Chapter II

Conceptual Analysis
CHAPTER - II

CONCEPTUAL ANALYSIS

<table>
<thead>
<tr>
<th>Concept</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONCEPT OF HEALTH</td>
<td>22</td>
</tr>
<tr>
<td>CONCEPT OF SUBJECTIVE WELL-BEING</td>
<td>26</td>
</tr>
<tr>
<td>CONCEPT OF BURNOUT</td>
<td>32</td>
</tr>
<tr>
<td>CONCEPT OF SYSTEMS MANAGEMENT</td>
<td>48</td>
</tr>
<tr>
<td>CONCEPT OF CLIMATE</td>
<td>57</td>
</tr>
<tr>
<td>CONCEPT OF PERSONALITY</td>
<td>61</td>
</tr>
<tr>
<td>CONCEPT OF PROBABILISTIC ORIENTATION</td>
<td>63</td>
</tr>
<tr>
<td>RESEARCH QUESTIONS AND HYPOTHESIS</td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER - II

CONCEPTUAL ANALYSIS

This chapter attempts to clarify the concept of the variables which are used in the present research work. A number of studies had been concerned with examining the various variables contributing to subjective well-being, burnout, organisational climate and personality.

CONCEPTUAL ANALYSIS

CONCEPT OF HEALTH

Health can be better understood if each person is seen as a part of a complex, interconnected biological and social system. Health is used to describe a number of entities; a philosophy of care (health promotion, health maintenance), a system (the health care delivery system), practices (good health practices), behaviour (health behaviour), costs (health care costs), insurance and so on.
The health status of any individual or any population is a sustainable balance involving complex response between a person's internal (physiological and psychological) and external (environmental) factors.

**PSYCHOLOGICAL CONCEPT OF HEALTH:-**

Psychological health refers to a person's ability to withstand the stresses of life. Mental health is further characterised by emotional stability, integration and adaptation to surroundings so a person can remain viable and unharmed despite constant changes. Greifinger and Grossman (1977) state that health is a dynamic movement toward a full realisation of latent possibilities in human feeling, minds and spirits as well as in the perfect continuing adjustment of an organism to its environment.

McDermott (1977) emphasises that health is a relative state representing the degree to which an individual can operate effectively within a particular circumstance of the physical and cultural environment. Knight (1974) defines health as a state of the harmonious integration of persons within themselves and within society, nature and the cosmos.

Livieratos (1978) says that health status is reflected by the extent to which an individual has reached certain levels of adaptation that encompass
a multi-dimensional state of physical, psychological and social well-being. Schlossers's (1977) definition of health includes physical, mental, interpersonal, social and spiritual elements.

Goodrich (1932) sees health as a composite terms for the best physical, mental and spiritual expression of human beings in building an efficient society. Burgess (1978) states that health is related closely to a person's unique physical and mental capabilities, perceptions of self and relationships to others, as well as personal goals and values in life. Schiffers and Peterson (1972) define health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

MENTAL HEALTH

Mental Health is for everyone and no one is excluded. The way we feel and think are important in every day of our lives whether we are 'up' or 'down' makes a difference.

THE CONCEPT OF MENTAL HEALTH

Health is a condition of being 'Safe' and 'Sound'. Mental health refers to a state of mind which is characterised by emotional well-being, relative
freedom from anxiety and disabling symptoms and a capacity to establish constructive relationships and cope with the demands and stresses or life. The concept of mental health can be better understood if an individual is seen as a complex, interconnected biological and social system.

Mental health is a state of equilibrium of body and resulting function of the body's successful adjustment to forces tending to disturb it. The health states of any individual is the balance involving complex response between a persons internal and external world.

The degree to which an individual can operate effectively within a particular circumstances of both physical and cultural environment reviewed is seen as Mental health by McDermott (1977).

A person's physical and mental abilities is related to health by Burgess (1978). Perception of self and relationships to others, as well as personal goals and values in life are also related is sound mental health.

The concept of mental health emphasise existence of a relatively enduring state wherein the person is well adjusted, has a zest for testing and is attaining self actualisation or self realisation. It is a positive state and not a mere absence of disorders (Arison and Speechly 1987).
If both personal and career adjustment were optimum before the occurrence of difficult career decisions is discussed, psychological and mental health outcomes could be improved in Houpt (1979) notion of mental health.

**SUBJECTIVE WELL-BEING**

Subjective well-being and quality of family life are two main facts of mental health. The concept of quality of life tends to cover a variety of areas such as physical and psychological complaints, feeling of well being, personal functioning, and general limitation. The quality of life can be evaluated by taking a number of aspects of a person's life and assessing the person's subjective feeling of happiness or unhappiness about the various life concerns.

Andrews and Withey, (1976) and Campbell and Coverse, (1970) suggest that the concept of quality of life is composed of physical, mental and social well-being as perceived by each individual or by each group of individuals.

The indicators of well being of an individual or a group of individuals have objective and subjective components. The objective components are
generally known as 'standard of living' which includes level of education, employment status, financial resources, housing conditions and comforts of modern living. 'Level of living' is the parallel term used in United Nations Documents. It consists of the components namely health, food consumption, education, occupation, and work conditions, housing, social security, clothing, recreation and leisure and human rights. These objective characteristics are believed to influence human well-being. An individual's satisfaction or happiness with his/her access to goods and services that are available to the community but also on his expectations and perceived reality. This subjective components link the concept of quality of life to subjective well-being. It is considered that the individual is the best judge of his/her situation and his/her state of well-being. It is believed that the subjective well-being is a function of the degree of congruence between the individual's wishes and needs on the one hand and environmental demands and opportunities, on the other. The magnitude of congruence between the individual and group expectations and the perceived reality is considered to be equally important (Nagpal and Sell, 1985).

Sometimes the relationship between an individual's economic resources and the individual's subjective well-being is considered to be
curvilinear. At the moderate level of living, the major determinant of the subjective well-being would be the matching between situational characteristics and the individual's needs, abilities and expectations. Each increase in the amenities of living would result in a direct increase in subjective well-being at the lower levels. It is more difficult to predict the input-output ratio in terms of quality of life or subjective well-being. It is assumed that increase in the objective standards of living like economic resources, housing and leisure may be accompanied by an quality of life. The benefit gained in the objective reality is the contribution to subjective well-being or quality of life.

The components as well as overall life concerns that contribute towards the subjective well-being of the individual or a group of individuals in regard to the physical, mental, social and spiritual aspects of life are well documented in the literature. Transcendence, Inadequate mental master, 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 and Adequacy
of social contacts are the thirteen components identified by Nagpal and Sell (1985).

Transcendence is related to life experience that are beyond the ordinary day-to-day material and rational existence. Transcendence is related to feelings of subjective well-being derived from values of a spiritual quality such as 'being part of mankind' or 'belonging to a common force' having moments of intense happiness such as ecstasy or bliss and having deep religious fulfilment in life.

Inadequate mental mastery denotes a sense of insufficient control over, or inability to deal efficiently with certain aspects of everyday life that are capable of disturbing the mental equilibrium. The inadequate mastery is perceived as disturbing or reducing subjective well-being.

Expectation-Achievement congruence refers to the feelings of well-being generated by achieving the standard of living, social status, success, freedom etc., as per one's expectations or what may be called satisfaction.

Primary groups concern refers to the feelings of happiness or worry about one's relationship with the primary family, viz., spouse and children.
Perceived ill-health denotes complaints such as getting tired too easily, concern over palpitation, giddiness, pains in various parts of the body and worried over health and physical fitness in general.

Family group support reflects positive feelings derived from the perception of the wider family as supportive cohesive and emotionally attached.

General well-being positive affect refers the feelings of well-being arising out of an overall perception of life as functioning smoothly and joyful, as at present and compared with the past. A happy feeling about one's accomplishments and finding life enjoyable and interesting are the examples for positive affect.

Deficiency in social contacts have the common feature of missing friends or worrying about being disliked. Wishing to have more friends than the individual actually has and sometimes feeling that he/she missed real close friends are the examples for deficiency in social contacts.

Social support is related to the perception of the social environment beyond the realm of the family as supportive in general and also in times of crises. The feeling of being part of a friendly and mutually supportive group
and finding company of a friend if desired are the example for social support.

General well-being negative affect describes life in a broad and general perspective—whether one considers life as useless or miserable and boring or uninteresting. Lack of confidence in what one is doing, worry about mental well-being and being disturbed by anxiety or tension are also the main elements of general well-being negative affect.

Expectation - Achievement discrepancy denotes inverses of the positive factor of expectation - achievement congruence. Feeling of worry about family life, sometimes worried about accomplishing so little of what the individual wants to accomplish and feeling of worry about having less success in life than the individual thinks he/she deserves are the example for expectation - achievement discrepancy.

Confidence in coping refers to some positive personality strengths—one's ability to manage situations when these do not turn out as expected, ability to remain calm in critical situations, confidence in coping crises and ability to concentrate well on things one is doing.

Adequacy in social contacts refers to positive feelings derived from a friendly surrounding outside the family. Good relationship with friends,
being liked by other people, and help by neighbours to family are the example for the individual who have adequate social contacts.

THE CONCEPT OF BURNOUT

Generally individuals enter their profession with great enthusiasm. But as they grow old in their profession, interaction with others, supervisory relations or interaction with subordinates sometimes get charged with feelings of anger. Employees in human services and institutions are often required to spend considerable time in intense involvement with other people. Frequently the staff-client interaction is centred around the clients' current problems (psychological, physical and/or social) and is therefore charged with feelings of embarrassment, anger and fear of despair. Because the solutions for these problems are not always obvious and easily obtained. Sometimes the solution become more ambiguous and frustrating. For the persons who work continuously with people under circumstances, the chronic stress can be emotionally draining and can lead to Burnout.

From time immemorial man works to live and lives to work. Man and work are thus so closely intertwined. Work determines his style of life. But work is not all that pleasant all the time for all the people. Execution of any
piece of work inevitably intends exertion of some amount of energy both physical and mental. This exertion creates some degree of tension, force, in the individual called stress. As long as this force is within the tolerable limits of the individual it leads to his effective functioning. In sufficient tension makes the individual rust - out while excessive tension beyond the individuals tolerable limits leaves him burnout.

Several internal and external factors operate on the individual's work efficiency. While employers cognitive potentialities, motivations, expectations, personality, disposition etc., can be named internal, factors related to job like nature of work, monetary benefits, organisational climate etc., are external. Interactional effects of these internal and external factors crystallise in the experience of positive or negative job attitudes and perceptions among the incumbents. Review of psychological literature shows evidence of a spate of studies pertaining to the causes and consequences of three of the most important job attitudes a. job involvement b. job satisfaction and c. job burnout.
A. JOB INVOLVEMENT

Job involvement refer to the level of identification of the incumbent with his job and job satisfaction refers to his experience of positive affect regarding his job. Many studies reported a positive relation between the two. It is easy to appreciate such a relation as a person deriving high satisfaction in his job would involve himself much more in it and vice versa. However, this need not be a universal phenomenon. There may be individuals who are highly satisfied with all or some aspects of their job and find no reason to involve themselves in work to that extent. On the other hand it could also be true with some people that they may be highly involved in their job for various reasons other than the satisfaction or no satisfaction they derive from the job. Such findings may be limited. Results of many studies established a positive relation between the two variables. Another variable that also found closely associated with these is job burnout. Job burnout which needs to be individually defined is the experiences of tension beyond the minimal level required in the execution of his job or with any job related aspect.

In addition to job satisfaction and job involvement there are many variables like differences in the organisational sectors, job level and age of
the incumbents, perceptions of their organisational climate, their locus of control etc., influencing the experience of job burnout.

Organisational climate refers to the perceptions of incumbents toward 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 job involvement and reducing job burnout.

Locus of control, an important personality construct, differentiates individuals into two groups - internals and externals. Internals are those who have faith in their own capabilities and potentials and attribute the end result to their own doing. In contrast to that, externals attribute the results of their efforts to any other external agents like their fate, luck or involvement of significant others etc., The individuals with locus of control are capable of influencing their job behaviour and experiences. Internal and external locus of control is an expectant variable. It is called expectancy variable because the actions or behaviour of an individual will vary according to the persons expectancy regarding the outcome of that behaviour.
B. JOB SATISFACTION

Job satisfaction means measurement of the extent to which a worker feels contented and happy about his work and the conditions in which it has to be done (Adiseshiah 1963).

Job satisfaction or dissatisfaction is the result of various attitudes the person holds towards his job, towards related factors and toward life in general (Von Halla Gilmer). Job satisfaction is an influence from the attitudes a person holds toward his job. If the attitudes are positive, we infer that a person has job satisfaction; if the attitudes are negative, the person is said to be dissatisfied.

Having a higher job satisfaction has a direct - effect on the improvement of the teachers efficiency. This raises the morale of the teacher. The teacher gets peace of mind and does his/her duty with good relations with the superiors and co-teachers.

Bullock considers job satisfaction as "an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job". These evaluation may rest largely upon one's own success or failure in the achievement of personal objectives and upon the perceived contribution of the job and company toward these ends. Smith
(1971) suggests that job satisfaction is the employee's judgement of how well his job on the whole is satisfying his various needs. Blum and Naylor (1980) consider job satisfaction as a resultant of many attitudes preserved by a worker. It is a general attitude which is the result of many specific job factors, individual characteristics, and group relationship outside the job. French, Korhhauser and Marrow complied as a list of on-the-job and off-the-job factors which were found by various investigators as underlying causes of satisfaction and dissatisfaction of workers. These classification suggests that workers satisfaction does not arise merely from factors on the job but runs the whole gamut of man's needs and aspiration.

Siegel (1976), on the basis of his review of job satisfaction studies, come to the conclusion that all the results may be conveniently grouped under two headings (i) intrinsic and (ii) extrinsic to the job itself. Factors intrinsic to job include pay, Job security, participation and personal recognition, hours and working conditions and occupational status. Among factors extrinsic to job are perception about supervision, sex, age, level of intelligence, job experience or length of services and personal adjustment.

Herzberg and his associates (1959), in their review of job attitude studies revealed 10 major factors constituting job satisfaction with nearly
150 specific aspects. The major factors are (i) intrinsic aspects of job (ii) supervision (iii) working conditions (iv) wages (v) opportunity for advancement (vi) security (vii) company and management (viii) social aspect of job (ix) communication and (x) benefits. We may conclude that job satisfaction is governed, to a large extent, by perceptions and expectations. Men work to satisfy their needs and they aspire or expect their work life to fulfil these needs. For perfect job satisfaction there should exist a one to one relationship between the perception of how well the job - life fulfils the various needs and expectations or aspirations of the individual and the extent to which these needs are actually fulfilled. Any discrepancy between aspiration and perceptions accounts for dissatisfaction.

Some investigators have provided a mathematical model of job satisfaction which is also known as the subtractive approach. These investigations believe that job satisfaction is a function of the difference between the amount of some outcome provided by a work role and strength of a related desire of motive on the part of the person. Vroom (1974) postulates an alternative approach to the study of job satisfaction which he explains by a multiplication model. He asserts that explanations of satisfactions require the use of both, work role and personality variables.
These two sets of variables almost always interact with each other. Any job satisfaction study should include information concerning both these set of variables. The satisfaction that an individual derives from a work role is assumed to be a function not only of the objective properties of that work role but also of the motives of the individual. The multiplication model holds that job satisfaction is a function of the product of a work role variable and a related motivational variable.

The motivation - hygiene theory proposed by Herzberg, Mausner and Synderman in 1959 is another approach to the study of job satisfaction. The theory suggests that there are two groups of elements that act differentially in producing satisfaction and dissatisfaction. Herzberg reports that two essentials have to be recognised. Firstly, the factors giving rise to job satisfactions are separate and distinct from those which lead to job dissatisfaction are not the obverse of each other. Therefore, the opposite of job satisfaction would not be job dissatisfaction but no job satisfaction. When people report about job satisfaction they most frequently describe factors related to their tasks, successful accomplishment of task and the possibility of professional growth. The dissatisfiers are mainly related to the context or environment of work like company policy and administration,
supervisors and working conditions interpersonal relations and salary. The dissatisfiers are also designated as hygiene or maintenance factors.

The satisfier factors which clearly stand out are achievement recognition, work itself, responsibility and advancement. The satisfiers are designated as motivators because they are believed to motivate the workers to superior performance. These factors are conductive to the self-actualisation process.

C. JOB BURNOUT

Many individuals enter into their profession with enthusiasm. They engage in learning the new things, meeting new people and proving their competence. Initially the career is seen as intrinsically rewarding and a major source of gratification, but as work demands and interactions with others begin to take their toll, may cause to feel increasingly isolated and less committed (Lee and Ashforth 1993).

According to Cherniss (1992), burnout is regarded as a psychological withdrawal from work in response to excessive stress or dissatisfaction. The loss of enthusiasm, excitement and a sense of omission in one's work are usually referred to as burnout. Individual who experiences burnout
gradually succumbs to internal and external pressures. Due to this reason
the individual is mentally and physically exhausted. Fruedenberger (1986)
states that burnout involves an individual's motivation.

In the initial stages of their career, individuals spend their energy
toward internal and external goal achievements. But in the later period they
began to doubt their achievement in work satisfaction. When the expected
difficulties are exceeded personal pressures increase and result in burnout
(Farber & Heifety 1981).

Burnout differs from malingering. Highly motivated workers more
likely experience burnout symptoms than the less motivated workers
(Carrol & White 1982). Unfulfilled expectations are one of the major
sources of burnout in human service programs (Cherniss 1980 a). The
individuals expected more in addition to other rewards pursued in the post.
Professionals began to leave their jobs if their occupations do not offer the
new psychological rewards. This historical change in the professional
attitude about work manifest professional burnout (Chenriss 1980 b.)

According to Robbins (1995) first there is existence of much
organisational or individual pressures work overload and interpersonal
conflicts. Second, the burnout candidates tends to hold unrealistic
expectation or ambitions. This combines to create stress, fatigue, frustration and feelings of helplessness and guilt. When burnout sets in, the person finds that he or she has difficulty in coping with the demands of the job.

Burnout may be experienced more than once by the same individual. How and to what degree the first experience of burnout affects subsequent experiences of burnout is a matter to be determined by research. Although certain characteristics are showed by all burnout workers and organisations, there will be always be aspects of the burnout process that are unique to particular persons, work sites and organisations.

Burnout is not a dichotomous variable. It is conceptualised as a continuous variable ranging from low to high degrees of experienced burnout (Cherniss 1981a). Burnout syndrome is a multidimensional one (Maslach & Jackson 1981b; Lachman 1983). Increased feelings of emotional exhaustion, depersonalisation and reduced feelings of personal accomplishment are the key dimensions of burnout (Maslach & Jackson 1981b). Emotional exhaustion refers to emotionally drained due to contact with other people. Depersonalisation refers to a callous response to their recipients. Reduced personal accomplishment refers to a decline in workers
feelings of competence and successful achievement in their work with other individuals.

Though "Burnout" has been defined in various ways "Maslasch" model of burnout is by far the most popular and widely studied because of its empirical appeal. Maslach has identified 3 key elements that appear to burnout syndrome. Emotional Exhaustion, Depersonalisation and feelings of reduced personal Accomplishment (1986).

Burnout is defined as a three dimensional concept characterised by (a) depersonalisation or a negative shift in response to other (b) decreased sense of personal accomplishment and (c) physical, mental and emotional exhaustion. They are low in energy, fatigued, feel helpless and trapped, and exhibit negative attitudes about themselves, work and life in general.

"Burnout is a bonafide phenomenon and a very significant one" (Maslack, 1982). Understanding burnout is important due to the adverse effect it has on individuals and organisations. Paine (1981) has presented an overview of burnout stress syndrome.

"Burnout stress syndrome (BOSS), the consequences of high levels of job stress, personal frustration and inadequate coping skills, have major personal, organisational and social costs and these costs are probably
increasing. Research on Burnout developed largely independently of the occupational stress area".

Burnout is a state of mental and/or physical exhaustion caused by excessive stress. It may also be defined as the interaction of the combination of:

a. Pre-existing personality factors.
b. Life experiences.
c. Psychological needs and expectations.
d. Environmental conditions that result in the inability to function effectively in any aspect of one's life - psychological, emotional, social, physical or occupational. It affects all aspects of a person's life.

Burnout occurs when one has more energy going out than the energy coming in. It does not occur overnight. It is a cumulative process of gradual wearing down of one's reserves with title recharging of energies. Burnout is mental, physical and emotional exhaustion. It strikes all ages, sex and all job levels, yet the most frequent victim are those people who seemingly are in most productive years of life.
Initial research on burnout (Maslack, 1976, 1978a, 1978b, 1979; Maslack and Jackson, 1978, 1979 in press; Jackson and Maslack, 1980; Maslack and Pines, 1977; Pines and Maslack, 1978, 1980) along with the work (Freudenberger, 1974, 75) suggest that burnout can lead to a deterioration in the quality of care or service that is provided by the staff. It appear to be a factor in job turnover, absenteeism, and low morale. Furthermore, burnout seems to be correlated with various self-reported indices of personal distress, including physical exhaustion, insomnia, increased use of alcohol and drugs, and marital and family problems, and various stressor in the work environment, such as work load and ambiguity, were related to burnout.

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. Burnout is often manifested by quickness to be irritated, sexual problems, fault finding, quickness to anger, and low frustration threshold. Further signs may be progressive detachment, loss of self-confidence and self-esteem, depression, an inability to concentrate or pay attention an increased cynicism and pessimism as well as general sense of futility. High achievers are prone to
burning out (Fruedenberger and Richelson, 1980). Such persons are replete with perfectionism, guilt a sense of inferiority, a need to prove themselves, an inability or unwillingness to delegate tasks. They are often committed and dedicated to their work above and beyond the call of duty, usually striving too hard and overlooking their schedules.

When burnout occurs, a previously enjoyable activity become an aversive source of stress. People suffering burnout experience low energy, chronic fatigue and increased susceptibility to illness. They may feel exhausted during the day. At an emotional level feelings of depression, helplessness and anger are frequently reported. Tension and irritability occur even though the person may feel emotionally depended in other respects and increasingly negative attitudes towards the activity may generalise to other areas of life as well.

In this last decade there has a tremendous growth in the research about stress and burnout. Due to the dramatic changes that have taken place in society over the last decade or two, work life stress and burnout have become immediate focal points of interest. This interest has reflected itself in an ever increasing research orientation into burnout, occupational stress, the impact of life events, stress and diseases etc.
THE CONCEPT OF STRESS

Many psychologist define stress, as the body's reaction to anything that threatens to damage the organism (Belle, 1982). "Stress is the sum of all forces, whatever their nature, which impinge upon the organism and which are intense enough. To cause strain and distortion in the organistic system" (Stern 1970). Stress is any external force which tends to produce a change or deformity (Bondi 1970).

From a psychological point of view stress may be defined as any state during which the body tends to mobilise its resources and during which its utilises more energy than it ordinarily would produce (Bourne and Ekstrand 1982) Shanmugam (1981) defines stress as "any condition that strains the coping capabilities of persons".

Stress as a class of stimuli, is generated through the hazards and calamities of life having considerable impact on one's physical and mental health (Lefrancois, 1980). The term 'Stress' carries two meaning. In one way it is used for the state of psychological upset caused by some strains and pressures. In another way, it is regarded as a class of stimuli threatening and thus causing disturbances in one's behaviour (Lefrancois, 1980).
STRESS FACTORS

Stress factors causing a state of stress. Two classes of stress are to be distinguished.
1. Physiological stress, factors: which involves except physical loads, high and low temperature, pain, stimuli, difficult respiration etc and
2. Psychological stress factors: threat, danger, offence, informational overload etc.

Stress can be said to be an adoptive response as a consequence of any external environment, which may be either positive or negative in its result, depends or demands upon individuals.

SYSTEMS OF MANAGEMENT

In the broader sense, any inter-related or organic whole is a system. The study of system management is aimed at unfolding business environment completely so that the managers are able to understand the various factors which influence the given system, and study their inter and intra relationship. Without such study, analysis and feedback, no system can attain its peak efficiency. As indicated, a system consists of different sets of
people, equipment, components, information etc. These sets are called sub-systems. These together work as a "Whole System".

Normative approaches suggest that there is one best way to manage an organisation. One of the approaches is Likert's (1967) System 4 Management. This approach is based upon modern organisation and effectiveness. In this framework, organisation are divided into 4 different Systems of Management. Likert named these 4 Systems of Management as System 1, as exploitive authoritative; System 2, as benevolent authoritative; System 3 as Consultative and System 4, as participative. Each system has its own features and effectiveness. The characteristics in each Systems are as follows.

SYSTEM 1

Exhibits autocratic style of leadership. There is little lateral interaction and team work. Decision making and control reside in the top of the organisation. Employees are motivated with punishments and occasional rewards. The communication is downward. It results in ordinary performance.
SYSTEM 2

This is very similar to System I except that, the management is more paternalistic, communications are a little more relaxed and the interaction is little more effective. Decision making is allowed to the subordinates but within limited boundaries defined by management.

SYSTEM 3

The consultative System increases employee interaction communication, and decision making. Employees are allowed to consult and make decisions of the problem but the management makes the final decision. Productivity is good, employees are moderately satisfied with the organisation.

SYSTEM 4

This is almost opposite to the System 1. In this system there is high member participation and interaction. Each member involves in the work and seeks to achieve the maximum productivity. Productivity is good. It makes member satisfaction. The communication occurs both laterally and vertically. Decisions are linked throughout the organisation by overlapping
membership. Work groups make decisions, improve methods, and good results. The work groups also have high performance goals. This System mainly centres around the group methods of decision making.

The major feature of System 4 Management is to provide employees with information about the organisational changes and productivity. Certain problems in complex organisations cannot be solved with traditional organisational theories. The Science based system 4 management theory offers certain solutions to these problems.

THE HUMAN ORGANISATION

Likert suggests that autocratic leadership is tight, unilateral control, and little or no subordinate participation in the decision process. In this system 1 model, managers hard to trust and confidence in his subordinates. In system 2 and 3 there is an increase in subordinates' participation trust in all matters, but not complete. System 4 is highly democratic model management. In this model subordinates have complete confidence and trust with superiors in all matters.

Research findings proved that the labour management relations of a firm is maximum when the firm falls in system 4 (participative)
management. Labour management relations has significant implications in organisational performance. The labour management relation are least in system 1 management firms. With good relations as in system 4, a company attains better means of solving problems and conflict. One of the basic determinants of the organisation to change its management system from system 1 to 4, is labour relations. In system 1 management, superiors and managers will not feel free to discuss the problems. In system 4, there will be favourable attitudes and excellent labour relations.

The relationship between superiors and subordinates is very important in organisational performance. Likert (1967) suggests that the relationship should be one of which is supportive and ego-building. The relationship very much related with subordinate's background, values and expectancies. Subordinates' and superiors' perception of the situations is also one of the determinants of favourable relationships.

System 4 management deals with the different groups in organisation overlapping each other. Each group is linked to other groups by members of persons who are members of more than one group. Likert describes this relationship as 'linking pins'. Groups and responsible interaction and decision making, communications are clear and understood. Good
responsibility, confidence and trust are established in this linking pins. High level goals can be attained through the mechanism of group decision making, multiple, overlapping group structure. Every member of the organisation which is in system 4 management will be having high performance aspirations. The procedures applied in system 4 management in a particular firm depends on nature of the work and traditions of the company.

Studies suggest that there is a significant relationship between leadership style and productivity. It is also proved that attitude of the workers towards management is also related to productivity. According to Likert productivity depends upon certain factors like difference between leader reported behaviour and actual behaviour, accurate measurement of productivity, influence of subordinates values, expectancies and skills, managers' capacity to influence upwards and time. Productivity also depends upon the firms' efforts to achieve higher productivity and reduce costs. The highest producing departments in any size company are closer to system 4 than other department.

Leadership style play a major role in inter relationship of organisations. System 1 leadership style, ie., authoritarian, results in system
Likewise participative leadership, system 4, results in participative organisations' characteristics. Every organisation falls into one of these four types of management systems. The management system of an organisation must have competitive component parts if it is to function effectively. Every aspect of managerial system is related to other parts and interact with it.

Feature of system 4 concept is its ability to achieve effectiveness and interaction influence of staff. It makes the organisation highly effective and highly motivated. To achieve high productivity superiors should have high performance goals, and supportive relationships. The subordinates should have favourable attitude towards superiors. In system 1 and system 2 superiors have high pressure and control and productivity is likely to be initially high because of compliance based on fear. It leads to unfavourable attitudes, distrust, poor communication, low levels of influence and co-operative motivation, low poor performance goals, and restriction of output. It results in high absenteeism and turnover. In system 4 management, superiors are interested in their subordinates and deals with them in constructive manner.
Subordinates feel apathy or hostility towards superiors and towards organisation when the supervision is based on economic needs. Organisation become complex and the basic human motives becomes inadequate. Supervision in system 1 and system 2 is based on economic needs. It decreases subordinates' dignity and personal worth. This systems deals with buying man's time and makes control and authority over him. Managers in system 3 and system 4, develops more insight into effective managerial principles. This system deals with ego motives, security motives, creativity, and economic motives, it results in solutions to the complex problems in organisation. Subordinates makes up word and lateral communications. Group loyalty and decision making becomes highly effective and serves the best interests of the entire organisation. In system 1 and system 2, subordinates fails to exchange their decisions to the superiors and unable to solve conflicting demands. In system 4 decisions are made with recommendations or actions involving superiors' judgements. Superiors' take initial actions.

Organisations under system 4 made up of multiple overlapping groups. The functional line, the product line, and the service line are all parts of a multiple, over lapping group structure (Likert, 1967). Each work
group has its superior directly above the member of the group. Some of the work groups will be at higher organisation levels, some at lower. The higher levels deals with co-ordination problems, the lower levels deal with specific problems and products. The vertical co-ordination will be handled by the member of overlapping groups of product line organisation. This may be supplemented by the functional departments.

The organisation in system 4 management achieve efficient geographical co-ordination and self improvement. System 1 and system 2 lacks this capability. The difference between the systems of management occurs at every hierarchical levels of organisation. The decisions and actions emerge more in system 4 than in system 2 in entire organisation. The achievement in co-ordinating and its application differ from one organisation to another organisation. Each organisation has its own history, traditions, and customs which are the determinants of co-ordinators.

Managers and each member of the work group helps to make clear contributions to success of the entire organisation under system 4 management. Each member perform well, uses his knowledge, skills, insights, motivations and competence. Job satisfaction is high. Individuals
feel worthy of and secure. They use maximum capability and hence the productivity is high.

THE CONCEPT OF CLIMATE

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 job involvement and reducing job burnout.

The general notion of organisation climate clearly defines the fact and occurrence of the complex interaction in an ordinary organisation. Scientific management analyses the individuals whereas Hawthorne movement analyses informal groups in the organisation climate provide a clear bondage between the organisational and individual levels of analysis (Taguiri and Litwin, 1968; Pheysey et al., 1971).

Organisational climate marks the outline of an organisation and differentiates it from others. It also exercises relatively long enduring influence in time on behaviour. (Forehand and Gilmer, 1964).
PERSONALITY

Personality is an important determinant of employee behaviour. If an employee likes monotonous or boring work; if he steadfastly refuses additional responsibilities in the form of promotion; if a supervisor fails to reprimand an unruly subordinate; or if a middle level manager tries to climb up the ladder to reach the top of an organisation callously ignoring ethical consideration; the explanation for such behaviour in each case depends on the individual personality, which predisposes an individual to certain behaviour patterns. A thoughtful application of personality concepts, though subjective, helps us to understand unique beings and groups with similar personality characteristics.

LOCUS OF CONTROL

Personality is one of the important dimension of locus of control. This concept was first formulated by Rotter (1966). Rotter's concept of locus of control was combination of cognitive theory and reinforcement theory. People are differentiated as having internal or external locus of control by Rotter on the basis of the extent to which an individual thinks he has control over the environment and his own density. Locus of control is
considered as a continuum with externally (E) oriented people on one side and internally (I) oriented people on the other side by Rotter.

INTERNAL LOCUS OF CONTROL

Internal locus of control is found to be more favourable than external locus of control. Persons with internal locus of control who feel that they can reach their goals through their potential look at life as a game of skill. But persons with external locus of control see life as a game of chance. Individual believing in internality describe themselves as being goal oriented and striving. The internally oriented individuals do not give up effort. Individuals who are internally oriented are more violent and observant. They are always on the look out for opportunities to exercise their potentials. Individuals with internal locus of control are potent, assertive and effective persons. Internality has been found to be positively correlated with school performance, cognitive development and various kinds of achievement - in several cultures (Bar - Tal and Bar - Zohar, 1977, Shute, Howard and Steyart, 1984, Tyler, Labarta and Olerom, 1986). It was found that in graduate school, students with internal locus of control do
well. They are more likely than externals to complete the requirements and obtain a Ph. D (Otten, 1977).

Internals have higher job satisfaction than externals (Cummins, 1990). Internals influence the outcome in social interaction than externals as they resist pressure to conform (Lefcourt, 1982). Internally oriented woman use more cosmetic than externals (Ressi and Chapman, 1985).

EXTERNAL LOCUS OF CONTROL

Individuals who have external locus of control depend on external factors and forces to explain their behaviour. Individuals with external locus of control depend on luck, fate and chance. Externals are more likely to be conforming than internals. Externals appear to be more suspicious and dogmatic than internals. The individuals who are externally oriented found to be helpers, incompetent and retiring. These people do not have motivation to struggle for success.

Externally oriented individuals feel that they cannot control their environment and don't take remedial action so easily. Individuals develop external attitude when they have like power and opportunity to change their environment. Maladaptive behaviours, anxiety and rigidity are found more
in externals. A cross cultural study revealed that among students of the United States, India and Hong Kong, those who had external locus of control also engaged in much self-destructive behaviour as smoking, excessive drinking and unsafe driving (Kelley et al 1986) Externals tend to give up in competitive situation but do as well as internals in co-operative situation because in competitive situation they have to function independently. In competitive situation they can be dependent.

The extent to which a person perceives himself as influenced by its internal - external orientation. The internal - external orientation reflects how far a person expects that his action is instrumental in bringing about change. The internally oriented individual is more likely to have aspirations and persistence to participate, to be resistant to persuasion to exert influence over others and to be independent. The external have the opposite characteristics refusing to accept personal blame, and being prone to low moods.

**PROBABILISTIC ORIENTATION AS A PERSONALITY TRAIT**

An attempt to identify individual differences in terms of probabilistic orientation has been made by Narayanan (1977, 1979, 1983). He suggests
that individuals differ in their orientation to accept the randomness of occurrences of events. Since nature is unbiased, events occur in a random order without prejudice to an individual. When an individual is aware of the probabilistic nature of events, he will shun attributing motives to others in relation to his behaviour and he would cease to label events as 'good' and 'bad'. Narayanan suggests that this tendency to acknowledge the chance or randomness of events may provide an anchor to the personality of an individual. It is plausible that people vary in their probabilistic orientation and that probabilistic orientation may constitute a significant and valid source of individual differences in personality.

The individual's behaviour is mediated by probabilism or the tendency to estimate the success or failure of a behavioural act has been well established in the writings of Brunswik (1943). It is also known through the literature contributed by John Cohen (1957, 1972) that an individual is governed by his own subjective estimate of subjective probability rather than the mathematical probability in behavioural situation. The concept of probabilism and subjective probability provide a back drop for conceiving probabilistic orientation as a valid variable related to individual differences.
It is possible that probabilistic orientation may represent the formal operational stage of intellectual development expounded by Piaget (1950).

Probabilistic orientation may be considered as a rediscovery of oriental identification of personality. At this stage of knowledge, the concept is not fully tested for its validity. A few studies done by Narayanan (1977, 1979, 1983) suggest that the concept may stand empirical verification.

The present study attempt to explore the nature of probabilistic orientation. It is hoped the findings of this investigation will constitute to the understanding of the nature of the variable probabilistic orientation.

RESEARCH QUESTIONS AND HYPOTHESIS

The conceptual analysis presented so far in this chapter provides a number of research questions with regard to the possible link between the systems and the subjective well-being including other variables burnout inventory and probabilistic orientation.
RESEARCH QUESTIONS

1.0. Whether the individuals belonging to institutions adopting different systems of management differ among themselves with regard to their subjective well-being?

1.1. Whether the individuals belonging to institutions adopting different systems of management differ among themselves with regard to their burn out?

1.2. Whether the individuals belonging to institutions adopting different systems of management differ among themselves with regard to their probabilistic orientation?

2.0. Whether there is any inter-correlation among the scores of the individuals on the thirteen dimensions of the subjective well-being?

2.1. Whether there is any inter-correlation among the scores of the individuals on the fourteen dimensions of the Burnout Inventory?

2.2. Whether there is any inter-correlation among the scores of the individuals on the eight dimensions of the profile of the Organisational Climate?

3.0. Whether the subjective well-being among the individuals is correlated to their organisational climate?
3.1. Whether the job-burnout among the individuals is correlated to their organisational climate?

3.2. Whether the probabilistic orientation among the individuals is correlated to their organisational climate?

3.3. Whether the subjective well being among the individuals is correlated to their probabilistic orientation?

3.4. Whether the burnout among the individuals is correlated to their probabilistic orientation?

HYPOTHESIS

1.1.0. The individuals belonging to institutions adopting different systems of management will differ among themselves with regard to their subjective well-being.

1.2.0. The individuals belonging to institutions adopting different systems of management will differ among themselves with regard to their burnout.

1.3.0. The individuals belonging to institutions adopting different system of management will differ among themselves with regard to their probabilistic orientation.
1.4.0. There exist significant correlation between organisational climate and subjective well-being.

1.5.0. There exist significant correlation between organisation climate and burnout.

1.6.0. There exist significant correlation between organisational Climate and probabilistic orientation.

1.7.0. There exist significant correlation between subjective well-being and probabilistic orientation.

1.8.0. There exist significant correlation between burnout and probabilistic orientation.