively with Affiliation and Control Climate.
Srivastava and Jagdish (1983) clearly indicated that employees' job attitudes negatively related with occupational stress. Das (1982) found negative relationships between anxiety based stress and power in group, group support, open communication in group, and knowledge based risk-taking. Morris et al. (1979) reported significant negative relationship between role conflict/Role ambiguity and participation in decision making and formalisation. Bedian et al. (1981) documented negative relationship between role ambiguity/role conflict on one hand and communication flow, decision-making practice, supervisory support, supervisory goal emphasis, supervisory work facilitation, supervisory interaction facilitation and motivational conditions. Cooper and Marshal (1976) indicated that occupational stress was associated negative with environmental factors or stressors (i.e. Work Overload, Role Conflict/Ambiguity, Poor working conditions) in a particular job. Marino and White (1985) reported that structural factors, hierarchy of authority, Job codification and lack of participation in decision-making did not interact significantly with locus of control to effect stress. Sharma (1988) found that dimensions of Motivational Climate (i.e. Achievement, Expert Power, and Affiliation) had significant and positive relationship with various types of Role Stress. However, it had negative and no
significant relationship with Control, Dependency and Extension dimension of Motivational Climate.

An inverse relationship between perceived Job/Role Stress and mental health were revealed by various researchers (i.e. House et.al. 1979; Miles, 1975; Izzo et.al., 1970; and Srivastava, 1986). Whereas, Roxana (1988) reported cultural support were not related with stress.

All these above findings indicated that there was a mixed relationship between dimensions of Organisational Climate and various types of Role Stress. The findings of the present study provide an additional support to the findings already existing in the research literature.
6.3. Regression Analyses:

6.3.1. Extraversion and Neuroticism as Predictors of Job-Satisfaction:

From the Table 5.1 and 5.2 (Page201,202) the following conclusion were drawn:

(i) Among the group of Professionals, Extraversion and Neuroticism dimensions of Personality were significant predictors of Personal Adjustment factor, Social Relation factor, and Off-The-Job Satisfaction dimension. Neuroticism dimension was also a significant predictor of Total Job Satisfaction. Extraversion and Neuroticism were not significant predictors of On-The-Job Satisfaction. Extraversion was not a significant predictor of Total Job-Satisfaction as well.

(ii) Among the group of Non-Professionals, Neuroticism dimension of Personality was a significant predictor of On-The-Job Satisfaction, Off-The-Job Satisfaction and Total Job-Satisfaction. Neuroticism dimension was not a significant predictor of Social Relation factor of Off-The Job-Satisfaction. Extraversion dimension of Personality was not a significant predictor of any of the dimensions of Job-Satisfaction as well as Total Job-Satisfaction.
Cause and effect relationship has been established. On the basis of above findings it was concluded that among the group of Professionals more the Extravert a respondent was more was his satisfaction with Personal Adjustment factor, Social Relation factor and Off-The-Job Satisfaction. In case of Neuroticism, lesser the Neuroticism (Stable respondent) more was the satisfaction in terms of Personal Adjustment factor, Social Relation factor, Off-The-Job Satisfaction and Total Job-Satisfaction i.e. Stable respondent had higher Job-Satisfaction in terms of above mentioned factors.

Among the group of Non-Professionals, lesser Extraversion (i.e. Introvert respondent) more was his satisfaction in terms of Social Relation factor Off-The-Job-Satisfaction. In case of Neuroticism, respondents classified as Stables had higher Job-Satisfaction in terms of Job and Management factor and On-The-Job-Satisfaction, Personal Adjustment factor, Off-The-Job Satisfaction and Total Job-Satisfaction, i.e. Stable respondent had higher Job-Satisfaction in terms of above mentioned factors.

There are few studies in which Personality was found to be moderator of Job-Satisfaction. Porwal (1987) reported that the satisfaction and dissatisfaction of the teacher was likely to be the function of the Personality.
make-up. Srivastava (1986) found that the low Extravert employees were more satisfied with their job as compared to the high Extravert employees and similar results were observed for the Neurotic group employees too.

In the non-stimulating task, the Introverted subjects reported less dissatisfaction than did the Extraverted subjects. Whereas the Extraverted subjects were more satisfied than were the Introverted subjects in stimulating task (Kim, 1980). Ganesan and Krishnaraju (1982) found that satisfaction of the higher order needs like autonomy and self-actualization were not related to Personality. Lied and Pritchard (1976) found among Air Force subjects in a technical training programme that the perceptual components of expectancy theory, although obviously a function of contingencies in the environment, were also influenced by the Personality structure of the individual, such as locus of control and protestant ethic values.

Pathak and Reddy (1982) found that personnel officers were fairly well satisfied with the security aspects of their job and striving for higher needs. Glimer (1971) was of the view that the perception to a large extent was governed by Personality factors and satisfaction to their needs. Whereas, Partap and Srivastava (1983) asserted that
on a long term basis degree of satisfaction was likely to affect productivity of people and more particularly their absenteeism, labour turnover and adjustment of work.

Kumari (1986) found that the supervisors having high neurotic and authoritarian qualities would be less satisfied with their jobs than the supervisors having low neurotic and authoritarian qualities. Kumari (1984) and Pestonjee and Singh (1972) observed that person who were highly authoritarian in their approach were not satisfied with their job. Thus there is an indication in the literature that Personality was a significant predictor of the various dimensions of Job-Satisfaction. In the present study, the failure of Extraversion dimension to emerge as a significant predictor of Job-Satisfaction was due to the high influence of the Neuroticism factor. The conclusions drawn in the present study proved to be an additional support to the already existing finding in the research literature that Personality dimensions do predict Job-Satisfaction.

6.3.2. Extraversion and Neuroticism as Predictors of Role Stress:

The findings on the basis of tables 5.3 and 5.4 are summarised below:
(i) Among the group of Professionals, the Extraversion was a significant predictor of Role Stagnation, Role Overload, Self Role Distance and Total Role Stress. However, it was not significant predictor of Inter Role Distance, Role Expectation Conflict, Role Erosion, Role Isolation, Personal Inadequacy, Role Ambiguity, and Resource Inadequacy. Neuroticism dimension of Personality was also a significant predictor of Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Self Role Distance, Role Ambiguity, Resource Inadequacy, and Total Role Stress. However, it was not a significant predictor of Personal Inadequacy.

(ii) Among the group of Non-Professionals, the Extraversion was a significant predictor of Inter-Role Distance, and Neuroticism dimension of Personality was a significant predictor of Role Ambiguity. However, Extraversion and Neuroticism were not significant predictors of other types of Role Stress.

Cause and effect relationship has been established. On the basis of above findings it was concluded that in case of Professionals, Introverts experienced more stress in terms Role Stagnation, Role Overload, Self Role Distance and Total Role Stress. In case of Neuroticism,
higher the Neuroticism (i.e. Neurotic respondent) more was the stress in terms of Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress, i.e., Neurotic Professionals had higher stress in terms of above mentioned factors.

Among the group of Non-Professionals, Extraverts had higher stress on Inter Role Distance. However, Neurotics had higher stress on Role Ambiguity.

There was no study relating to Professionals and Non-Professionals which studied the moderating effects of Personality towards the perception of different types of Role Stress. However, there are studies in which Extraversion and Neuroticism dimensions of Personality have predicted the Stress-strain-well-being relationships on other groups. Sharma (1988) concluded that executives who were higher on Extraversion perceived Resource Inadequacy, Role Expectation Conflict, Role Overload, Inter Role Distance, Role Isolation and Total Role Stress to be of lower degree as compared to the executives who were lower on Extraversion. Dan (1984) found that Extravert male suffered from higher psychological stress than Introvert male.
Studies conducted by Ivanceivch and Matterson (1982) and Keenan and McBain (1979) confirmed that type-A Personality had stronger relationship between Role Ambiguity and Psychological strain than those with type-B Personality. Among midlife working women's, Abush and Jane (1984) investigated that the type-A (Coronary Prone) Personality, perceived Job Characteristics and feelings of Job-tension. Srivastava and Jagdish (1983) noticed moderating effect of the employees' Job attitudes on the relation of their perceived occupational stress and mental health. Whereas, people with high Neuroticism have been shown to be characterised by a higher degree of sensitivity to environmental stress and a higher degree of tension (Eysenck, 1965; Hamner and Organ, 1978). Thus in the literature there is an indication that Personality dimension was a significant predictor of the various types of Role Stress. In the present study, among the group of Professionals, Neuroticism, dimension emerged as a strong predictor of different types of Role Stress. In case of Non-Professionals, Extraversion was the moderator of Inter Role Distance and Neuroticism proved to be the moderator of Role Ambiguity. Thus regression analyses confirmed the results drawn in correlation analyses.
6.3.3. Organisational Climate as a Predictor of Job-Satisfaction among Professionals and Non-Professionals:

From the table 5.5 and 5.6 (p.209,210) the following conclusion were drawn:-

(i) Among the group of Professionals, the various dimensions of Organisational Climate jointly were significant predictors of Job factor of On-The-Job Satisfaction, On-The-Job Satisfaction, Personal Adjustment factor of Off-The-Job Satisfaction and Off-The-Job Satisfaction as well as Total Job-Satisfaction. However, it was not a significant predictor of Management factor of On-The-Job Satisfaction and Social Relation factor of Off-The-Job Satisfaction.

(ii) Among the group of Non-Professionals, the various dimensions of Organisational Climate jointly were significant predictors of Job and Management factors of On-The-Job Satisfaction, On-The-Job Satisfaction, Social Relation factor of Off-The-Job Satisfaction and Total Job Satisfaction. However, it was not a significant predictor of Personal Adjustment factor and of Off-The-Job Satisfaction.

On the basis of these findings it was concluded that Professionals experienced high Job-Satisfaction in terms
of Job factor, Personal Adjustment factor, Off-The-Job Satisfaction and Total Job-Satisfaction in a favourable Organisational Climate. In this study, favourable Organisational Climate consisted of prevalence of Achievement, expert Power, Extension Motivations and lack of Dependency and Control climate.

Non-Professionals experienced high Job-Satisfaction in terms of Job and Management factors, On The Job-Satisfaction, Social Relation factor of Off-The-Job Satisfaction and Total Job-Satisfaction. Favourable Climate consisted of prevalence of Achievement, Expert Power, Extension and Dependency orientations, and lack of Affiliation and Control Orientation.

In the study of mining company Mukherjee (1990) concluded that the establishment of a healthy Organisational Climate led to Job-Satisfaction and better condition of work, which made the Organisation more effective. He further revealed that Job-Satisfaction and employees' motivation factor were the Indicator of effective organisation. Job-Satisfaction was influenced by the different dimensions of Climate identified by various researchers (i.e. Cynthia, 1988; Lyon and Ivanceivch, 1974; and Pritchard and Karasick, 1973) in their respective studies of subordinates, nurses, administrators
and managers. Singh and Das (1978) indicated that the quality of Organisational Culture was significantly associated with the level of commitment to work. Lower quality of organizational life produced lower level of commitment. The perception of Organizational Climate became negative when the needs were derived (Ganesan, 1978; Kandan, 1985, Steer and Brustein, 1975; Subha and Anantharaman, 1981).

In the study of highly skilled and skilled personnel Rao and Ganguly (1972) indicated that occupational level as a variable determined employees' level of satisfaction. Highly skilled personnel were more satisfied than the skilled personnel. Alan (1988) concluded that the bred winners were significantly more satisfied with their pay and their opportunities for promotion and that they perceived a more favourable reward system in the organisation. Thus there is an indication in the literature that Organisational Climate was a significant predictor of the Job-Satisfaction well-being. In the present study Organisational Climate was a significant predictor of various factors of Job-Satisfaction for both the groups (Professionals and Non-Professionals). Thus regression analyses strengthened the results drawn in correlation analysis.
6.3.4. **Organisational Climate as a Predictor of Role Stress Among Professionals and Non-Professionals:**

The findings on the basis of tables 5.7 and 5.8 (p.212-213) are summarised below:

(i) Among the group of Professionals, the various dimensions taken together climate consisting of all the jointly was a significant predictor of Role stagnation, Role Isolation, Personal Inadequacy, Self Role Distance, Role Ambiguity, Resource Inadequacy, and Total Role Stress. However, it was not a significant predictor of Inter Role Distance, Role Expectation Conflict, Role Erosion and Role Overload.

(ii) Among the group of Non-Professionals, the various dimensions of Organisational Climate jointly were significant predictors of Role Stagnation, Role Expectation Conflict, Role Overload, Role Isolation, Resource Inadequacy and Total Role Stress. However, Organisational Climate was not a significant predictor of Inter Role Distance, Role Erosion, Personal Inadequacy, Self Role Distance, and Role Ambiguity.

On the basis of these findings it was concluded that Professionals experienced higher level of stress in terms
of Role stagnation, Role Isolation, Personal Inadequacy, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress, when there was dominance of Dependency and Control Climate; along with the lack of Achievement, Expert Power, Extension and Affiliation Climate.

Non-Professionals experienced higher level of stress in terms of Role Stagnation, Role Expectation Conflict, Role Overload, Role Isolation, Resource Inadequacy and Total Role Stress, when there was dominance of Affiliation, Dependency and Control Climate and lack of Achievement, Expert Power, and Extension Motivations in the Organisational Climate.

There are few studies in which Organisational Climate was found to be the moderator of different types of Role Stress. In a study of Marketing executives, Sharma (1988) reported that Motivational Climate was a significant predictor of all the types of Role Stress except for Self Role Distance and Role Erosion, Control and Dependency, dimensions of Motivational Climate were more dominant than the Achievement, Expert Power, and Affiliation dimensions. Whereas, Extension Climate was Non-Significant predictor of different types of Role Stress.
Morries et.al (1979) found that participation in decision-making, supervisory span, span of subordination and formalisation were the significant predictors of Role Ambiguity only. Das (1982) indicated that organisational climate was significant predictor of managerial stress. Relationship-orientation had been found to be a moderator of stress perception by Storey (1974). The prevalence of control has been shown to be a contributing factor in enhancing the stress and strain (Beehr, 1976; Borrego, 1980, Zelznik, et.al., 1978). Brahmam and Pareek (1981) found that Motivational climate was a significant predictor of Role efficiency. They also observed that dominant Motivations were Dependency and Control, whereas Extension was the least dominant.

Mishra and Tripathi (1980) revealed that various Motivational factors (i.e. Achievement, Expert Power, Affiliation, Approval and Proposal) were associated with managerial stress. Whereas, Jamal (1984) examined the role of employee's commitment as a moderating variable, i.e. employees with high Professional Commitment appeared to be better off in terms of consequences of Job Stress than employees with low Professional Commitment. Thus there is an indication in the literature that Organizational Climate was a significant predictor of the Role Stress well-being relationship. In the present study
Organisational Climate was a significant predictor of different types of Role Stress for both the groups (Professionals and Non-Professionals). Thus the findings in the present study are in confirmation with findings already derived in the research literature.

6.3.5. **Personality and Organisational Climate as Joint Predictors of Job-Satisfaction:**

From the tables 5.9 and 5.10 (p.216,217), the following conclusion were drawn:-

(i) Among the group of Professionals, dimensions of Personality and Organisational Climate were significant predictors of On-The-Job-Satisfaction, Off-The-Job-Satisfaction and Total Job-Satisfaction. However they were not significant predictors of Management factor of On-The-Job-satisfaction. 77 percent of the variance in Total Job-Satisfaction was explained by these independent variables when considered jointly. They jointly explained 72 percent of total variance in On-The-Job-Satisfaction and 56 per cent in Off-The-Job-Satisfaction.

(ii) Among the group of Non-Professionals, dimensions of Personality and Organisational Climate jointly were significant predictors of all the dimensions of Job-
Satisfaction. 55 percent of the variance in Total Job-Satisfaction was explained by these independent variables when taken jointly. They jointly explained 56 percent of total variance in on-the-Job Satisfaction and 46 percent of total variance in Off-The-Job-Satisfaction.

On the basis of above findings it was concluded that when two groups (Professionals and Non-Professionals) were compared, it was found that Organisational Climate and Personality jointly explained more variance in the perception of Job-Satisfaction among Professionals rather than among Non-Professionals with respect to all the dimensions of Job-Satisfaction. In Case of Off-The-Job - Satisfaction, there seemed to be some other factors than the Climate and Personality which contributed toward the variance in the perception of Off-The-Job-Satisfaction. There are few studies in which Personality and Organisational Climate were found to be Moderator of Job-Satisfaction. In the study of high school graduates Stern (1970) found those Personality which were more Congruent with the College Climate perceive more satisfaction with that college. Payne and Pugh (1976) observed that large discrepancy between an individuals' needs and Personality and his environments' potential to fulfill such needs to lowered satisfaction and satisfactoriness. Cynthia (1988) revealed that Organisational Climate had an
influence on the relationship between leader behavior and subordinate satisfaction, whereas, Raisani (1989) indicated that Organisational Climate dimensions and demographic characteristics significantly predicted certain Job-Satisfaction factors. Sondhi and Bhardwaj (1987) identified that there was no significant differences in the two sections (i.e. Job-Satisfaction and Job-Anxiety) regarding their Personality make up. Downey et al. (1975) indicated Job-Satisfaction to be a function of the interaction between Personality characteristics of the individual and the perceived environment (Organisational Climate). In the present study, Personality and Organisational Climate taken together were significant predictor of Job-Satisfaction. The findings of the present study provide an additional support to the findings already existed in the research literature.

6.3.6. Personality and Organisational Climate as Joint Predictors of Role Stress:

The findings on the basis of tables 5.11 and 5.12 (P.220,221) are summarised below:-

(i) Among the group Professionals, Personality and Organisational Climate jointly were significant predictors of all the types of Role Stress as well as Total Role Stress.
Stress. 63 percent of the variance in Total Role Stress was explained by these independent variables when considered jointly. They jointly explained 25 percent of total variance in Inter Role Distance, 63 percent in Role Stagnation, 44 percent in Role Expectation Conflict, 31 percent in Role Erosion, 35 percent in Role overload, 61 percent in Role Isolation, 33 percent in Personal Inadequacy, 52 percent in Self Role Distance, 78 percent in Role Ambiguity and 64 percent in Resource Inadequacy.

(11) Among the group of Non-Professionals, Combined dimensions of Personality and Organisational Climate were found significant predictors of all the types of Role Stress except for Inter Role Distance, Role Erosion, Personal Inadequacy, and Self Role Distance. However, Extraversion and Neuroticism dimensions of Personality and Achievement, Expert Power, Dependency and Control dimensions of Organisational Climate were emerged as strong predictor of Role Ambiguity. 25 percent of the variance in Total Role Stress was explained by these independent variables when considered jointly. They jointly explained 28 percent of total variance in Role Stagnation, 25 percent in Role Expectation Conflict, 32 percent in Role Overload, 49 percent in Role Isolation, 31 percent in Role Ambiguity and 29 percent in Resource Inadequacy.
Cause and effect relationship has been established on the basis of above findings, it was concluded that when two groups (Professionals and Non-Professionals) were compared, it was found that Organisational Climate and Personality jointly explained more variance in the perception of different types of Role Stress. This percentage of variance explained was more in case of a group Professionals rather than in group of Non-Professionals.

There are few studies which identified the moderators of Role Stress well being relationship. In the study of marketing executives Sharma (1988) identified that Extraversion, Managerial Talent, Motivational climate and Age/Work experience were significant predictors of all types of Role Stress except for Self Role Distance and Role Erosion. Mossholder et.al.(1981) concluded that the combined effect of organisational level and self esteem on Role Ambiguity and Role Conflict was such that differences in self self-esteem reduced the negative effects of these perception.

Eden et.al.(1977), Mishra and Singh (1987) found that occupational stressors were moderating the relationship of Job-Satisfaction and Job-Involvement, whereas, Mishra
(1986) reported that strenuous working conditions did not have moderating effect on the Job-Satisfaction-Job-Involvement relationship. Marshall and Cooper (1979) suggested in his study that Job Stress is caused because executives are not able to achieve acceptable balance between work and home life.

Abdul Halim (1980) revealed that when low need for achievement or external locus of control was combined with enriched low scope job, employees' responses to perceived Role Ambiguity were strongly negative while no such relation existed when need for achievement or internal locus of control was combined with enriched high scope Jobs. Schular (1977) reported that the moderating impact of employee's ability on Role Ambiguity varied according to the organisational level of which an employee belonged. The nature of moderating effect was such that high ability operationalised by education and work experience, attenuated the negative effects of Role Ambiguity on satisfaction and performance at lower organisational level only. The findings of the present study provide an additional support to the findings already existed in the research literature.
6.4. **Implications of the Study**

Some of the important implications of the present study are in the areas of (i) Job design, (ii) Selection, (iii) Placement, (iv) Stress Management, (v) Performance Appraisal and (vi) Climate Assessment.

Personality and Organisational Climate has direct impact on Job-Satisfaction and Role Stress. These factors help in redesigning of Job. The redesigning of Job has infinite potential which helps in reducing stresses and increasing the Job-Satisfaction.

Since differential perception of task and expectancy do occur among Professionals and Non-Professionals (executives/managers) depending upon their personality make-up. It can help in Job redesigning as well as Job enrichment by matching the Personality of the role occupant with Job requirement.

Job-Satisfaction is more related to Job-performance. Higher is the Job-Satisfaction, higher is the performance.

Organisations have to develop stress management programmes peculiar to their own set up, so as to minimise its cost in terms of reduced performance as well as human responses (Pestonjee, 1987).
Organisational Climate was found to be an important predictor of various dimensions of Job-Satisfaction and Role Stress, obviously, those dimensions of Organisational Climate that reduces the Role Stresses and increase the Job-Satisfaction must be strengthened. Those dimensions which enhance the Role Stresses and decrease the Job Satisfaction must be restructured.

Growing changes in the technological environment create new challenges, dissatisfaction and stress problems, it is necessary to organise orientation/training programmes to meet out these problems and challenges.

Make sure that organisational structures and processes encourage timely attack on problems (Dhar, 1991).
6.5 **SUGGESTIONS FOR FURTHER RESEARCH:**

On the basis of the outcome of the present study and the perusal of most recent literature in this area, the following suggestions have been made for further research:

(i) There is need to conduct more researches on Professionals and Non-Professionals groups in various Organisational settings. To see whether Professionalism is contributing towards organisational development.

(ii) Comparative and cross cultural studies on Job-Satisfaction and other factors (i.e. Organisational Commitment, type A-Personality, locus of control etc.) of different occupational groups are required.

(iii) There is need to study Personality dimensions as related with the dimensions Job-Satisfaction in the various working groups (i.e. Blue collar vs white collar; skilled vs unskilled; women Professionals and women Non-Professionals and other groups).

(iv) Researchers must try to study different dimensions/components of Organisational climate using a variety of indices of psychological well-being. While
negative components of psychological well-being are relatively easily assessed through self reports of depression, anxiety etc. It is difficult to assess positive components of psychological well being. It may be necessary to distinguish between satisfaction, which is associated with an experience of an rising expectations and one which is associated with declining expectations, i.e., satisfaction of success is cognitively different from satisfaction of resignation (Sharma, 1989).

(v) Personality and Organisational climate's moderating effect on Job-Satisfaction needs to be investigated in the various working groups.

(vi) Most important in organisation science potentially involve multilevel problems. Thus organisational scientists should pay more attention to multilevel issues and avoid the conceptual and methodological pitfalls that have plagued the short and occasional glorious history of Organisational Climate (Glick, 1985; Sharma, 1988).

(vii) There is a need to study Personality and Organisational Climate dimensionwise in relation to different types of Role Stress among various working groups in the different Organisational settings.
(viii) Studies on daily hassles of working women and their impact on psychological well being are necessary (Sharma, 1988). This group is generally neglected in research on stress in India.

(ix) Comparative and cross cultural studies on different types of Role Stress well being are required in the different organisational setting.

(x) All such studies to the extent possible, must be conducted with in inter-disciplinary framework and with cross cultural perspectives (Sharma, 1985).

(xi) The relative efficacy of various stress-coping interventions like bio-feedback, yoga, meditation, stress-inoculation programmes in managing stress be empirically determined (Rajeshwari, 1989; Sharma, 1988a).