CHAPTER VII

SUMMARY

7.1. BACKGROUND:

In the countries, where economy is fast changing and developing according to standards, problems of understanding job attitudes of workers/personnel acquires greater significance. In such countries the capital, technical and technological resources are scarce and manpower is the only asset. Whereas development requires a high rate of production and the fullest possible utilization of both human as well as material resources. Under such circumstances it is essential that a proper understanding concerning satisfactions and deprivations emanating from the job life to obtained. This can best be achieved through scientific job attitudes studies (Festonjee, 1973).

Present study is an attempt to study the job attitudes like Job-Satisfaction and Role Stress. Job-Satisfaction is one of the important factors which effects not only the efficiency of the workers but also such Job behaviour as absenteeism and accident etc. Job-Satisfaction on the part of the employees may lead to industrial unrest. Thus the importance of Job-Satisfaction
studies are for the benefit of employer, the employee and the society at large (Partap and Srivastava, 1983).

Not only Job-Satisfaction is responsible for the absenteeism, declining productivity and industrial unrest etc. But there are some other factors, whether they are independent or dependent. They are also equally responsible in declining performance and productivity of the industrial organisation. These factors are Personality, Organisational Climate and Role Stress etc.

Work fulfils a number of basic human needs. Stress may arise when there is a failure to satisfy these needs or when there is a perceived threat to their satisfaction. Today's high-pressure life styles can take a heavy toll in decreased productivity, frustration, disease and even early mortality. The reactions of individuals to stressors represent a major psychological and medical problem; any attempt to assess the cost presents a formidable task. Stressors can affect the individual at a cognitive level. His thinking may become more rigid and more concrete. Irrational, self-defeating and ruminative patterns of thought may be consequence (Beach, Burns, and Sheffield, 1984).
Stress at work is a major problem daily it negatively affects the lives of millions of workers. In terms of its effect on the economy of the nation, it seems to play an important role. Nationally, e.g., the result of stress might be seen in overuse of medical and mental health facilities, or from reduced gross national product due to increased illness. Another indication of the importance placed upon stress is that some worker compensation liable for employees’ mental as well as physical illnesses if they are due to or made more severe by any aspect of employment. The legal machinery of nation may force even those organisations that would rather ignore the problem to see it as important (Sharma, 1988).

The term ‘stress’ has been used variously to refer to (i) stimulus (external force acting on the organisation), (ii) response (changes in physiological functions), (iii) interaction (between an external force and the resistance opposed to it as in biology), and (iv) more comprehensive combinations of the above factors (Mason, 1975). Beehr and Bhagat (1985) defined stress as a cognitive state in which an individual confronts a decision-making or problem-solving situation characterised by high levels of uncertainty, associated with obtaining important (i.e., positively valent) outcomes and, in which existence of such uncertainties are long in their duration.
The last decades' literature has revealed an increasing interest in understanding Job-Satisfaction and Role Stress, particularly in their relationship with personality and Organisational Climate whereas Role Stress also related with physiological, psychological and behavioural indices of employee strains. Various researchers reviewed a significant relationship of Job-Satisfaction with Personality and Organisational Climate (Agarwala, 1976, 1977; Alan, 1986; Cynthia, 1986; Mehadi, 1971; Porwal, 1987; Prichard and Karasick, 1973; Ranamichari and Bharti, 1972; Sinha, 1972; Watson, 1976). There were also researchers which identify negative or no relation among Job-Satisfaction, Personality and Organisational Climate (Ganesan, 1978, Ganesan and Krishnaraju, 1982; Inderasen, 1982; Kandan, 1985; Kumari, 1964; Mehadi and Singh, 1972; Moussavi, 1986; Muthaya and Ganesan, 1975, Partap and Srivastava, 1983; Poul, 1977; Rastogi and Pandey, 1987; and Subha Anantharaman, 1981).

Whereas Job-Stress has been defined as a condition where in Job related factors interact with the worker to change (disrupt or enhance) his/her psychological or Physiological condition such that the person (mind and body) is forced to deviate from normal functioning (Beehr and Newman, 1978).
The importance of physical characteristics of the environment as stressors at the management level has been largely overlooked in stress research. This inattractiveness to the importance of environmental factors is a reflection of the nature of the typical manager's job within the organisation, management and executive level. Organizational operations are largely conducted in an office environment which is not subjected to the same types of hazardous and noxious agents which often put lower-level employees at risk. In addition, management level employees are assumed to have a great deal of personal control over their physical environment, thereby possessing the ability to significantly reduce or remove immediate environmental stressors (Cooper and Payne, 1990).

The most frequently environmental stressors include density and crowding as an example of overload (Suedfeld, 1979; Rule and Nesdale, 1976; Keating, 1979) and/or lack of privacy (Cohen, 1980b) high noise levels (Rule and Nesdale, 1976) and vibrations and/or soundwaves (Quick and Quick, 1984); temperature extremes (Cohen, 1980a); air movement and background colour (Jokl, 1984) and illumination. Behavioural toxicology would also highlight the importance of environmental contamination, including air, water and noise pollution (Gochman, 1979; Ressell,
Finally, the increased employment of computer video terminals has recently drawn attention as an environmental stressor (Chadrow, 1984).

Research with different occupational groups has indicated relationships between role conflict/ambiguity and such outcomes as low self esteem, depression, job related tension or anxiety, dissatisfaction with Job, productivity and various withdrawal behaviour (i.e. Campbell, 1984; Cooper and Arbose, 1984; Ganester et.al., 1986; Jagdish, 1987, Mishra, 1987). The association of organizational stress has been found with the characteristics of the interpersonal relations (e.g. Das, 1982; Fimian, 1986; Kaufman and Beehr, 1986; Leiter and Meechan, 1986; May and Revicki, 1985 and Sherry, 1981).

Objectives of the Study:

The present study has been attempted with the following objectives:-

1. To study the relationship between Job-Satisfaction and Personality for the two groups (Professionals and Non-Professionals).
II. To study the relationship between Job-Satisfaction and Organisational Climate for the two groups (Professionals and Non-Professionals).

III. To study the relationship between Organisational Role Stress and Personality for the two groups (Professionals and Non-Professionals).

IV. To study the relationship between Organisational Role Stress and Organisational Climate for the two groups (Professionals and Non-Professionals).

V. To study the moderating effect of Professional knowledge on the perception of Job-Satisfaction and Role Stress and in their degree of relationship.

VI. To study the moderating effect of Personality and Organisation Climate on the perception of Job-Satisfaction and Role Stress and on their degree of relationship.

It was hoped that specific sample of Professionals (Executives/Managers) and Non-Professionals (Executives/Managers) and the use of standardised culturally specific measuring instruments in the present study would help in filling the obvious research gaps for providing a better
understanding of Job-Satisfaction and Role Stress in relation to Personality and Organisational Climate. In the backdrop of the review of the literature, the following hypotheses were framed and tested in the present study.

7.2. Hypotheses:

I. There will be a significant difference in the Job-Satisfaction of Professionals vs Non-Professionals.

II. There will be a significant difference in the perception of different types of Role Stress among Professionals vs Non-Professionals.

III. Professionals and Non-Professionals with different levels of Extraversion and Neuroticism will differ in their perception of Job-Satisfaction.

IV. Professionals and Non-Professionals with different levels of Extraversion and Neuroticism will differ in their perception of the different types of Role Stress.

V. There will be a significant difference in the perception of Organisational Climate among Professionals and Non-Professionals.
VI. There will be a significant relationship between Extraversion and Neuroticism and the perception of Job-Satisfaction among Professionals and Non-Professionals.

VII. There will be a significant relationship between Extraversion and Neuroticism and the perception of the different types of Role stress among Professionals and Non-Professionals.

VIII. There will be a significant relationship between Organisational Climate and the perception of Job-Satisfaction among Professionals and Non-Professionals.

IX. There will be a significant relationship between perceived Organisational Climate and the perception of the different types of Role Stress among Professionals and Non-Professionals.

X. Extraversion and Neuroticism will be significant predictors of the perception of Job-Satisfaction among Professionals and Non-Professionals.
XI. Extraversion and Neuroticism will be the significant predictors of the perception of the different types of Role Stress among professionals and Non-Professionals.

XII. Perceived Organisational Climate will be a significant predictor of the Job-Satisfaction among Professionals and Non-Professionals.

XIII. Perceived Organisational Climate will be a significant predictor of the perception of the different types of Role Stress among Professionals and Non-Professionals.

XIV. Personality and Organisational Climate taken together will explain large proportion of the variance in the Job-Satisfaction among Professionals and Non-Professionals.

XV. Personality and Organisational Climate taken together will explain a larger proportion of variance in the perception of different types Role Stress among Professionals and Non-Professionals.
7.3. **Sample:**

The sample comprised 70 Professionals and 70 Non-Professional executives or managerial personnel (Top, Middle and Lower level) belonging to various industries situated in Industrial areas and industrial estates of Himachal Pradesh.

7.4. **Tools Used:**

(ii) Organisational Role-Stress Scale (Pareek, 1983).
(iii) Eyesenck Personality Inventory (EPI, 1963).
(iv) Motivational Analysis of Organisation (Climate) Questionnaire - MAO(C), Pareek (1975).

7.5. **Procedure:**

All the measuring instruments were mailed to all the respondents under the standard instructions in the following order:— S-D Employees Inventory, Organisational Role Stress Scale, Eyesenck Personality Inventory and Motivational Analysis of Organisation (Climate) Questionnaire. All the respondents were assured that the data will be used for research purpose only and shall be kept confidential. The scoring of each measure was carried out with the help of standard scoring keys.
7.6. **Statistical Techniques Used**

(i) The whole of the data were normalised by converting the raw scores into standard "T" score.

(ii) Mean and Standard deviations were calculated for the two groups (Professionals and Non-Professionals) for Job-Satisfaction, Role Stress, Personality and Organisational Climate. The mean scores obtained by each group (Professionals vs. Non-Professionals) were compared and tested for their significance of difference by using two tail 't' test.

(iii) Bivariate relationships with the help of the first order correlations between various independent and dependent variables were analysed through correlation matrix for the total sample of 70 Professional and 70 Non-Professional.

(iv) Multiple regression analysis was performed to confirm the cause and effect of relationship and to find out the relative contribution of independent variables in explaining the variance for the two groups (Professionals and Non-Professionals).
7.6. Findings

7.6.1. Descriptive Analyses:

(i) Professionals and Non-Professionals differed significantly in their perception of On-The-Job Satisfaction and Off-The-Job Satisfaction. Non-Professionals had higher satisfaction on On-The-Job dimension of Job-Satisfaction. Whereas, Professionals had higher satisfaction on Off-The-Job dimension of Job-Satisfaction.

(ii) Professional 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, i.e. Professionals experience higher stress in terms of Role Stagnation, Role Erosion, Self Role Distance, and Role Ambiguity as compared to Non-Professionals.

(iii) Extravert Non-Professionals had higher Job-Satisfaction in terms 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 gave more satisfaction to Extravert Non-Professionals but Off-The-Job factors proved to be strong satisfiers for Extravert Professionals.

(iv) Introverts Professional and Non-Professionals did differ 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. Results indicated Introvert Non-Professionals had higher On-The-Job Satisfaction as compared to Introvert Professionals.

(v) 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. So, it was concluded that Neurotic Professionals had higher Job-Satisfaction in terms of Off-the-Job Satisfaction as compared to Neurotic Non-Professionals.

(vi) In case of Stables, Professionals and Non-Professionals differed significantly on Total-Job-
Satisfaction and On-The-Job Satisfaction dimensions. They had no significant difference on Off-The-Job Satisfaction dimensions. Thus, Stable Non-Professionals had higher Job-Satisfaction than Stable Professionals on the various dimensions of Job-Satisfaction.

(vii) 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.

(viii) In case of Introverts, the group of Professionals and the group of Non-Professionals did not differ significantly in their perception of all types of Role Stress as well as Total Role Stress. Difference in the mean scores indicated that Introvert Professionals tended
to score higher on all types of Role Stress except Role Expectation Conflict and Personal Inadequacy, i.e., 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.

(ix) Neurotic Professionals had higher stress in terms of Inter Role Distance as compared to Neurotic Non-Professional. However, 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 as compared to Neurotic Non-Professionals, the Neurotic Professionals tended to perceive more stress on all types of Role Stress except Resource Inadequacy.

(x) 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 Professional had higher mean scores. Thus 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.

(xi) Professionals perceived climate to be Achievement, Control, Affiliation, Dependency, Extension and Expert Power oriented in that order. Whereas, Non-Professionals ranked different dimensions as Dependency, Affiliation, Extension, Expert Power, Achievement and Control motivation. Professionals perceived to the climate to be more Achievement oriented as compared to the Non-Professionals. Professionals also perceived the climate to be less Expert Power oriented as compared to the Non-Professionals, who perceived that the climate has more Expert Power Oriented.

7.6.2. Correlation Analyses:-

(i) 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 factors and Off The-Job-Satisfaction.

(ii) 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. In case 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.

(iii) 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.

(iv) In case of Professionals, 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, Neurotics had higher stress on Role Ambiguity.

(v) 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.

(vi) 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 the Job factor and On-The-Job Satisfaction.

(vii) In case of Professionals, prevalence of "Extension" oriented climate was associated with 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, prevalence of "Extension" oriented climate was associated
with high Job-Satisfaction in terms of Job factor, On-The-Job Satisfaction and Total Job Satisfaction.

(viii) In case of Professionals, "Affiliation" climate did not turnout 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.

(ix) 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.
In case of Professionals, lack of "Control" dimension of Organisational Climate was associated with high Job-Satisfaction in terms of Job factor, 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 above mentioned dimensions. In case of Non-Professionals, lack of Control dimension of climate was associated with high Job-Satisfaction in terms of Job factor, 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 above mentioned dimensions.

In case of Professionals, lack of "Achievement" dimension was associated with higher stress in terms of Role Stagnation, Role Expectation Conflict, 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.
In case of Professionals, the lack of "Expert Power" climate 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.

In case 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 experienced higher level of Stress in terms of above mentioned factors. 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 stress in terms of above mentioned factors. The degree of relationship was low to moderate in case of Professionals and moderate in case of Non-Professionals.

(xiv) 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 experienced higher level of stress in terms of above mentioned factors. In case of Non-Professionals, prevalence of the "Affiliation" climate was related with higher level of stress in terms of Role Isolation and Resource Inadequacy, i.e., Non-Professionals experienced higher level of Role Isolation and Resource Inadequacy in an organisation where there was prevalence of Affiliation dimension of the Organisational Climate. The relationship was positive in case of Professionals and negative in case of Non-Professionals.

(xv) 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 Organisational 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 experienced 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.

(xvi) 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 Role 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).

7.6.3. **Regression Analyses:**

(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.

(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 was not a
significant predictor of any of the dimensions of Job-Satisfaction as well as Total Job-Satisfaction.

(iii) 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 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. It was not a significant predictor of Personal Inadequacy.

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

(v) Among the group of Professionals, the various dimensions of Organisational Climate jointly were significant predictors of Job factor, On-The-Job-Satisfac-

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tion, Personal Adjustment factor, and Off-The-Job-Satisfaction as well as Total Job-Satisfaction. It was not a significant predictor of Management factor and Social Relation factor.

(vi) Among the group of Non-Professionals, the various dimensions of Organisational Climate 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. It was not a significant predictor of Personal Adjustment factor and Off-The-Job Satisfaction.

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

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

(ix) Among the group of Professionals, dimension of Personality and Organisational climate, taken together 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.

(x) Among the group of Non-Professionals, dimensions of Personality and Organisational Climate jointly were significant predictors of all the dimensions of Job Satisfaction.

(xi) Among the group of Professionals, dimensions of Personality and Organisational Climate jointly were significant predictors of all the types of Role Stress as well as Total Role Stress. Among the group of Non-Professionals, Personality and Organisational Climate taken together were found to be significant predictors of all the types of Role stress except for Inter Role Distance, Role Erosion, Personal Inadequacy, and Self Role Distance. Thus, it was concluded that when two groups
(Professionals and Non-Professionals) were compared, it was found Personality and Organisational Climate 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 of Professionals rather than in group of Non-Professionals.

The observed findings in this study have interpreted in the light of related empirical studies. Lastly, the implications and suggestions for future research have been put forth.