The present research was guided by the proposition that Professionals and Non-Professionals management executives performing similar role perceive different dimensions of Job-Satisfaction and Role Stress differently. These perceptions towards different dimensions of Job-Satisfaction and Role Stress as a function of Personality and Organisational Climate. Further, the relationship between Job-Satisfaction and Stress is moderated by the Professional knowledge. Therefore, to explore the effects of these variables on perception of different types of Job-Satisfaction and Role Stress, a group of Professionals and Non-Professionals managerial executives were selected. The specifications of these variables are as follows:

(i) Job-satisfaction ) Dependent Variables
(ii) Role-stress )

(iii) Personality ) Independent Variables
(iv) Organisational Climate )

(v) Professionalism
The elements of independent and dependent variables have been presented in figure 4.1.

(i) Job-Satisfaction

Job Satisfaction

On the Job
- Job
- Management

Off-the Job
- Personal Adjustment
- Social Relations

(ii) Organisational Role Stress

Organisational Role Stress

- Inter Role Distance
- Role Stagnation
- Role Expectation Conflict
- Role Erosion
- Role Overload
- Role Isolation
- Personal Inadequacy
- Self Role Distance
- Role Ambiguity
- Resource Inadequacy

(iii) Personality:

Personality

- Extroversion/Introversion
- Neuroticism/Stability
(iv) Organisational Climate

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| Achievement | Expert | Extension | Affiliation | Dependency | Control | Power

**In the areas of:**
- Orientation
- Interpersonal Relationship
- Supervision
- Managing Problems
- Managing Mistakes
- Managing Conflicts
- Communication
- Decision-Making
- Trust
- Managing Rewards
- Risk-Taking
- Innovation and Change

(v) Moderator

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| | | Professionalism

Fig. 4.1. Dependent and Independent Variables
Figure 4.1 identifies the following variables:

(i) The four different areas of job-satisfaction, job-management, personal adjustment and social relations, which reflect on-the-job and off-the-job satisfaction/dissatisfaction one has with his/her job.

(ii) The different types Role Stresses, i.e., Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Personal-Inadequacy, Self Role Distance, Role Ambiguity, and Resource Inadequacy, which reflects the conflicting situations in one’s role set and role space.

(iii) The specific types of Personality, i.e. Extraversion Introversion and Neuroticism-Stability, which define the characteristics of an individual’s personality.

(iv) The specific elements of Organisational Climate namely, Achievement, Expert Power, Extension, Affiliation, Dependency and Control in the twelve areas, (i.e., Orientation, interpersonal relationship, supervision, managing problems, managing mistakes, managing conflicts, communication, decision-making,
trust, managing rewards, risk taking, and innovation and change) which reflect motivational climate of the organisation.

4.1. Sample:

The sample for this study consisted of top, middle and lower level managers/executives working in various industries situated in Himachal Pradesh's industrial areas and industrial estates. For the development of industries, Department of Industries, Government of Himachal Pradesh has developed some areas of the state, which are known as industrial areas and industrial estates. There is not much of difference between these two areas. In industrial areas, Department of Industries provides plots to industry holders. In industrial estates, Department of Industries provides sheds to industry holders. Government of Himachal Pradesh notified following areas as industrial areas, i.e.:-

(i) Baddi
(ii) Barotiwala
(iii) Bilaspur
(iv) Electronic Complex at Solan (Chambaghat)
(v) Mehatpur
(vi) Nagrota Bagwan
(vii) Paonta Sahib
And following are the industrial estates, i.e.,

(i) Amb
(ii) Chamba
(iii) Dehra-Gopipur
(iv) Dharampur
(v) Hamirpur
(vi) Jawali
(vii) Kala-Amb
(viii) Kangra
(ix) Mandi
(x) Shoghi.

In Himachal Pradesh, maximum number of industries are small scale industries, managed by the owners themselves.

Present study consisted only of those industries which have management separate from ownership. As per 1990-91 census, 1303 industries, factories have been registered with Department of Industries, Govt. of Himachal Pradesh. For the purpose of study a list of all industrial units situated in the various industrial
areas and industrial estates of Himachal Pradesh was prepared. For the convenience of collection of data, a sample of five industrial units each was selected from six industrial areas and six industrial estates. There were sixty units which comprised a sample for the purpose of the present study. In the first phase of study, units from various industrial areas and estates were selected on the basis of convenience. Four questionnaires each were sent to the Chief Executive/General Manager of unit concerned through mail. Only 165 questionnaires were returned after filling. The return rate was 68.75 percent. After screening the responses, a sample of seventy Professionals and seventy Non-Professionals executives was selected for detailed study. Equal samples were for convenience of statistical analysis.

For this study, classification of Professionals and Non-Professionals was done on the basis of their educational qualification. Those who had professional qualification in their respective fields were taken as Professionals i.e., Engineers, MBAs, Chartered Accountants, I,C,W.As, C.Ss etc. On the other side those who had no allied/professional qualification in their respective fields were classified as Non-Professionals.
4.2. Research Tools:

In the present study following questionnaires were used for collection of data:

(i) **S-D Employees Inventory (Pestonjee, 1973, 1981):**

Job-satisfaction has been assessed by satisfaction - dissatisfaction (S-D) employee’s inventory (Annexure-I). This inventory has been developed and standardized by Pestonjee (1973, 1981). Inventory is based on the interaction model (Varoom, 1964) of job-satisfaction with a number of on-the-job and off-the job factors. Job-satisfaction is viewed as a “summation of employees” feeling in four “Important areas”. These areas are as follows:

(a) Job:

Nature of work, hour of work, fellow workers, opportunities on the job for promotion and advancement (prospects), overtime regulations, interest in work, physical environment, machines and tools etc.

(b) Management:

Supervisory treatment, participations, rewards and punishments, praise and blame, leave-policies and favoritism etc.
(c) **Personal Adjustment:**

Emotionality, health, home and living conditions, finances, relations with family members etc.

(d) **Social Relations:**

Neighbours, friends and associates, attitudes towards people in community, participation in social activity, sociability, cast-barriers etc.

Job and management together constitute on-the-job factors, and personal adjustment and social relations comprise off-the-job factors. A factor analytic study of the questionnaire of on-the-job and off-the-job factors separately had yielded ten independent dimensions in on-the-job aspect and eleven independent factors in off-the-job area [Pestonjee, 1981]. These independent dimensions are as follows:

**On-the-Job:**

Supervisory treatment: consideration, equality regarding work load and pay; supportive function; interest in work; rules and regulations; intrinsic satisfaction; regard for the organisation; working conditions; co-operation of the workers; supervision nurturance subordinates.
Off-the-Job:

Relation with family members; emotionality neuroticism; perception of people in society; anxiety about health; sociability; extraversion; neighbourhood; intrapsychic factors; trust; isolation; and living conditions.

The items are framed in the form of interrogatory statements. These are 80 items in the total inventory. These items are divided into four areas i.e. job, management, personal adjustment and social relations. Each item can be responded in terms of 'Yes' or 'No'. The areawise split half reliability has been found to be 0.99 for job; 0.99 for management; 0.98 for personal adjustment; and 0.90 for social relations. The construct validity by using the "known groups" and "item test correlation technique" (Pestonjee, 1973) as well as factorial validity have also been established (Pestonjee, 1981).

(ii) Organisational Role-Stress Scale (Pareek, 1981, 1983):

Organizational role-stress scale (Annexure II) has been developed and standardized by Pareek (1981, 1983). Originally, the instrument was named "Your
feelings about your role", which consisted of 40 items (five point scale for each of the role stresses). Later, this instrument was named organizational role-stress scale (ORS scale). In the light of the findings of factor analysis two role stresses were split into four. Role ambiguity was split into role ambiguity and role expectation conflict. Role inadequacy was split into personal inadequacy and resource inadequacy. Thus, the new instrument i.e. the organisational role stress scale has 50 items. This scale or inventory is a 5-point scale indicating how true a particular statement is for the role. The following types of stress are assessed by this instrument.

Inter Role Distance (IRD); Role Stagnation (RS); Role Expectation Conflict (REC); Role Erosion (RE); Role Overload (R); Role Isolation (RI); Personal Inadequacy (PIN); Self Role Distance (SRD); Role Ambiguity (RA); Resource Inadequacy (RIN).

These all above types consist 50 items of ORS (Annexure II). The score of each role stress may range from zero to 200. The answer sheet is given separately to facilitate quick calculations of the role stress scores. The ratings of the respondents can be added row wise to give the stress scores on 10 role stress.
dimensions. Retest reliability coefficients were calculated for a group of about 500 employees from 3 banks (Sen, 1982). Retest reliability was obtained for the eight stressors, and the total role stress score. The reliability coefficients range from 0.37 to 0.73. All the coefficient except one, are significant at .001 level; and one coefficient was significant at .003 level. The scale has acceptable reliability (Pareek, 1981).

Some evidence about validity is provided by a measure of self consistency of an instrument. Each item was correlated with the total scale on the instrument for about 500 respondents. All but two correlations were significant at .001 level. One at .002 and another at .003 levels. The results show high internal consistency of the scale (Pareek, 1981, 1983).

(iii) **Eyesenck Personality Inventory** (EPI, 1963):-

Much of Eyesenck's work has been based on the application of the Moodsley Personality Inventory (MPI, 1959). The Moodsley Personality Inventory (Eyesenck, 1962) would be used to measure the degree of Extraversion - Introversion and Neuroticism. This was developed from and superseded the Moodsley Medical
Questionnaire. It has been replaced in its turn by the Eyesenck Personality Inventory (EPI, 1963). Eyesenck has developed this questionnaire to measure personality factors of an individual. He has given certain dimensions of personality i.e. Extraversion/Introversion and Neuroticism/Stability. The terms such as Extraversion and Neuroticism have been used in a sense strictly derived from empirical studies (e.g., Cattell and Scheies, 1961; Eyesenck, 1947; Kasselbaum, Cauch, Slater, 1959; Mitchell and Jones, 1960; and Vernon, 1953).

'Neuroticism' refers to that dimension of personality of individuals whose emotions are babble, strong and easily aroused, they are moody, touchy, anxious and restless. On the other hand, Stable people are those who are calm, even-tempered, carefree and reliable. 'Extraversion' means turning outward i.e., man is governed by objective data and external objects. Whereas 'Introversion' means turning inward or man is governed by subjective data. These personality factors dimensions have been measured by "Eyesenck Personality Inventory" (EPI), which is widely known in the world of psychology.

The present study utilized this questionnaire to measure the personalities of Professionals and Non
Professionals in the various industrial sectors. EPI has been given in appendix III. Eysenck Personality Inventory (EPI) consists fifty seven items of Yes/No type.

(iv) Motivational Analysis of Organisation (Climate) Questionnaire - MAO(C) Pareek (1975)

The assessment of Organisational climate will be made by Motivational Analysis of Organisations (climate) Questionnaire (Annexure-IV) developed by Pareek (1975). It is also known as MAO(C) and is patterned after Litwin and Stringer's (1968) climate questionnaire. However, it differs from Litwin and Stringer's questionnaire in the sense that:-

(i) It is comparatively more exhaustive and,
(ii) It uses ranking method rather than the rating method used in Litwin and Stringer's Questionnaire.

The purpose of this instrument is to arrive at the dominant motivational climate as perceived by different groups. The motivational profile on six motives, viz, Achievement, Expert Power, Extension, Affiliation, Dependency and Control could be made using this Questionnaire. Twelve dimensions have been identified for the purpose of measuring climate, namely,
orientation, interpersonal relationship, supervision, managing problems, managing mistakes, managing conflicts, communication, decision-making, trust, managing reward, risk taking and innovation and change. There are 72 statements in total and six statements for each area. Out of six statements in each area, only one statement measures a particular type of motivational climate. Thus for each type of climate there are 12 items in the questionnaire.

The questionnaire's reliability and validity have also been calculated and reported by Sen (1981). The test-retest reliability for each climate dimension ranges from 0.17 to 0.44 and is fairly acceptable by its statistical norms.
4.3. **Scoring:**

(i) **S-D Employees Inventory:**

The scoring of the S-D employees inventory is done with the help of the standardized scoring key. The scores are obtained by arithmetic summation of true keyed endorsements for each area of the inventory. The maximum score is 80 for the total inventory and 20 for each area. One mark is given for each desired scores. By adding the scores of Job and Management area, the scores On-The-Job of Job-Satisfaction is obtained. By adding the scores of Personal Adjustment and Social Relation, the scores for Off-The-Job of Job-Satisfaction is obtained. The sum of the scores of all the four areas give the total Job-Satisfaction. The items under each of the four areas are as under.

(a) **Job**: Items: 1, 2, 6, 7, 13, 14, 17, 18, 19, 21, 22, 26, 27, 33, 34, 38, 46, 53, 54, 59, 62, 67, 71, 77, 78, 79.

(b) **Management Items**: - 11, 31, 37, 39, 41, 42, 47, 51, 57, 61, 66, 73, 74.

(c) **Personal Adjustment**: Items: 4, 8, 10, 12, 15, 16, 20, 23, 24, 28, 29, 30, 32, 35, 36, 40, 43, 44, 48, 49, 52, 55, 56, 60, 63, 65, 68, 69, 70, 72, 80.
(d) **Social Relation**: Items: 3, 5, 9, 25, 45, 50, 64, 75, 76.

(iii) **Organizational Role-Stress**: 

There are 50 items in "Organizational Role Stress Scale". Scores are obtained on a 5-point scale with the help of answer sheet on which the responses of the respondents are indicated by writing 0,1,2,3 or 4 against the social number of each item as it appears in the questionnaire.

By adding the scores for each Role Stress (row wise) gives the score for that type of role-stress. This adding of scores is done with the help of Annexure V. The summation of the scores on every type of Role-Stress gives the Total Role-Stress score. Each individual has eleven scores (10 scores on 10 role stress and one overall score). The higher score on a particular type of role-stress indicates the higher degree of that type of stress and lower score—indicates the lower degree of that Role-Stress.

(iii) **Eyesenck Personality Inventory (EPI)**:

Eyesenck Personality Inventory consists of fifty seven
items of yes/no type in all, out of which twenty-four items refer to Extraversion-introversion (E) and twenty-four items refers to Neuroticism-Stability (N). The remaining nine items represent (lie) in this scale to check the individual’s response bias. An individual telling more than three lies is discarded from the sample. Yes/No is referred as a/b.

Items given on serial number of the questionnaire reflecting Extraversion-Introversion (E) characteristic are:-

1a, 3a, 5b, 8a, 10a, 13a, 15b, 17a, 20b, 22a, 25a, 27a, 29b, 32b, 34b, 37b, 39a, 41b, 44a, 46a, 49a, 51b, 53a, 56a.

Items on serial number of questionnaire having Neuroticism-Stability (N) characteristics are:-

2a, 4a, 7a, 9a, 11a, 14a, 16a, 19a, 21a, 23a, 26a, 28a, 31a, 33a, 35a, 38a, 40a, 43a, 45a, 47a, 50a, 52a, 55a, 57a.

Items considered as lies are:-

6a, 12b, 18b, 24a, 30b, 36a, 42b, 48b, 54a.
Each item is given a score of "One". If the scores is less than ten in Extraversion-Introversion (E), the individual is considered under introversion factor. If the score is more than or equal to ten, he is labeled under Extraversion factor. If the score is more than or equal to ten, he is labeled under extraversion factor. If the score is more than or equal to ten, he is labelled under extraversion factor. Similarly, if the score is less than ten on Neuroticism factor, the individual is placed under Stability factor and if the score is more than or equal to ten, he is considered to be Neurotic. This rating can be further explained as under:

I. The higher the scores on 'E' and 'N', the individual's tendency is more toward Extraversion-Neuroticism.

II. The higher the score on 'E' and lesser the score on 'N', the tendency of individuals is more toward Extraversion-Stability.

III. The lesser the score on 'E' and higher the score on 'N', the individual's tendency is more toward introversion - neuroticism;
IV And the lesser the scores on 'E' and 'N', the individual's, tendency has been described as more towards Introversion - stability.

(iv) Motivational Analysis of Organization (Climate)

Questionnaire:

There are 72 statements in total, six statements for each of the 12 areas listed earlier. Out of six statements in each area, only one statement measures a particular type of climate. Thus for each type of climate there are 12 items in the questionnaire. The sum of the ranks of these 12 items on a particular motivational dimension gives the score for the motivational dimension. Scoring is done with the help of a standardised answer sheet, on which the response of respondents are indicated by writing 1,2,3, 4,5,6 against the letters of the alphabet (a,b,c,d,e,f) as they are given in the questionnaire. By adding the scores for each motivational dimension (column-wise) give the scores for different types of motivational climate. Total Motivational Climate score consisting of sum of the scores on all motivational dimension is 252 for every respondent. Lower score on a particular dimension of Motivational Climate indicates the dominance of that climate and higher score indicates the lack of that dimension.
4.4. Data Collection and Analysis:

All these measures were mailed to all the respondents and after one month researcher contacted the respondents personally to collect these questionnaires. They were assured that informations given by them would be kept confidential and would be used only for research purposes. The questionnaires were administrated according to standard instructions and arranged in the following order:

(i) Job-satisfaction.
(ii) Organisational Role-Stress,
(iii) Personality, and
(iv) Organisational Culture/climate.

The front page of questionnaire/profile included the demographic variables (i.e., Name, Age, Educational Qualifications, Salary, Background, Marital Status, Designation and Name of the Organisation).

Statistical Techniques to be Used:-

(i) The whole of the data were normalized by converting the raw scores into standard "T" scores.
(ii) Mean and Standard deviations were calculated for two groups (Professionals and Non-Professionals) of Job-satisfaction, Role stress, Personality and Organisational climate were compared with each other. For testing their significance of difference by using 't' test.

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

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