CHAPTER - III

REVIEW OF LITERATURE

> STUDIES ON HEALTH
> STUDIES ON SUBJECTIVE WELL-BEING
> STUDIES ON BURNOUT
> STUDIES ON JOB SATISFACTION
> STUDIES ON JOB INVOLVEMENT
> STUDIES ON ORGANISATIONAL CLIMATE
> STUDIES ON PERSONALITY
> STUDIES ON PROBABILISTIC ORIENTATION
CHAPTER III

REVIEW OF LITERATURE

The review of literature reveals few studies on work stress, health, job-satisfaction and locus of control. This factors is concerned with summering the knowledge gained from the studies with a view to deriving guidelines for the present research. An attempt is made to review the investigation and the scope of the review is restricted to the variables selected for the present study. The reviews presented here under is based on a computer search of information of research work pertaining to the variables herein studied, the perusal of literature available in libraries by the investigator, and communication with the fellow researchers in the field, and the unpublished works on probabilistic orientation available in Bharathiar University.

STUDIES ON WORKS STRESS AND JOB SATISFACTION

Stress reaction may include emergency physiological alarm responses, emotional release or indecisive, oscillation behaviour. Prolonged extreme stress calls for more drastic defences, i.e., the point of behavioural mal-adjustment, such as those of the psychoneurosis, psychosomatic disorders, psychoses, and various personality disorder. Many factors acting
in concert with stress are responsible for mental health or illness (Brown, 1966).

Working wives are under a greater stress and strain than their husbands. Because, in addition to their job, they almost invariably perform most of the household chores, which means that they work considerably more hours per day than their husbands. (Geerken and Gove, 1978).

Popkin and Joyce (1984) investigated the relationship between analytic interactive style and self reported stress in teachers. He concluded that teachers with high analytic scores tended to experience increased feelings of emotional exhaustion.

HEALTH AND STRESS

Physical problems can produce secondary emotional reactions, psychological and behavioural problems can lead directly to poor physical health, and both physical and psychiatric conditions can serve as hidden cause or as complications of each other (Houpt, George & Brodie, 1979).

Dohrenwend and Dohrewend (1974 a) have pointed out that the effects of life stress differ from person to person depending on their individual characteristics. Some persons may be greatly affected by even
moderate levels of life change, whereas others may be affected very little by relatively high levels.

Occupational stress and job related problems are one of the leading public health problems in contemporary technological society. (Gardell, 1977).

Herzberg, Mausner (1959) contend that job content factors like achievement, responsibility etc., lead to greater job satisfaction. Abrahem & Korman, (1977) had found that people in higher level jobs experience the highest levels of satisfaction.

Sutaria (1974) while studying high and low productive weavers of mills, found that the absence of recognition, disturbed interpersonal relations with superior and poor working conditions were the causes of dissatisfaction.

Mehta's (1976 a) study on 152 worker representations indicated that work satisfaction is related to general life satisfaction and worker participation tends to increase worker satisfaction with their present and future aspirations of life.
RELATIONSHIP BETWEEN LOCUS OF CONTROL AND MENTAL HEALTH

Locus of control, subjective well-being and Social support were related in a study by Durlak and Bryant (1993). The study was conducted on eight adolescents. The results reveal that internal locus of control, perceived ability to obtain and savour positive life events are positively correlated with social support and positive dimensions of mental health like happiness, gratification and self confidence. Further, external locus of control is related to negative components of mental health like vulnerability, strain and uncertainty.

Relationship between mental health, locus of control and social support is further proved by Schultz and Saklofske (1983) on a sample of one hundred under graduates. The results reveal that internal locus of control is positively related to mental health. Further, the results reveal no significant difference in the locus of control and mental health of subjects from different levels of social supports.

In another study by Layton (1985) the findings are related to the one generally expected in this area of research. Layton (1985) administered Rolters internal - external locus of control scale and mental well-being scale
to two hundred and forty one white male students. The findings of the study reveal significant positive correlation to exist between external locus of control and general non psychotic psychiatric morbidity.

Augustine (1976) reports a positive relationship between mental health and self disclosure. Further, work environment and organisational hierarchy seem to influence mental health of the adult industrial workers. This work provides some direction to understand and assess the phenomenon of mental health.

In the study conducted by Cummins (1990), Locus of control and role of social support as determinants of job satisfaction and as moderations of job stress - job satisfaction were related. The sample consisted of ninety six workers. The survey result shows that support from a variety of sources focusing on a problem at work was stress buffering internals whereas supervisory support was related to external.

Belief in internal locus of control and psychological well being was examined in another study by Daniel and Guppy (1992). The sample used in this study consisted of academic and support staff at university. The results suggest that psychological well being can be increased by increase in locus
of control. Further, belief in internal locus of control seem to increase feeling of competence.

In a large scale study by Kirkealdy et al., (1994) locus of control, type A behaviour and mental health were related. The sample used in this study consisted of five hundred and thirty three senior police officers (aged 28 - 58 years) from U.K. The results reveal that internal locus of control, type A behaviour, lack of job satisfaction and mental health are positively related.

In a ten years follow up survey by Dalgard, Bjork and Tambs (1995), two hundred and sixty nine subjects having relatively few psychiatric symptoms at time 1 were administered social support, locus of control and mental health scales. The results reveal that social support protect is against the development of mental disorder only when the individual is exposed to stressors, like negative life events and that this buffering effect is especially strong for depression and when applied to subjects with an external locus of control.

Relationship between mental health, social support and various psychological variables like loveliness, stress, self esteem was examined by Schultz and Saklofske (1983). Hundred and four undergraduates constituted the sample. The results reveal a significant multi-variate effect between
helpfulness and mental health. Follow up procedures determine that significant difference between the high and low groups on helpfulness. Loveliness was related only to the low scoring group on helpfulness.

**RELATIONSHIP BETWEEN MENTAL HEALTH AND STRESS**

Mental health in relation to stress and anticipation of life events was studied by Vinokur and Caplan, (1986). The study was conducted on a sample of four hundred and twenty males. The results reveal that stress negatively influences the mental health. ie., as stress increases mental health decreases. Anticipation of life events positively influence mental health. Further, anticipation of life events seem to increase the ability to adjust to stress.

Locus of control in relation to stress was studied by Fuqua and Kristen (1980). The sample for the study consisted of hundred and twenty day care workers. The results show that the staff with more internal locus of control reported greater feelings of personal accomplishment.

In another study, Forsythe and Compas (1987) estimated the goodness of fit between appraisals of the controllability of events and the use of problem and emotion-focused for coping major life events and daily
hassles. Subjects were eighty four undergraduates. The results show that in relation to major life events, symptomology was high when there was poor fit between appraisal and coping, eg, trying to change a stressor that was appraised as uncontrollable and low when there was a good fit between the appraisal and coping e.g., palliating one's emotions when a stressor was perceived as uncontrollable. No effects were found in relation to daily hassles.

The relationship between mental health and different career decision was studied in a study by Spokane (1989). The study was conducted on a sample of hundred working men. The results of this study show that for most individuals career and personal adjustment co-exist but do not interest except in times of stress. Further, stressful career decision seems to affect mental health as there is a misfit between talents, resources and upcoming job demands.

The determinants of mental health and life stress was assessed by Dimatteo, Shugars and Hays (1993) among hundred and eight dentists. The results of this study show that poorer mental health is influenced by baseline occupational stress, perceived lack of respect for practising dentistry and by feelings of having little personal time.
MENTAL HEALTH AND SATISFACTION

In another research, Decker and Schultly (1985) have studied mental health in relation to life satisfaction and depression. The study was carried out on a sample of hundred middle age and elderly, spinal chord-injured and healthy white people. The results reveal that similarly aged and non-disabled subjects experience better mental health. Further, subjects who viewed their disability more favourably, tended to have higher income, educational level and were more religious.

A cross sectional study on mental health in relation to life satisfaction was conducted by Winefield, Tiggemann and Goldney (1998). The results of this study reveal that mental health and employment are positively correlated. Further, satisfied employees seem to psychologically adjust better.

Relationship between the general mental health and the expressions of anger, gender and gender role characteristics was studied by Kopper and Epperson (1995). The results of this study reveal that anger composition were strong predictors of mental health. Gender did not uniquely contribute to the prediction of any of the mental health variables.
In one study the possible link between mental health and social support was studied by Meehan et al., (1993). The results reveal that social support was positively related to positive dimensions of subjective mental health.

RELATIONSHIP BETWEEN PROBABILISTIC ORIENTATION AND MENTAL HEALTH

Augustine's mental health questionnaire has been used in a study by Jayaraj (1984) to test the possible relationship probabilistic orientation may have on such psychological variables as innovative personality, perceived support for innovation. The sample for the study consisted of two hundred graduate teachers equally distributed into both the sexes from secondary schools in Coimbatore City. The findings of the study suggest that probabilistic orientation is significantly related to innovative personality, perceived support for innovation and mental health among females. No significant correlation has been obtained with regard to probabilistic orientation and perceived support for innovation and mental health in the case of males. Thus this study was brought forth the possibility of gender as
a variable, vitiating the relationship between probabilistic orientation and other variables.

Narayanon (1985) conducted a study to relate probabilistic orientation to the characteristic assessed by Minnesota Multiple Personality Inventory (MMPI). The results show that there is correlation between probabilistic orientation and hypochondriac, psychopathic and device characteristic and significant negative correlation with masculinity femininity, schizophrenia and social introversion.

STUDIES ON SUBJECTIVE WELL-BEING

A quantitative study by Warr and Jackson (1985) revealed that significant deterioration in health for the sub-sample initially unemployed for less than three months, but significant declines were observed after three months of unemployment. Again among the unemployed those who had higher employment commitment were found to be slowly declining in their psychological health.

The Psychological well-being was reduced under unemployment (Dooleg and Scatelano 1980). Majority of the unemployed had reported to
have expressed negative personal feelings of failure in another study by Daniel (1974).

In another study by Mohanda (1991) revealed that Job losers experience negative feelings of inadequate mental mastery, social supports, family group support, general well-being and lack of confidence in coping.

A Significantly greater well-being for the employed group than the unemployed group was found in the study by Winefield and Tiggemann (1987). The study further explained that longer the period of unemployment more the state of deterioration in well-being of the unemployed.

In another study Gladow and Ray (1987) reported a positive relationship between supportive networks and well-being among low income single parents subject.

A study by Pugliesi (1990) stated that subjects who had more social support showed positive well-being. Results indicated that parenthood had a week positive effect on support and marriage reduced levels of distress, employment did not enhance well being such as social support but did have a positive effect on self esteem.
JOB BURNOUT

The effect of spurning and social support on teachers burnout was examined by Cheuk, Wai-Hing et al in the year 1994. Results replicated the effects of spurning. The subjects who were more spurned, experienced greater burnout than did those who are less spurned. Only support from one's job supervisor evidenced buffering effects.

Lamude, Kevin, & Scudder Joseph (1994) analysed the burnout of teachers as related to tactics, influence the classroom. It suggested that burnout in subjects was positively related to pressure and position tactics as influenced and was negatively related to exchange of rewards, rational arguments and feedback tactics of influence.

Burke Ronald and Greenglass Easther (1995) examined antecedents and consequences of psychological burnout among service professional (teachers and administrators). Results showed that antecedents of burnout included individual and situational characteristics, work stressors and measures of social support. Consequence of burnout emphasised satisfaction and emotional and physical well-being variables.

Self-reported psychological burnout level among teachers/administrators and ages of students were compared by Burke,
Ronald & Greenglass, Esther (1989). Results showed that Elementary subjects exhibited significantly lower psychological burnout than junior high school and high school subjects. Elementary subjects reported significantly larger classes and number of topics taught, and they had been in teaching significantly larger. High school subjects are dissatisfied and in greater distress. Levels of psychological burnout among school-based educators are related to age of student and level of school.

Sandoval, Jonathan (1993) studied the relationship between personality characteristics as measured by California Psychological Inventory and burnout among 100 school psychologists. Findings indicated that subjects with well integrated personalities were loss prone to burnout than others.

Burke Ronald & Greenglass Esther (1993) assessed a research model developed to understand psychological burnout (PBO) among school based educators. Individual demographic and situation variables, work stressors, role conflicts, and social support were the predictor variables taken into account. It was reported that work stressors were strong predictors of psychological burnout (PBO). However individual demographic
characteristics were only weakly related to psychological burnout and levels of role conflict and social support were unrelated to psychological burnout.

Pedrabissi, Luigi, Ronald & Santinell (1993) examined the difference between culture-bound stress levels and burnout in elementary and junior high school teachers in Italy and France. Results confirm the influence of socio-cultural background on stress levels in both samples in relation to age. Personal accomplishment was the most discriminating indicator in the two groups.

Preturius, T.Brian (1993) observed the stress-burnout relationship with relation to social support in educational setting. Results indicate a buffering effect for social support on the stress - emotional exhaustion relationship and stress-buffering and direct effect for organisational commitment on depersonalisation and a direct effect for participation in decision making on personal accomplishment. It suggested that different factors play a role in each of the component of burnout.

Rashi Gupta and Ravinder Dan (1990) explored "Burnout" Syndrome among Indian School teachers. It was based on Maslach model of burnout consisting of three key components i.e emotional exhaustion, depersonalisation and reduced personal accomplishment. Results indicate
that teaching experience & gender had insignificant effect on the burnout. Only gender effected emotional exhaustion variably.

Nagy, Stephen and Nagy M. Christine (1992) studied the teachers' burnout and reported that the subjects scoring high on emotional exhaustion and low on personal accomplishment were classified as experiencing burnout. Elementary school teachers were suffering high rates of burnout than were junior or senior high school teachers.

Lunenburg, Fred. C & Cadavid Victoria (1992) studied locus of control, pupil control ideology and dimensions of teacher burnout. Results indicated that teacher burnout was related to locus of control and pupil ideology, and those teachers would be more likely to choose teaching again than their non-burned out counter parts.

Capel Susan. (1987) examined the relationship with stress and burnout of eight selected psychological, organisational, and demographic variables in seventy eight secondary school teachers. Subjects completed self-report measures of stress, burnout, role conflict, role ambiguity, locus of control and organisational and demographic variables. Analysis revealed that six out of eight selected variables were significantly related to stress, total burnout. Role ambiguity and locus of control explained most variance
on stress and all burnout scales except burnout intensity and emotional exhaustion, which were best defined by number of years of teaching experience.

Fejgin - Naomi - Ephraty - Ben - Sria, David (1995) studied about burnout in physical education teachers and concluded that personal and occupational variables did not affect burnout but low remuneration, bureaucratic and role limitation were found to be related to teacher burnout. Results indicated that burnout levels in Israeli teachers were lower than classroom teachers in US and Israel.

Friedman, Isaack (1995) studied behaviour patterns contributing to teachers burnout. Results revealed that burnout among male teachers was affected by inattentiveness, and in female teachers by student disrespect.

Cheuki - Wai - Hing and Won - Kwok - Sai (1995) identified stress, social support, and teacher burnout in Macau. Results revealed that difficulties with other teachers, supervisors, students and parents of students were associated with burnout. No support was obtained for the prediction that social support from other teachers, supervisors and family members could counteract the adverse effects of job stress.
Byrne - Barbara (1994) observed invariance of casual structure across elementary, intermediate and secondary teachers. Results showed the importance of role conflict, work overload, classroom climate, decision making and peer support as organisational determinants of teachers' burnout, and the absence of role ambiguity and superior support in causal process.

Friedman - Isaac (1993) studied the unique content of the concept of teacher burnout, focusing on its core measuring and exploring relations among its components. The research design was based on facet theory. It was found that feelings of frustration, discouragement form work, and desire to quit teaching constitute the climax of burnout. Depersonalisation, followed by emotional exhaustion, were found to be closest in degree of severity to this climax. Depersonalisation and emotional exhaustion were found to be independent of non accomplishment in relation to the climax of burnout.

Lamude Kevin et al (1992) explained the relationship of student resistance strategies in the classroom to teacher burnout and teacher Type-A behaviour. Results showed that active resistance strategies are negatively related to Type- A behaviours and positively related to burnout. Passive
resistance strategies were negatively related to burnout and positively related to Type-A behaviours.

Greenglass, Esther et al (1990) studied the relationship between burnout, work stress and coping in 227 female and 243 male school personnel. It was found that men scored significantly high on depersonalisation a subscale of the Maslach's Burnout Inventory. Men were experiencing significantly greater work stress than women, but were less likely to their quality of daily life, investment in friends, and cultural activities. Women were better able to use coping strategies to reduce burnout than men.

Misra, Neelima & Sahu, Kiran (1993) studied the role stress among teachers. Findings indicate that role stress was significantly related to emotional exhaustion and depersonalisation but not the personal accomplishment. Conditions related to exhaustion include work load, role conflict and ambiguity, and non contingent punishment.

Kiran, Sahu & Neelima Misra (1995) studied the relationship between life stress and burnout in female college teachers. Results showed that stress experienced in family area is significantly and positively related with emotional exhaustions and depersonalisation and negatively with
personal accomplishment, while society related stress is found to be related with depersonalisation only.

K.N. Misra (1992) examined the effect of biographical variables of teachers and teacher stress perception in teaching on their burnout feeling. Findings indicate that teachers with low stress feelings experienced more burnout - emotional exhaustion and personal accomplishment in comparison to high stress teachers. Teachers experience in teaching profession is responsible for burnout - emotional exhaustion feeling. Teacher's with less experience felt more emotional exhaustion, which is reverse in case of high experience teachers.

Seidman Steven & Zager Joanne (1991) investigated whether or not factors of teacher burnout (TBO) were associated with adaptive and maladaptive coping behaviour in 365 US teachers. Results showed that many physical and psychological problems (eg. stomach aches and depression) were related to Teachers Burnout. Certain maladaptive coping mechanisms (eg. excessive alcohol consumption) were associated with higher Teachers Burnout: while adaptive coping strategies were related to lower burnout levels.
Allington Manor & Sonthampton, England (1991) defined the causes, symptoms and prevention of burnout among teachers. Results revealed that teacher burnout was caused by a lack of social recognition of teachers, large class sizes, lack of resources, isolation, fear of violence, lack of classroom control, role ambiguity, limited promotional opportunity and lack of support. To prevent burnout professional support from colleagues and group meetings where teacher can discuss mutual concern were recommended. It was suggested that goals for teachers include (1) reducing isolation (2) restoring perspective and balance (3) increasing self awareness and (4) identifying next steps.

Kuo Sheng Yu (1989) examined the relationship between teacher stress and teachers' burnout. Results showed that six stress factors relating to school teachers' stress of professional development effectively predicated emotional exhaustion and depersonalisation. Stress on students' learning and professional development were the most powerful predicators for personal accomplishment for junior high school teachers, stress of role strain and work overload were the most powerful predictors for emotional exhaustion. Role strain was the most powerful predictor for
depersonalisation. Student discipline problems and role strain effectively predicted personal accomplishment.

Greenglass, Easther & Fiksenbaum, Lisa & Burke Ronald (1994) defined the relationship between social support and burnout overtime in teachers. Results revealed that a process model of burnout can be developed that predicts the outcome of perceived social support and work stress as interacting variables.

**JOB SATISFACTION**

According to Weitz Joseph (1952), job satisfaction is caused by the personality traits that make the employees unhappy of the job.

R. Hoppock (1971) states in his study

"job satisfaction is related to so many factors other than financial return, such as relative status of the individual, within the social and economic group with which he identified himself, relation with superiors and associates, on the job nature of the work earning, hours of work, opportunity for advancement, freedom from close supervision, visible results, the satisfaction of
doing work, responsibility, vacation, excitement, opportunity for self-expression, competition, religion, opportunity for or necessity for travelling, fatigue, appreciation or criticism, security and ability to adjust oneself to unpleasant circumstances."

Nancy Morse (1953) has studied that women are more satisfied with their jobs than men. Fryer Douglas (1926) studies had shown that there was no relationship between job satisfaction and education.

Fair Child (1930) has pointed that where skill exists to a considerable degree it tends to become the first source of satisfaction to the workmen. Satisfaction in conditions of work or in wages becomes predominant only where satisfaction in skill has materially decreased.

It has been found out as per the research of William (1946) that the employee who have less social status and prestige are more dissatisfied.

Locke (1975) states that by an unexpected promotion, unexpected rise in salary one might well be satisfied and one might be dissatisfied with an unexpected dismissal. Pay and supervision, when they are deficient lead to job dissatisfaction. This is known as two factor theory of job satisfaction, association with Frederick Herry Berg.
Raymond (1963) in his paper established that satisfaction dissatisfaction with an area of life is a function of the degree to which one finds satisfaction for major needs in that area of living.

There are three important dimensions to job satisfaction: First job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred. Second, job satisfaction is often determined by how well outcomes meet or exceed expectations. Third, job satisfaction represents several related attitudes. Thus, Smith, Kendall and Hulin (1969) suggested that individuals job satisfaction is a feeling or affective response to various facets of the job situation in association with perceived differences between what is expected and what is experienced.

Morse (1953), Herzberg et al. (1957), Tiffin and McCormic (1960) also defined job satisfaction as a summation of employees' feelings. It refers to an employee's general attitude towards his job to the extent that a person's job fulfils his dominant needs and is consistent with his expectations and values, the job may be relevant to a person's need fulfils and can therefore influence his job satisfaction. These characteristics include pay, benefits, supervision, working conditions, the nature of work itself, co-worker and company policies (Kenneth and Gary, 1975).
According to Herzberg (1966) the main factors involved in job satisfaction are advancement, recognition, responsibility, growth and the job itself. These factors, termed 'satisfiers' will correlate, if optimised, with improved performance, reduced labour turnover, more tolerant attitudes to management and general "mental health". He also recognised "dissatisfiers" which act in a negative direction. These include such things as working conditions and amenities, administrative policies, relationship with supervisors, technical competence of supervisor, pay, job security and relationship with peers. He argues that if the quality of the 'dissatisfiers' is inadequate, dissatisfaction will occur. Improvement in the degraded condition or conditions will remove the dissatisfaction with beneficial effects on morale and perhaps on productivity. Raising the level above the adequacy, however, will not of itself form a basis for the potential fulfilment of the 'higher needs', defined by Maslow (1954).

Fox (1971) defined three fields of concern in job satisfaction, namely, content of the job (ie, skills), context of the job (ie., the network of structure and reward within which the worker functions) and the needs of the incumbent. In terms of desirable job content he refers to skills that require qualities of perception, more co-ordination, intellect and education and
provide opportunity for creative expression and flexibility of responses. The structural context of the job includes the financial rewards, the location of the work, the nature of the work load, and the adequacy of the equipment. He defined the needs of the incumbent in personal and social terms akin to the higher order drives of Maslow or the 'Satisfiers' of Herzberg, namely, the requirement for recognition of one's own values and the need for creative drive and fulfilment. He recognised that there must be orientation towards an awareness of the system of priorities within which one may be permitted to achieve it. The individual at the same time must possess an appropriate level of physical and mental energy to achieve his ends along with the capacity to confirm when required and to tolerate stress. For many, there is also a need for social involvement.

Harris et al. (1974) explained sources of satisfaction and dissatisfaction on the job among white and blue collar workers. It was found that white collar employees were more likely to derive satisfaction and dissatisfaction from motivator events (especially achievement and failure) and blue collar employees from wage.

May (1978) found that the three highest ranking factors for the satisfying job experiences were work itself, achievement and inter-personal
relators. The four most important factors for dissatisfaction for the academic personnel were lack of achievement, policy and administration, lack of recognition and personal life.

Saiyadain (1983) reported significant curvilinear relationship with age and job satisfaction in a sample of 778 Indian and 620 Nigerian employees. The number of dependants as well as experience were also found to be positively correlated to job satisfaction.

**JOB INVOLVEMENT**

Job involvement is psychological identification of individuals with their job (Rabinowitz and Hall, 1977) or the degree to which the work situation is central to the person or his identity (Lawler and Hall, 1970). It results from the fulfilment of an individual's self-esteem and self-actualization needs (Vroom, 1964). According to Saleh and Hosek (1976) a person is involved (a) when work to him is a central interest, (b) when he actively participates in his job, (c) when he perceives performance as central to his self-esteem and (d) when he perceives performance as consistent with his self concept.
Rabinowitz and Hall (1977) concluded that the definition of job involvement could be grouped into two categories each representing a distinct way of conceptualising the construct. One category views job involvement as a performance self-esteem contingency. According to this job involvement is the extent to which the self-esteem of the individuals is affected by their level of performance at work. The higher or lower job involvement means higher or lower self-esteem derived from work behaviour. The other category views job involvement as a component of self-image. According to this job involvement refers to the degree to which individuals identify psychologically with their jobs.

Several researchers reported positive relationship between demographic variables such as age, education, income, and seniority or tenure of service and job involvement, (Aldag and Brief, 1975; Cheringtion, 1977; Koach and Steers, 1978; Jones et al. 1977; Mckelvey and Sekaran, 1977; Newman, 1975; Rabinowitz et al., 1977; Steers, 1975).

In a cross-cultural analysis, Sekaran and Mowday (1981) found that variation in job involvement was explained by demographic and job characteristics for American subjects than for Indian subjects. They suggested that for Indian subjects religious values and philosophy exerted a
greater influence on the work orientation and job involvement. In a study of job involvement through the life course Lorence and Mortimes(1985) found that job involvement was positively related to age. Initial stages job involvement was not stable, but as the time passes, it becomes stable.

Khandelwal and Preetam(1986) indicated a positive correlation between job involvement, age, length of service among managers from four industries. However, Happali and Mallappa(1988) obtained no significant correlation between job involvement and age, length of service, salary, education, marital status among bank employees.

Pathak and Pathak(1987) found that among managers, engineers and supervisors, managers and engineers showed high job involvement. They also reported that age, tenure and professional education had positive relationship with job involvement.

Choudhary(1988) studied job involvement among public and private sector managers, supervisors and workers found significant differences in the level of job involvement of managers, supervisors and workers of the private sector, but no significant difference were observed between the employees from the two sectors. This study reported differences in causative factors as well as the experience of stress among incumbents at various levels in different organizations.

Several internal and external factors operate on the individual’s work efficiency. While employees motivation, expectations, personality dispositions etc. can be named internal, factors related to job like nature of work, monetary benefits, organizational climate etc. are external. Interactional effects of these internal and external factors crystallize in the experience of positive or negative job attitudes and perceptions among the incumbents. Review of literature shows evidence of a spate of studies pertaining to the causes and consequence of three of the most important job attitudes – Job Involvement, Job Satisfaction and Job Burnout.
ORGANISATIONAL CLIMATE

Litwin and Stringer, (1968) who are credited to have provided for the first time a systematic framework for study of organisational climate, have identified nine dimensions of climate i.e. structure, responsibility, reward, risk, warmth, support, standard, conflict, identity. Their model of organisational behaviour illustrates the concepts of organisational climate as an intervening variable, mediating between organisational system factors and motivational tendencies. The perceptions and subjective responses which comprise the organisational climate are seen as stemming from a variety of factors. Some stem from the patterns of leadership and management practices, others are related to the formal system and structure of organisation (such as the knowledge of monetary incentive plan or regular promotions).

Padaki (1982, 1983a, 1983b) studies of organisational climate in textile mills indicated that a good climate may contribute to high organisational performance though quite possible, high performance may also contribute to a good climate.

Sharma and Sunderajan (1983) and Sharma (1983b) studied the impact of organisational climate on employer-employee relationships (the
management being deemed as the employer). They observed that organisational climate was significantly correlated with the quality of employer-employee relations.

Rao (1972) studied the perceptions of managers, supervisors and the workers of industries of organisational climate. The dimensions of organisational climate covered include working conditions, communication, decision making, loyalty, work atmosphere, permissiveness, promotions, handling of complaints, job clarity, favouritism, knowledge of progress in work, job security etc. Analysis revealed intra as well as inter-unit differences in the perception of organisational climate. There were no consistent differences in the perceptions of the managers, supervisors, and workers and the differences shown were dependent on the units. Normality was observed in the perceptions with most of the people perceiving the climate as moderately or fairly favourable. The personal factors such as age, education, professional training and previous experience were not associated with their perceptions. Kumar and Dwivedi (1988) found among 180 middle level managers from 4 private industries and 190 middle level managers from 5 Indian textile industries that the organisational climate was a significant predictor of acceptance of change.
Sharma and Sharma (1989) examined the relationship of organisational climate with job satisfaction and anxiety in a group of 50 officers and 50 subordinates (clerks and assistants). Organisational climate was found to be positively related to job satisfaction and negatively to job anxiety in both officers and their subordinates. The correlations were strong for subordinates in the leadership and communication dimensions and stronger for officers in the interaction influence, decision making and goal setting dimensions of organisational climate.

Prakash (1987) investigated the relationship of normative expectations, organisational climate and leadership among 300 employees of 4 public sector industries. The sample comprised managers, supervisors and skilled and unskilled workers. Results showed that organisational climate was a predictor of integration and that integration was significantly related to supervisor and peer leadership. Findings suggest that supervisory leadership facilitated integration more than peer leadership.

Kumar (1981) studied the perceptions of employees in government departments and banks of their organisational climate. The results revealed that significant differences in the perceptions of organisational climate of
incumbents from the two sectors. The organisational climate was perceived more democratic by civil servants compared to those in banks.

Balgir (1990) states that perception of organisational climate differ from sector to sector. The private sector provides challenging work, due recognition for good work done, opportunity for growth and learning, freedom to act and congenial working conditions. While in general the public sector department undertaking offers high job security, moderate chances of promotion, growth and development.

Rajendran (1987) studied job satisfaction, job involvement and perceived organisational climate among the assistants and lower managerial personnel of government organisations. Result indicated that organisational structure had little effect on job satisfaction, levels of the two different organisation types. But job satisfaction was found to be higher for lower level management than for assistants and that managers in quasi-government organisations exercised more control than their government counterparts.

Srivastava (1987) investigated the relationship between job satisfaction and organisational climate among 100 junior and middle level managers of central government departments. Findings indicated that junior
and middle level officers' perception of job satisfaction and organisational climate were significantly correlated and that the two management levels did not differ in their perceptions. They exhibited neutral feelings about their jobs and about organisational climate.

Churchill et al. (1976) examined the organisational climate and job satisfaction among 479 industrial salesmen from 10 companies and concluded that organisational climate was an important determinant of sales force morale. The highly autonomous and non-routine nature of the sales job differentiated it from most other non-managerial positions in a firm and the nature of the relationship between a salesman and his role partner and organisational supervisors, customers, family members and others also had an effect on high job satisfaction.

Pratap and Srivastava (1985) compared public and private sector textile industries in terms of job satisfaction and organisational climate. Results indicated that there were significant differences between public and private sector employees in terms of job satisfaction and organisational climate.

The inter-relationships of the concepts of organisational climate and job satisfaction were studied in various organisational settings. Ganguli
(1964), Indiresan (1973), Srivastavas and Pratap (1982), Pritchard and Karasick (1973), Sharma (1985), Krishna and Krishan (1984), Kumar and Bohra (1979) studied job satisfaction of workers and their perception of the existing organisational climate in private sector. The perceived organisational climate tended to significantly affect the job satisfaction of the workers. The workers who perceived the existing organisational climate as democratic were found to be higher on overall job satisfaction than the workers perceiving the same climate as autocratic or undecided.

Friedlander and Margnlies (1969) in a study of 95 employees from a research and development organisation indicated that maximal satisfaction with different areas of one's work demands different mixes of climate components, as moderate by the work values of the employees. Satisfaction with task involvement was found to be maximised in climates high in management trust, satisfaction with interpersonal relations heightened in climates low in routine burdensome duties. In high work valued groups, satisfaction was heightened in climate high in management trust and intimacy, and low in burdensome duties, among those with a lesser values on work; satisfaction was maximised by climate high in spirit low in disengagement.
From the data collected on 284 work groups in 15 different organisations, Taylor and Bower (1972) concluded that organisational climate showed evidence of being more the cause of, than caused by, satisfaction.

A model to explain the relationship between organisational climate and job satisfaction was proposed by Lawler Hall and Oldham (1974). This study was designed to test the view that organisational structure and process were related to organisational climate which in turn related to organisational performance and employees job satisfaction among 117 directors, 291 scientists. Results showed that organisational process variables were significantly related to the climate of the organisation as perceived by the scientists. Perceived climate was in turn related to measured organisational performance and job satisfaction.

James, Hartman, Steblins and Jones (1977) obtained a significant association between psychological climate and components of violence-instrumentally expectancy model of job satisfaction on a sample of 504 managerial employees.

Muchinsky (1977) studied the relationships among measures of organisational communication, organisational climate, and job satisfaction.
among 695 employees of a large public utility. The results indicated that certain dimensions of organisational communication were related to both organisational climate and job satisfaction.

While many studies indicated a positive relation between job satisfaction and perceptions of organisational climate, Mishra (1982) obtained negative correlation of 0.49 between job satisfaction and organisational climate among a sample 60 supervisors and executives working in a public sector undertaking. Some studies were made reporting the relation between perceptions of organisational climate and the experiences of stress among the incumbents. O'Driscoll et al. (1988) conducted a 2 phase study on the relationship between organisational climate variables and burnout among 64 personnel in a multifunction community service agencies. The MRA showed that perceived interaction between head office administrators and sections of the agency contributed significantly to emotional exhaustion, whereas perceptions of within section interactions and involvement in decision making had a positive impact on personal accomplishment. Findings highlighted the importance of organisational variables and the strategies for burnout reduction and effective stress management in human service organisation.
Bedeian et al, (1981) examined the relationship between job related interpersonal and organisational climate factors and experienced role stress among 202 male and female nursing personnel aged 22-59 years. Results showed the impact of organisational level on relationship of role ambiguity and role conflict was significantly related.

Mishra et al (1989) examined the effects of various personal and organisational variables in producing stress among first line and middle level executives from public and private sector. Both organisational climate and work environment explained 23.08 percent of variance in mental health. Job satisfaction, work-related values and perceived organisational support explained 31.23 per cent of variance in coping styles. These variables (a) were negatively correlated with emotion focused coping style in both sectors and (b) had a negative relationship with experience of inequity. Significant differences were obtained between public and private sectors on both personal and organisational variables.

Studies reported that individuals perceptions of their organisational climate were related to their personality disposition (Glimer, 1971; George and Bishop, 1971).
George and Bishop (1971) using Cattell’s 16 P.F. and Halpin and Croft’s OCDQ (1963) demonstrated that the type of organizational climate perceived was directly related to the degree of compatibility between the organizational structural characteristics and the individual personality traits of its members. Stern (1970) and others found no relationship between personality and climate.

Perceptions of organizational climate was found to be related to need satisfaction (Ganesan, 1978; and Pillai, 1978) and level of self actualization (Kumar and Usha, 1978).

Ganasen et al., (1981) in another study of university lecturers (25-25 years) found significant relationship between personality orientation and organizational dimensions of conformity, reward, warmth and support.

**ORGANISATIONAL CLIMATE AND INDIVIDUAL PERSONALITY**

George and Bishop (1971) used Cattell’s (1957) sixteen PF to measure personality, Halpin and Croft’s (1963) OCDQ to measure organizational climate, and Hall’s bureaucracy scales to measure perceived organization structure. The author demonstrated the expected relationship between the three sets of variables, schools with particular kinds of structure and climate attracted teachers with particular personality traits. However since all three measures were perceptual we might have also hypothesized that an individual’s personality would affect his perception of both climate and structure, and thus, the relationship between them. Although most of George and Bishop’s more significant components contained both personality and structure variables, the personality variables
comprised the bulk of the variance. Thus, it would have been interesting to have held personality constant and examined the relationship between perceived climate and perceived structure.

Stern (1970) reported the work of Borgquist (1961) who found that high school graduates whose personalities were more congruent with their college climates were more satisfied with college. Fishburne (1967) used Stern's instruments to show that West Point military cadets who voluntarily left the academy had personalities discrepant from the climate.

The correlations between the three personality orientations (self, interaction and task) with six organisational climate variables and five need satisfaction variables (Maslow type) were found to be not significant and were very low (Ganesan 1978). The above results agree with the finding of Stern (1970) who explored the association between a person's needs and his perception of organisational climate. Stern used Murray's (1938) need-press theory as a framework for both the personality and a climate measure. Surprisingly however, joint factor analyses of these two measures showed little overlap between them. We would have expected personality would have affected perceived environment particularly since these two variables had a common conceptual basis. Payne and Pugh (1976) after reviewing
several studies concluded that the relationship between climate and personality variable to be less clear. Perhaps the lack of relationship between the member personality and the organisational climate is quite meaningful in the sense that the organisational climate is an organisational reality which cannot be perceived distinctly different due to the influence of member personality. It will be more relevant to study the influence of the leader personality over the organisational climate, since it is the leader who creates and controls the organisational climate.

PROBABILISTIC ORIENTATION

Probabilistic Orientation as a phenomenological construct has been related to a number of personality variables. A few studies have been conducted relating to probabilistic orientation with many variables.

Intelligence, creativity, extroversion and neuroticism were found to be correlated with probabilistic orientation in the case of girls but not in the case of boys. Probabilistic orientation was not significantly correlated with socio-economic status (Natarajan, 1983).
High and low groups on probabilistic orientation did not differ with regard to factors that were responsible for job satisfaction and job dissatisfaction among clerical women (George, 1989).

Textile organisation supervisors having extreme degree of probabilistic orientation were not uniquely distributed into any one of the four systems of management, viz exploitation, authoritative, benevolent authoritative, consultative and participative management. Probabilistic oriented individuals tend to perceive the communication process, interaction influence process, and decision making process in the organisation to be more oriented towards democratic system rather than towards exploitative authoritative system (Indumathi, 1989).

Significant positive relationship had been found between burnout and role conflict. While burnout and probabilistic orientation were significantly and negatively related among sports coaches (Govindarasu, 1988).

The construct probabilistic orientation is derived from a phenomenological perspective. It denotes the ways that an individual observes the events and things in the environment and comprehends them. The meaning and interpretation of the various events that come across in the life space of an individual are significantly summarised in probabilistic
orientation. It is identified as one of the cultural dimensions in India (Narayanan, 1977, 1979).

Probabilistic orientation refers to the expectation in which an individual takes a mental stand (set) with regard to the possible outcomes and actual outcomes in a situation. It is free from value judgements and prejudices. Probabilistic orientation welcomes every possible outcome with equal preference and does not label any particular outcome as good or bad, luck: it does not bother about the apparent implications of a particular outcome in an event. It stands as a condition of mind in which an individual accepts every outcome in events irrespective of its apparent implication to his/her interest. It is neither an optimistic view nor a pessimistic view: it treats an occurrence of an event just as an occurrence per se without regarding the occurrence as a threat or a promise (Narayanan, 1977, 1979).

Probabilistic orientation is essentially a system perspective. It believes that nature acts as a system without any bias or prejudice to an individual and everything in Nature is a random event arising out of a stochastic process. It views every event in an universal evolutionary perspective (Narayanan, 1984: Narayanan et al., 1984).
A few studies have exposed the relationship between cognition and probabilistic orientation. Probabilistic orientation is reported to be significantly correlated with factor-B. Intelligence (less intelligence - more intelligence) (Cattell, 1962) and creativity assessed by consequences, alternate uses, word completion, object identification and symbol creation tests scored for fluency only. The relationship between probabilistic orientation and intelligence and creativity explained above is found only in the case of girls and not in the case of boys (Natarajan, 1983). The findings evolved were obtained by studying 200 adolescents equally divided into both the sexes. In another study of more than 180 adults the relationship between probabilistic orientation and creativity assessed by Remote Association Test was explored. The findings revealed that probabilistic orientation is negatively related to creativity assessed in terms of ability to form remote associations (Narayanan and Vijayakumar, 1988).

Probabilistic orientation is not directly correlated with socio-economic status as found among adolescent boy and girls (Natarajan, 1983).

Probabilistic orientation is defined to be negatively, significantly correlated with innovative personality dimensions as found among 200
Probabilistic orientation is reported to be significantly negatively correlated with investigative and conventional dimensions of the personality dimensions propounded by Holland (1966), (Narayanan and Govindarasu, 1986). The personality was measured using MMPI items. The relationship between probabilistic orientation and the characteristics measured by MMPI was explained in a study on 33 male graduate adults. Probabilistic orientation is not correlated with any one of the MMPI scores except the Lie-score: Probabilistic orientation scores are negatively significantly related to L-scores (Narayanan, 1985). Another study has explained the relationship between probabilistic orientation and personality needs on a sample of 100 graduate adults by comparing criterion on various needs. The comparison reveals that both the groups have the same levels on all the needs studies (Natarajan, 1983).

Another study depicted the relationship between probabilistic orientation and Rorschach on a sample of 100 male adults (Ganesan, 1986). The findings reveal that highly probabilistically oriented individuals are characterised by high ego or thinking operation emotional control intelligence and interest, control impairment, aggressive acts, sexual
interest, perception of reality and the ability to perceive the common place and individuals lower probabilistic orientation by higher denial detachment from the real and fantasy.

The relationship between probabilistic orientation and Eysenck's Personality Dimensions (Eysenck and Eysenck, 1964) had been investigated on a sample of 100 adolescent boys and 100 adolescent girls (Natarajan, 1983). The findings revealed that probabilistic orientation was significantly related to extroversion among girls but not among boys.

Another study has attempted to study the relationship between probabilistic orientation and death anxiety on a sample of 30 adults and 30 elders (Templer, 1970; Narayanan, 1983). The findings showed that probabilistic orientation was significantly related to death anxiety among elders, but not among adults.

The relationship between probabilistic orientation and mental health was tested in a study employing 200 teachers of both the sexes distributed equally (Augustine, 1978; Jayaraj, 1984). The findings show that probabilistic orientation is positively and significantly related to mental health. However, the criterion groups on probabilistic orientation do not differ among themselves with reference to mental health. Another study has
explained the relationship between probabilistic orientation and personal values assessed in terms of values listed in Goran (Gorden, 1967: Narayanan and Govindarasu, 1984). The findings reveal that the personal values of variety, practical mindedness and orderliness are significantly and positively related to probabilistic orientation and social orientation, decisiveness and achievement are negatively significantly related to probabilistic orientation.

A study attempted to investigate the relationship between probabilistic orientation and level of aspiration on a sample of 75 adolescent boys and 75 adolescent girls. The Rotter's level of aspiration board was used to assess the aspiration. The findings show that aspiration height, mean performance, and goal discrepancy are significantly negatively correlated with probabilistic orientation. Mean aspiration is found to be positively correlated with probabilistic orientation. Performance height, goal tenacity, achievement discrepancy and rigidity are not correlated with probabilistic orientation. Further analysis reveal that when the scores on level of aspiration are calculated taking into account the subjective estimate of achieving the set level of goal achievement stated by the S, every time when he/she sets a goal, a more clear relationship between probabilistic
orientation and level of aspiration emerges: Probabilistic orientation is significantly, negatively correlated with goal discrepancy and achievement discrepancy and also performance. Other measures of aspiration were not correlated to probabilistic orientation. (Narayanan and Govindarasu, 1984).

Another investigation attempted to analyse the relationship between probabilistic and locus of control variables on a sample of 240 girls and 120 boys drawn from a higher secondary school. The findings show that probabilistic orientation is significantly and positively correlated with locus of control, chance and powerful others' orientations as found among girls and not among boys (Narayanan et al., 1984).

Another study has attempted to find out the relationship between security - insecurity (Maslow, 1962; Narayanan and Govindarasu, 1986) and probabilistic orientation on a sample of 55 adults drawn from a transport corporation. The findings reveal that probabilistic orientation is significantly correlated to security - insecurity.

The relationship between probabilistic orientation and the Indian Personality types was examined in another study. The personality types conceived include Rajas, Tamas and Sattav and were assessed using the Q-Sort Self Concept Test. The sample used in this study consisted on 100
female graduates. The findings show that the personality types do not differ among themselves with reference to probabilistic orientation. But the probabilistic orientation is significantly negatively correlated to Rajas. It is also reported that mixing up of the personality types viz., Rajas Tamas and Sattav individuals remains to be detrimental to probabilistic orientation.

A study attempted to examine the probabilistic orientation among employed and unemployed (Michael, 1985). The Ss were 480 male and female individuals equally distributed into Catholics and Protestants. The findings show that both employed and unemployed are homogeneous on probabilistic orientation. Males are less probabilistically oriented than females.

The difference between housewives, career women and women entrepreneurs on probabilistic orientation was tested in a study (Sunandini, 1985). The study employed 240 women from Coimbatore and Bangalore. The findings show that housewives, career women, and women entrepreneurs are more homogenous on probabilistic orientation. Career women are found to have significantly more probabilistic orientation than housewives and women entrepreneurs. House wives and women entrepreneurs have the same level of probabilistic orientation.
Another study employed 50 entrepreneurs, 50 potential entrepreneurs and 50 managers and tested for their extent of probabilistic orientation nature. The findings show that the Ss are not homogenous on probabilistic orientation. Entrepreneurs have significantly higher probabilistic orientation than potential entrepreneurs and managers. Potential entrepreneurs and managers do not differ on probabilistic orientation (Balakrishnan, 1985).

Another study has defined the relationship between probabilistic orientation and role conflict among clerks and officers in banks. The sample consisted of 100 clerks and 70 officers. The findings show that role conflict assessed in terms of readiness expressed by the individuals to comply with the tasks supposed to be constituting the role is not related to probabilistic orientation, criterion groups representing high, moderate and low levels of probabilistic orientation do not distinguish themselves on role conflict (Narayanan, 1981; Devi, 1982).

Another related probabilistic orientation and perceived support for innovation on a sample of 200 male and female school teachers distributed equally. The perceived support for innovation was measured using the Perceived Support for Innovation Scale (Siegel and Kaemmerer, 1976). The
results show that probabilistic orientation is significantly and negatively correlated to the perceived support for innovation (Jayaraj, 1984).

Probabilistic orientation and the perception of organisational climate (Litwin and Stringer, 1968) was examined in a study (Indumathi, 1986) on a sample of 80 clerks belonging to a textile organisation. The profiles of organisational climate perception of the high and low probabilistic orientation groups show that the profiles are parallel, coincident and not at level. The high probabilistic orientation group has higher scores on all the dimensions measured using the organisational climate questionnaire viz., structure, responsibility, reward, risk, warmth, support, conflict and identity.

Probabilistic orientation was measured as a job reaction, and its dynamic relationship that exists between systems of management and probabilistic orientation was examined in a study (Thirunavukkarasu, 1985). The system of management was assessed using Likert's (1967) profiles or organisational characteristics. 325 college teachers from 23 colleges of the Bharathiar University region constituted the sample for this study. The comparison of the high and low criterion groups on probabilistic organisation with reference to the profiles of organisational characteristics explores that the high probabilistic orientations' group perceives the
interaction influence process, the decision making process and control process to be highly favourable, the low probabilistic orientation group perceive the performance goals and training and goal setting ordering in a favourable manner. No difference existed with reference to the groups perception on Leadership process, motivational process and communication process. The high and low probabilistic orientation groups are parallel, coincident and at level with reference to their perception of the organisational characteristics (Thirunavukkarasu, 1986).

The extent of the influence of probabilistic orientation on burnout was investigated in a study (Govindarasu, 1988) on a sample of 102 sport coaches. The results show that burnout profiles of the high and low probabilistic oriented are parallel, coincident and at level. Probabilistic orientation is found to be significantly and negatively correlated with burnout.

**LOCUS OF CONTROL**

Internal and external locus of control is an expectancy variable. It is called expectancy variable because the actions or behaviour of an individual
will vary according to the person's expectancy regarding the outcomes of that behaviour.

On the one hand, internals tend to take action and thus might be expected to quit job more readily. On the other hand, they tend to be more successful on the job and more satisfied. Empirical evidence indicates that internals generally perform better on their jobs, but that conclusion should be moderated to reflect differences in job. Internals search more actively for information before making decision, are more motivated to achieve, and make a greater attempt to control their environment. Externals, however, are more compliant and willing to follow directions. Therefore, internals do well on sophisticated tasks which includes most managerial and professional jobs that require complex information processing and learning. Additionally, internals are more suited to jobs that require initiative and independence of action. In contrast externals would do well on jobs that are well structured and routine and where success depends heavily on complying with the direction of others (Robbin, 1991). Harrison et al. (1984) indicated that internals experienced more satisfaction when they were given choice in their work and externals showed greater satisfaction when they were not given choice.
Gregory (1981) indicated that internals showed better performance than externals in negative outcome conditions, but there was no difference in the performance of externals and internals in positive outcome conditions.

Is individual locus of control related to their job involvement? Studies showed positive correlation between internality and job involvement (Chandraiah, 1993; Runyon, 1973).

Examining sex, locus of control, job involvement of a six-country investigation of 372 Americans, 487 Mexican, 761 Japanese, 478 Yugoslavians, 575 Turkish and 254 Thai, Reitz and Jewell (1979) explained that internals particularly male subjects were more job involved than externals.

Dailey (1980) studied a sample of 281 R and D research leaders from private and public institutions and found that more internally oriented subjects perceived greater job involvement, job satisfaction, job motivation and psychological growth and satisfaction than the individuals who were more externally controlled. However, internals did not perceive the relationship between task characteristics and work attitudes differently than the more externally oriented subjects.
Batlis (1980) examined the moderating influence of locus of control and job involvement on the relation between role conflict, role ambiguity and three individual outcomes (Job satisfaction, job related anxiety and propensity to leave the organisation). Moderated multiple regression analysis failed to provide evidence of any significant moderating effects. However, job involvement by itself did add significantly to the prediction of propensity to leave.

Job satisfaction, another variable that was found to be related significantly and positively to locus of control. (Lester and Genz, 1978; Singh, 1978).

Mitchell et. al. (1975) studied the relationship of locus of control with supervision and work satisfaction. Results showed that internals had significantly higher overall job satisfaction than externals. Internally oriented supervisors tended to see rewards, respect and expertise as the more effective way to influence their subordinates but externals tended to see coercion and their formal position as the most effective.

In a study of randomly selected sample of 93 college officials to determine the relationship of locus of control and need achievement to job satisfaction. Hartley (1976) found that job satisfaction of the internals was
higher than that of the externals. However, the differences between internals and externals in their need achievement scores were not significant.

To explore the relationship between locus of control and a variety of variables associated, Knoop Robert (1981) divided 1960 teachers into two age groups, 20-35 and 35-60 years. Seven out of 8 variables (education, sex, income, self-esteem, job involvement, job satisfaction and alienation) showed stronger correlations with for older than for younger subjects. Only status was not found to be related to locus of control for either age group.

Richford and Jimic (1984) showed internality was positively related to job satisfaction and non-manipulative behaviours. Sharma, Umesh and Choudhary (1980) also reported that externality was significantly and negatively correlated with pay, promotion opportunities, supervision and the work itself but not with satisfaction and co-workers. They suggested that subjects who influence their environment to a greater degree might experience more satisfaction.

Kasperson and Conrad (1982) investigated hospital employees to determine whether perceived job satisfaction was related to their locus of control. While high scoring (external) subjects were relatively less satisfied than were the low scoring (internal) ones, their attitudes towards the
hospital, their working conditions and their managers were significantly less positive. It was concluded that the external group might be dissatisfied since they felt that they could not control their lives and project their frustration on the organisation and its management.

In a study of locus of control and job satisfaction among engineers in heavy electrical equipment firm Sharma et al. (1980) found that externality was significantly and negatively correlated with pay, promotion opportunities, supervision and the work itself but not with satisfaction with co-workers. It was suggested that subjects who believed that they could influence their environment to a greater degree perceived their job more satisfying.

Dortzbach (1976) investigated moral judgement and perceived locus of control in a cross sectional developmental study of adults aged 25-75 years. Locus of control scores were found to correlated positively with age. The high external scores of the oldest group was attributed to situational changes like retirement and health problem.

The foregoing brief review of available literature shows the evidence of several studies made to identify the sources of stress in industrial settings as well as in human service organisations. Several studies in the literature
emphasized the importance of many factors like job involvement, job satisfaction, perceptions of organizational climate and individual’s locus of control to the experience of job stress.

Positive perception of incumbents of their organizational climate has been identified by many studies as having buffering effect on their experience of increasing job burnout and decreasing job involvement, job satisfaction. Regarding the contribution of personality factors to subjective well-being, job satisfaction, job burnout and perceptions of organizational climate, the available studies were not conclusive. Internal-External dimensions of personality did not find place in many of the Indian studies to the field of present study were limited in the literature. A brief review of related literature thus point out some of the lacunae in the literature when specific information relevant to the Indian culture context were sought. Therefore, in this context the present study was envisaged.