The obtained findings are discussed in the light of earlier researches and objectives formulated in the present study.

The present research is a case study of the four state universities of the Haryana (Kurukshetra University, Chaudhary Devi Lal University, Guru Jambheshwar University of Science & Technology, Maharshi Dayanand University) which has been carried out on the non-teaching employees to understand the nature of job performance in relation to personal attributes (self-esteem, self-efficacy, locus of control and emotional intelligence), attitudes (job involvement and job satisfaction) and perceived organizational climate.

Non-teaching employees working in the four State Universities have high level of self-esteem, self efficacy and external locus of control. They tend to have moderate level of emotional intelligence except in case of Maharshi Dayanand University employees who possess low level of emotional intelligence. Employees working in different university have average level of job satisfaction and fairly desirable level of job involvement. Moreover, their perception about organizational climate of their respective universities is fairly positive. Self rating of their performance on the job is fairly high.

The obtained positive correlation between self-esteem and self-efficacy is in tune with the findings of earlier studies. The pattern inter-correlations between these attributes have also been reported by Gardner & Pierce (1998 and 2001), Stark et al. (2000), Kart et al. (2003) who found that people with high OBSE view themselves has been more efficacious. The obtained negative correlation between locus of control and
self-esteem are in tune with the findings of Stark et al. (2000), who found that self-esteem has a positive correlation with internal locus of control means that employees with high self-esteem attribute their performance outcome to internal variables. However, in the present study employees have high OBSE but external and balanced locus of control suggesting thereby that the future probe in this relationship is required.

Self-efficacy correlates negatively with external locus of control. Wood & Bandura (1989) found that mostly the workers with high confidence in their abilities whose scoping is facilitated by high level of control. In the present study, the employees evaluated their abilities (self-efficacy) at fairly desirable level but attributed their performance to the external conditions and circumstances. It is also clear from the obtained result that self-esteem and self-efficacy are positively associated with the self appraisal (job performance) of the employees. The obtained findings get support from earlier studies who have reported similar type of correlation pattern between self-esteem and job performance, Kalanzadeh et al. (2013), Uzonwanne & Uzonwanne (2014), Gist and Mitchell et al. (1992), Orpen (1995) and Stajkovic & Luthans (1998).

The obtained pattern between locus of control and job performance reveals that external locus of control is negatively associated with job performance whereas balanced locus of control tend to have positive relationship with job performance. The obtained findings can be explained as the non-teaching employees have external and balanced locus of control which means that they attribute both internal as well as external factors contribute to their performance outcomes. Thus, these internal factors of locus of control of non-teaching employees believe that they are to be held responsible for whatever happens to them. This belief make them value a particular
outcome based on internal as well as external factors. The result get support from the findings of previous studies of Thomas (2011), Knoop (1986), Patten (2005) and Chen & Silverthrone (2008). The obtained findings further get support that when environmental conditions are not sufficient to explain individual’s success or failure then locus of control can facilitate in making these situations clear. For instance, individual may sometime perceive good or bad events in different ways. These different ways are based on external and internal process.

In the present study, it has been observed that most of the employees working in KU, CDLU and GJUS&T possess moderate level of emotional intelligence whereas MDU employees tend to be low on this variable. The obtained positive and negative pattern of correlation of emotional intelligence with job performance reveals that employees with moderate level of emotional intelligence tend to perform batter. Thus, have positive association between emotional intelligence and job performance. The obtained findings are in conformity with the findings of Law at el. (2008).

Job involvement is significantly and positively associated with job performance in all the groups. The pattern of inter-correlations between job performance and job involvement, job satisfaction reveal that where is a positive but non-significant association between job satisfaction and job performance. The obtained findings can be explained that employees working in four state universities tend to be high on job involvement. Thus perform their job with more dedication and commitment. The obtained findings get support from the earlier studies. Ali (2005), Brayfield & Crockett (1955), and Kacmar et al. (1999) also supported positive relationship between job satisfaction and job performance. The obtained pattern of inter-correlations get support from earlier research studies Vroom (1964), and Hafiz et al. (2014) who have indicated strong relationship between high job satisfaction and
job performance. In the present study, employees working in various universities have either average or below average level of job satisfaction. The findings get support from the influential meta analysis by Iaffaldon & Murchinsky (1985) who found an average correlation between job satisfaction and productivity and observed that satisfied worker may not necessary be the highest producer. They concluded that there are possible mediator factors, the most important of which seems to be reward. Ostroff (1992) has also concluded that it is not necessary the satisfaction of job may lead to performance improvement on the job. In the light of above studies, the present findings can be interpreted that the work conditions and organizational climate of various universities may influence the level of job satisfaction as well as performance rating of employees.

The patterns of correlation revealed significant positive correlation between personal attributes and organisational climate and these findings are in accordance with findings of Forehand & Gilmer (1964). Further, the correlation between work attitudes and organisational climate revealed that the job involvement has significant positive correlation with organisational climate and its constituents except confrontation and authenticity. Positive correlation has also been found between perceived organisational climate & its constituent and job satisfaction as found by Giri et al. (2007).

The findings of significant positive correlation between job satisfaction & organisational climate and job performance & organisational climate is in conformity with the findings of Kaczka & Kirk (1968) who has reported that positive and supportive organisational climate has positive effects on the job satisfaction and job performance.
The significant positive correlation found between job satisfaction, job performance and autonomy (dimension of organisational climate) is in conformity with the findings of Cawsey (1973) who observed that job satisfaction increases as individuals perceive the climate as having more ‘opportunities for advancement’ and that such persons also rate themselves as high performers. These findings are also in line with the findings of Singh & Das (1978) who noticed that organisational climate appeared to satisfy higher order needs through more ‘autonomy, achievement, opportunities, and self-actualisation’ and found to produce a higher level of commitment to work.

The significant positive correlations found between job performance and openness & collaboration (dimensions of organisational climate) are in tune with the findings of Baskin & Arnoff & (1983) who concluded that in an ideal climate the factors and expectations such as credibility, reliability, openness, sincerity, helpfulness and participation are high which in turn affect the job performance positively.

The significant positive correlation found between job performance and trust (dimension of organisational climate) is on the lines of research findings of Hoy & Miskel (2001) who observed that employees having high intimacy, knowing each other well and sharing personal issues with each other and providing strong support during difficult situations are able to work with full enthusiasm.

University wise comparative analysis reveal that employees working in different state universities significantly differ on personal attributes (self-esteem, locus of control and emotional intelligence) whereas, difference is non-significant in case of self-efficacy. There is significant difference in the level of work place attitudes (job involvement and job satisfaction) as well as their self rating on job
performance. Moreover, the employees working in different universities perceived various dimensions of organizational climate differently in their respective universities. The present findings get support that the employees working in different type of organizations differ in their level of job performance. Gardner & Pierfe, 1998, 2001, Stark et al., 2000, Kark et al. 2003, Kumar and Patnaik (2002).

The difference in level of job satisfaction get support from the findings of Keaueney & Nelson (1993), Soloman (1986), Norries (2004), Rotenberg & Moberg (2007) who support people working in different sets of organization may have different level of job satisfaction.

In the present study, there is significant difference in the predictive values of independent variables (self-esteem, self-efficacy, locus of control, emotional intelligence, job involvement, job satisfaction and organizational climate) for job performance university wise. The sets of variables have their different level of individual contribution in predicting the performance of different universities. Similarly, there is a significant difference between joint contribution of these variables in predicting job performance of the non-teaching employees working in different universities.

The obtained result can be interpreted that the personal attributes and work place attitudes may differently contribute towards work outcome depending upon different level of perceptions about work conditions and various dimensions of organizational climate. Self esteem of non-teaching employees of KU and GJUS&T has emerged as significant predictor of job performance get support from previous researches of Mitchell et al. (1994) and Gardner & Pierce (1998). Emotional intelligence has been found significant predictor of job performance the finding get
support from earlier studies of Cot & Miners (2006), Singh (2007), Fariselli et al. (2008), Ramo et al. (2009) and Shoshtarian et al. (2012).

**Suggestions for Future Research**

The present study has investigated the psychological variables like self-esteem, self-efficacy, locus of control, emotional intelligence, job involvement, job satisfaction and organisational climate in relation to job performance. Job performance is a dependent variable and its outcome is certainly dependent on more variables than covered in this study like organisational, demographical and technological etc. which have not been considered in this research. Hence, there is ample scope of conducting further research including the said variables.

Further, limited research have been conducted on non-teaching employees of universities and it is self-appraised job performance report. It can also be done on the bases of the reports of their seniors. A lot of research can be conducted on their behavioural aspects and which can be interpreted by using other statistical tools and techniques. At the time of starting the research, there were only ten universities in the Haryana state whereas now there are more than thirty universities including private and deemed universities. So, a comparison between state and private universities may also be done or more number of universities can be considered for the purpose research in this field.