Chapter I

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INTRODUCTION

If a country is unable to develop the skills and knowledge of its people and to utilise them effectively in various socio-economic activities, it would be unable to develop anything else. In brief, it is the development of human resources of a nation, not its capital nor its material resources, that ultimately determine the character and pace of economic and social development, in effect, influence the quality of life of people.

A major part of man's working life is spent on his work. His job, therefore, represents an important cultural segment. It is natural to expect that men seek to satisfy many of their needs in and through their work. Needs mainly arise as a result of imbalance and deficiencies in the psychological field. Job satisfaction provide important imbalance producing sources. It becomes necessary, therefore, to know the relative contribution of the job situation to the overall dissatisfaction-satisfaction in an individual's life. The individual is a unified organism and not merely
multiple of divorce needs: through his job life, he may like to achieve a satisfactory way of life itself.

A harmonious industrial life requires that the employer be fully aware of the needs of his employees. With depersonalisation and insulation on the one hand and a search for happy and wholesome living through work on the other, the need to study organisational attitudes surveys serve such useful purposes as identifying problem employees and departments, determining factors which are frustrating to employees, providing case materials for supervisory training and allowing the employee to emotionally unburden himself.

Psychologically, an attitude is a kind of mental set. It represents a predisposition to form certain opinion. An employee is asked what he thinks about his rate of pay. What he gives for an answer is his opinion. The attitude is more general and influences his opinion. An unfavourable attitude towards the company will cause worker to express a series of unfavourable opinions. His opinions on matters not covered by direct questions can be predicted, once a knowledge of his attitude has been gained. Opinions, however, are specific in that they refer to an interpretation of some specific event, behaviour or object. They represent an evaluation
not a description of factual evidence. When the interpretations have an emotional loading the frame work is largely one of the attitudes.

In a developing economy like ours, the problem of understanding job satisfaction of individuals acquires added significance. In such countries the capital, technical and technological resources are scarce and manpower is the only asset. Development requires high human as well as material resources. Under such circumstances it is essential that a proper understanding concerning satisfaction or happiness and deprivations emanating from the job life be obtained. This can be best achieved through scientific job attitudes studies.

In future, organisations must give greater emphasis to perceive their organisation as a vehicle to satisfy their expectation. Human demands and expectations, are again, a function of their personality, depicted in the form of feeling, attitudes and sentiments. If jobs are organised in proper manner, the organisational theorist reasons that the results will be the most favourable job attitude will follow. The industrial engineer believes that he can obtain the optimal organisation of work and the proper attitudes. The behavioural scientist has the strong belief that proper attitudes will lead to efficient job and organisational structure. Job enrichment provides the
opportunity of employees' psychological growth and he derives job satisfaction. What makes a job satisfying or dissatisfying does not depend only on the nature of job but on the expectations that individuals have of what their job should provide.

Mathur (1990) emphatically states that education is the main instrument for development. Education in India, specially the higher education gained a faster momentum in late sixties after independence. Hence the teachers play a very vital part in upbringing the intellectual quotient of the young ones and make them or mould them into useful citizens of the country. It is because of this important role on the part of the teachers this research was taken and an in-depth study was carried out about their attitude towards their profession, their commitment, involvement and the satisfaction they derive from the job.

**PURPOSE OF THE STUDY**

The study of systems management is aimed at unfolding business environment completely so that the researcher is able to understand the various factors which influence the given system, and study their inter and intra relationship. A system consists of different sets of people, equipments,
components, information etc., These factors work together as a whole system. One of the best normative approach is Likert's System Approach. This approach is based upon modern organisation and effectiveness. In this framework, organisations are divided into four different systems of management. Likert named these four systems of Management as System I, as Exploitative Authoritative; System II, as Benevolent Authoritative; System III, as consultative and System IV as participative. Each system has its own features and effectiveness.

The environment of an individual comprises all the physical and social factors around him which directly or indirectly affect his/her living including working conditions. The various environmental factors are interwoven with each other and in terms of their effects on the people and other living things. The quality of life can be evaluated by taking a number of aspects of people's life and assessing the person's subjective feeling of happiness or unhappiness about their concerns. The need for the study of climate has been well recognised in literature. Information on climate and job burnout relationship may have implication for consultants in organisational behaviour, organisational psychology, management educators and practioners. Organisational climate refers to the perceptions
of incumbents towards their work atmosphere, formal organisational structure, management policies and standards etc. Positive perceptions of organisational climate of the incumbents are reported to be enhancing their job satisfaction and involvement and reducing job burnout. People suffering from burnout, experiences low energy, chronic fatigue, and increased susceptibility to illness. Tension and irritability occur even though the person may feel emotionally depleted in other respects and increasingly negative attitudes towards the activity, may generalise to other areas of life as well. In human service profession staff burnout has been identified as a critical problem that can be debilitating to workers, detrimental to clients and costly to agencies. The consequences of burnout are no less serious in business and educational settings (Pathe, 1982). Burnout may be experienced more than one by the same individual. Burnout is a psycho-biological concept. No single factor leads to burnout, contributing factors are the personality, the stress in the work environment, individual perception of stress and mental or behavioural changes are subtle.

The systems lend scope to examine the personalities, skills and characteristic way of interacting which fit a particular system, since, each system of organisation requires personality skills and ways of interacting to
function at its best. Each form of organisation is assured to produce people suited to function well within the system and also to mould people in their own image. This could be examined using the system approach.

The present study attempts to determine the nature of subjective well-being and job burnout and to examine the hypothesis that it is plausible that personality orientation of individuals may contribute to the prevalence of subjective well-being and burnout in relation to system of the organisation.

**OBJECTIVE**

The main objective of the study is to examine the relationship between organisational climate and subjective well being and job burnout of the individuals.

**RESEARCH METHODOLOGY**

In this research work an attempt was made to study the systems and attitudes of the College teachers. Descriptive research was conducted from the point of knowing the systems and level of job burnout among the
College teachers. The procedures used in the study were described under the following headings:

1. Instrumentation.
2. Selection of sample of Educational Institutions and Selection of individual among the educational institutions.
3. Pilot study.
5. Statistical Analysis.

DESCRIPTION OF THE INSTRUMENT

SUBJECTIVE WELL-BEING INVENTORY (SWI)

The Subjective Well-being Inventory by Nagpal and Sell (1985), attempts to measure the state of subjective well-being of an individual on thirteen dimensions, viz, Transcendence, Inadequate mental mastery, Expectation- Achievement congruence, primary group concern, Perceived ill-health, Family group support, General well-being positive affect, Deficiency in social contacts, Social support, General well-being negative affect, Expectation - Achievement Discrepancy, Confidence in coping, Adequacy in social contacts. Of these thirteen dimensions, Inadequate
mental mastery, Perceived ill-health, Deficiency in social contacts, General well-being - negative affect and Expectation - Achievement Discrepancy are negative dimensions. It is therefore likely that individuals scoring high on these five dimensions are expected to experience lesser well-being. In all, there are 102 items on the scale and each item is followed by three alternatives except the dimension of Primary group concern, which has four alternatives. In a study, Mohandass (1991) reported that the SWS had a good reliability of 0.72 as found in a sample of 160 job losers.

THE BURNOUT INVENTORY (BI)

The present investigator has adopted the Burnout Inventory developed by Govindarasu (1988), to assess burnout among sports coaches, and to study burnout among the teachers. The BI consists of 112 items. The BI attempts to assess 14 dimensions of experience, viz Depleted Energy Reserves, Acute Anger, Lack of Creativity, Cynical Attitude, Jadedness, Job Dissatisfaction, Sleep Disturbance, Deep Pessimism, Avoiding Decisions, Obsession with Problems, Escape Activities, Physical Illness, Chronic Exhaustion, and Psychological Fatigue. The number of items in the
inventory pertaining to each of the dimensions just mentioned above are 13, 4, 5, 5, 9, 10, 6, 6, 4, 8, 10, 8, 12, 12 respectively.

The BI developed by Govindarasu (1988), initially assessed the subjects in terms of both frequency with which the experience concerned was experienced, and the intensity with which it was experienced. However, in the final analysis, he had omitted the intensity dimension of the experience from inclusion in the measurement. Consequently, the present investigator has also preferred to restrict the assessment of each one of the experience category relating to burnout in terms of only the frequency of occurrence of the experience. Govindarasu, (1988) has established validity of the BI by ascertaining correlation of BI scores with certain inventories relevant to burnout phenomenon by computing product moment correlation between the scores of the individuals on the Self Diagnosis Instrument (SDI, Pines and Aronson, 1980) and the Scores of the individuals on BI, the correlation obtained is reported to be 0.62 which is highly significant.
THE PROFILE OF ORGANISATIONAL CHARACTERISTICS (POC)

The Profile of Organisational Characteristics (POC) developed by Likert (1967) measures the type of management pattern existing in the particular organisation. The patterns of management assessed are defined in terms of the four systems of management viz., Exploitative Authoritative, Benevolent Authoritative, Consultative and Participative Systems. The profile of Organisational Characteristics consists of 51 items. These items attempt to assess the existing pattern of management in an organisation through different operating characteristics. Each one of the items of the POC refers to an operating characteristic of the organisation being assessed. Each item is presented as a statement relating to the operational characteristic concerned.

The respondent has to choose one of the four responses that follow the statement indicating the state of affairs existing in his/her institution with reference to the items responded to. Items bearing serial number 1 to 5 belong to leadership process. The motivational process is assessed through the items 6 to 12. The communication process is assessed through the items 13 to 26. The interaction influence process is assessed through the items 26
to 32. The decision making process is assessed through the items 33 to 40. The character of goal setting or ordering is assessed through the items 41 to 43. The control process is assessed through the item 44 to 48 and the performance goals and training are assessed through the items 44 to 51.

The information on the validity and the reliability of the earlier forms of the POC is well documented in Likert (1967). High inter-correlation is reported to have obtained among the items and between each item and the total score on POC. The correlation coefficient between an item and the total score are found to be greater than 0.64 and the split-half reliability of the POC is reported to be as high as 0.79.

The POC has been reported to have adequate reliability and is attested in the findings of recent studies done on Indian Organisations. In a study conducted in the Bharathiar University, POC had been used to assess the pattern of management of the collages (Thirunavukkarasu, 1986). The study reports that POC had high reliability and the coefficients for the different scales viz., leadership process, motivational process, decision making process, goal setting or ordering, control process and performance goals and training remain to be 0.75, 0.75, 0.76, 0.66, 0.66, 0.60, 0.74, and 0.61 respectively.
In another study of Indian Telephone Industries, Bangalore, POC had been used in an altered form. The reliability coefficients of the different scales on the POC are reported to be high in this study. The reliability coefficients reported in the study are 0.78, 0.64, 0.82, 0.69, 0.76, and 0.74 for leadership process, motivational process, communication process, decision making process, goal setting or ordering and control process respectively (Mohan Kumar, 1981).

THE PROBABILISTIC ORIENTATION QUESTIONNAIRE (POQ)

The Probabilistic Orientation Questionnaire (POQ) developed by Narayanan (1982) attempts to measure the orientation of an individual to consider every event in a probabilistic perspective. The questionnaire consists of 30 items developed on the basis of rigorous item analysis. Each item in the questionnaire is in the form of a statement. When responding to the questionnaire, the respondent is required to endorse or reject the statement as the case may be to indicate his orientation.

The questionnaire is reported to have adequate reliability in several investigations. The split-half reliability of the questionnaire is found to be 0.52 when administered on a sample of adults including both males and
females (Jayaraj, 1984). The questionnaire is reported to have a reliability of 0.76 in a study on transport drivers at Coimbatore (Govindarasu, 1984). In another study the questionnaire is reported to have a very high reliability coefficient of 0.98 as found on white collar textile organisation workers (Indumathi, 1986).

**SELECTION OF THE SAMPLE**

The sampling frame for the present study consists of all the Arts and Science Higher Educational Institutions situated in Coimbatore District and affiliated to Bharathiar University. The total number of colleges affiliated to Bharathiar University (Annual Report, 1996) are seventy eight including Technical, Management studies and Law College. Out of these, 48 colleges are Arts and Science Colleges. For this research purpose 27 colleges were selected by using simple random technique.

**SELECTION OF RESPONDENTS**

The total number of population in these 27 colleges were 1601 teachers at the time of the investigation. From each college an equal number (twenty) of individual samples were chosen, which was based on
the experience, ie., not less than two years of teaching experience. In the course of data collection 7 (seven) of the teachers from colleges were not able to participate in the investigation, since they were sent for the orientation programme. Three of the teachers went on a long leave and could not complete the instruments, and two teachers refused to answer to the items in POC. Therefore data were collected from 528 individuals for the research work.

PILOT STUDY

A pilot study was undertaken before proceeding with the main study. The pilot study ensure control of non-sampling error and enhancement of local control in experimental design (Fisher, 1947). Seven educational institutions included in the sampling frame were selected at random to constitute the sample of the educational institutions for pilot study. 50 teachers were selected at random from educational institutions to constitute the sample of teachers for the pilot study.
ADMINISTRATION OF THE INSTRUMENTS

The individuals included in the sample selected for the pilot study were individually administered the instruments already cited. The respondents were sufficiently assured that their responses to the instrument will not be revealed to the management or others and will be strictly confined to the treatment for research purposes. The verbal comments, facial expression, comments made by the respondents while responding to the items, level of co-operation extended by the respondents, and their general feelings in participating in the study were noted down in the Observation Record by the investigator. The respondents were questioned wherever necessary about how far they were able to comprehend the instructions and directions given to them by the investigator.

The observations made and the data collected were considered with regard to the objectives of the pilot study. The responses of the respondents to the instruments were scored. The scoring schemes used in scoring the various responses of the instruments are given in the appendix.
The odd-even split-half reliability coefficient are given in Table.

**Table :1**

**Split-half reliability coefficients of the eight scales of POC**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the item</th>
<th>r</th>
<th>Reliability coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Leadership Process</td>
<td>0.47</td>
<td>0.53</td>
</tr>
<tr>
<td>2</td>
<td>Character of Motivational Process</td>
<td>0.62</td>
<td>0.69</td>
</tr>
<tr>
<td>3</td>
<td>Character of Communication Process</td>
<td>0.49</td>
<td>0.65</td>
</tr>
<tr>
<td>4</td>
<td>Character of Interaction Influence Process</td>
<td>0.53</td>
<td>0.63</td>
</tr>
<tr>
<td>5</td>
<td>Character of Decision-Making Process</td>
<td>0.51</td>
<td>0.67</td>
</tr>
<tr>
<td>6</td>
<td>Character of goal setting (or) ordering</td>
<td>0.44</td>
<td>0.56</td>
</tr>
<tr>
<td>7</td>
<td>Character of control process</td>
<td>0.68</td>
<td>0.74</td>
</tr>
<tr>
<td>8</td>
<td>Performance goals and Training</td>
<td>0.42</td>
<td>0.59</td>
</tr>
</tbody>
</table>

The data presented in Table: 1 reveal that all the scales of the POQ are adequately reliable. The reliability coefficient ranges from 0.53 to 0.74.
The odd-even split-half reliability coefficient of the SWI, BI, and POQ are presented in Table: 2

**Table :2**

The Reliability Coefficient of the SWI, BI and POQ.

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Instrument</th>
<th>r</th>
<th>Reliability Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Subjective well-being (SWI)</td>
<td>0.51</td>
<td>0.64</td>
</tr>
<tr>
<td>2.</td>
<td>Burnout - Inventory (B.I)</td>
<td>0.45</td>
<td>0.62</td>
</tr>
<tr>
<td>3.</td>
<td>The Probabilistic Orientation Questionnaire (POQ)</td>
<td>0.59</td>
<td>0.71</td>
</tr>
</tbody>
</table>

From the above table, it is ascertained that the three instruments, used in this study are having high reliability coefficient.

**STATISTICAL ANALYSIS**

The data obtained from the respondents included in the main study using the instruments were scored and tabulated into a master table. The analysis of the data undertaken in the study include computation of
descriptive statistics, analysis of variance, and non-parametric statistics. The details of these analysis and their results have been presented in the IV chapter.

**SCOPE OF THE STUDY**

For this research study various colleges were selected which are affiliated to Bharathiar University. The number of colleges were chosen only from Arts and Science Colleges. The study aims at identifying the systems and the level of job burnout of the college teachers. The study includes conceptual clarification about Health, Internal-External Locus of Control, Job satisfaction and perception of the individuals.

**LIMITATION**

The present-investigation is confined to random sample and subjects are drawn only from Arts and Science Colleges which are affiliated to Bharathiar University. Thus the findings of the investigations cannot be generalised to the overall population of the colleges.
The Socio-economic condition of the teachers has not been considered in the present investigation, which is one of the major variable in altering the behaviour of the teachers.

OPERATIONAL DEFINITIONS OF THE TERMS

SUBJECTIVE WELL-BEING INVENTORY

Subjective well-being is defined operationally as the score obtained by an individual on the Subjective Well-being Questionnaire (Nagpal and Sell, 1985).

BURNOUT - INVENTORY

The burnout is defined as the score obtained by an individual on the Burnout - Inventory Questionnaire (Govindarasu, 1988).

SYSTEMS OF MANAGEMENT

The systems of management are defined operationally as the four pattern of management viz., Exploitative Authoritative, Benevolent Authoritative, Consultative and Participative described by Likert (1967)
and identified by standardisation of the Profiles of Organisational Characteristics (POC) within and across organisations in the region.

ORGANISATIONAL CHARACTERISTICS

The Organisational Characteristics are defined operationally as the characteristics measured by the POC Scales viz., Leadership Process, Motivational Process, Communication Process, Interaction - influence Process, Decision - Making Process, goal setting or ordering, Control Process and Performance goals and training.

PROBABILITY ORIENTATION

The Probabilistic Orientation is defined operationally as the score obtained by an individual on the Probabilistic Orientation Questionnaire (Narayanan, 1982).