Chapter – VI
Summary and Conclusion

Comer (2004) defines learned helplessness as, “the perception based on past experiences that one has no control over one’s reinforcement”. Learned helplessness is a phenomenon containing three components: contingency, cognition and behaviour. The theory of learned helplessness posits a number of testable predictions. The studies carried out Euro American context posit personal helplessness and universal helplessness as two orthogonal dimensions. Sahoo (1991) obtained significant positive association between the two types of helplessness that is personal and universal helplessness. Persons experiencing personal helplessness attribute causality to internal factors such as lack of ability, they exhibit internal locus of control. On the contrary, persons demonstrating universal helplessness attribute causality to external factors such as chance or luck, they exhibit external locus of control.

Helplessness deficits are manifest in three interrelated areas of functioning: Cognitive, affective and motivational. In the cognitive area of functioning, organisms fail to learn association between new stimulus and response. The acquisition of skills is made impossible. Second, organisms display depressed affect. Third, there is retarded initiation of responses. The organisms learn that all attempts to solve a problem is an exercise in futility.

An important feature of Learned Helplessness syndrome is its cross-situational consistency. Helplessness sometimes remains specific to one situation (Cole and Coyne 1977), but at other times generalizes across situations (Hiroto and Seligman, 1975). Abramson, Seligman and Teasdale (1978) used attributional dimensions of “Internality – Externality”, “Stability” and “Globality” to explain the concept of Learned Helplessness.
It was posited that individuals encountering uncontrollable situations ask themselves three fundamental questions – (a) Who is responsible for bad event? (b) how pervasive is its effect? and (c) How long would it stay? Individual’s style of response determines helplessness pattern. The consistent pattern of attributions a person makes is his/her explanatory style. An individual’s attributional style or explanatory style is the key to understanding why people respond differently to adverse events (Peterson and Seligman, 1984). It is possible that individuals may attribute the causality to internal factors. They may explain the negative events in terms of their lack of ability (internal attributions). On the contrary, they may explain the events in terms of the role of other individuals or outside factors (external attribution). Similarly, they may feel that the event would pervade into all aspects of their life (global attributions) or they may feel that the effects would be limited to specific domains of their life (specific attribution). Furthermore, some people may believe that the negative events would continue forever (stable attribution), while others believe that the events would be short-lived (unstable attributions).

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Sahoo and Sahoo (1991) examined the relationship between helplessness and different personality dimensions. Significant negative association was shown with respect to dominance, sociability, social presence, social presence, sense of well being, responsibility, socialization achievement via conformance and intellectual efficacy. It has also been observed that learned helplessness has been studied in relation to achievement, attribution style, self-efficacy, stress management, etc., but the exploration of stable predictors - Personality Type A/B, Emotional Intelligence and Sex, in connection to Types of Organizations have been least attended. The conceptual advances in the area or achievement are likely to be applicable to work behaviour.

Work settings presents work goals and employees are expected to successfully accomplish work objectives. It has been found that there is a role of helplessness in job efficiency and work motivation. There are studies which report that employees working in different organizations differ in their feeling of helplessness. There are various studies which report that the efficiency of employees depend upon their perception of control. Sahoo’s (1991) study revealed that employees in financial organizations demonstrated the least personal helplessness and non-contingency, while industrial employees showed higher personal helplessness compared to employees of educational and financial organizations. Employees both in educational and financial organizations experience lower emotional deficit as well as greater motivational deficits that did industrial employees.
Emotional Intelligence means our capacity to deal with our feelings wisely and the ability to reason for our vital well being. Knowing one’s emotions, managing emotions, motivating oneself, persistence and social deftness are the key components of Emotional Intelligence. Mayer and Salovey (1997) define emotional intelligence as the ability to monitor one’s own and other’s feelings and emotions to discriminate among them and to use this information to guide one’s thinking and action. Weiner’s (1985) study reveals that Emotional Intelligence plays a moderating role in the attribution-emotion-behaviour process. The Emotional Intelligence dimensions of perception, facilitation and understanding emotions are posited to moderate the relationship between outcome-dependent effect and attribution formation. Strong evidence and research has directly linked emotional intelligence to improved performance in the job.

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The proponents of Type-A Behaviour Pattern (Rosenman, et al. 1964) refers it to a competitive, multiphasic and achievement oriented personality who is having a sense of time urgency and impatience, becomes angry and aroused easily. Glass and Carver (1980) classified the major components of Type-A Behaviour as competitive, achievement striving, a sense of time urgency and aggressiveness. On the other hand, relative absence of these characteristics and instances among the persons are classified as Type-B Personalities. Type-B people tend to be relaxed, less competitive and lower in risk. Type-B can be defined as temperament characterized by moderate ambitiousness and drive, accommodating attitude, cooperativeness, focus on quality over quantity and in general an easy going approach to life.
The model of LH deals with different aspects of personality which plays an important role in the development of LH. But these aspects have not been focused in many researches. The paucity of researches in the area of LH with respect to affective and behavioral aspects of personality Type-A/B and Sex in relation to Type of organizations has led researcher to undertake a study entitled “Learned Helplessness: A Study in Relation to Emotional Intelligence, Personality Pattern and Sex”. The knowledge of research will have its significance where the major predictors from the domain of cognition, personality and affective can be determined.

Various studies have revealed relationships of Learned Helplessness with perception of control (Langer, 1983; Glass, et al. 1973); desire for control (Burger and Arkin, 1980; Burger, 1984); academic attainment (Schunk, 1981; Schunk 1989). Also, helplessness plays a distinct role in the impairment of children’s competence (Sahoo and Sia, 1988); Self efficacy (Bandura, 1977a; Sahoo and Batra, 1997; Sahoo and Nanda, 2000).

Like helplessness, locus of control pertains to the relationship between actions and outcomes (Lefcourt, 1980). The construct of control is believed to be the core concept for the prediction of helplessness. Control and helplessness has been linked to depression (Abramson, et al. 1978; Burger, 1984; Seligman, 1975; Abramson, et al. Garber and Seligman, 1980). Sahoo and Panda (1994) reported that depression and helplessness remain unrelated in Indian Settings. Control has also been studied in relation to academic performance (Dweck and Licht, 1980). Perceived control found to be a moderator of stress illness relation (Weigel, et al. 1989) and health (Wallston and Wallston, 1981). Learned helplessness has also been studied in relation to health problems. Strickland (1978) and Lefcourt (1979) focused on locus of control as a predictor of health related behaviour and stress management respectively. Studies on Sex difference reveals that females exhibit more helplessness than males (Leunes, et al. 1980; Gundersen and Rozell, 1998). Girls attribute failure to stable factors such as ability (Dweck, et al. 1978; Lenny,
Girls rated their future expectations slightly lower than boys (Jacquelynne, et al. 1982). Dweck and Bush (1976) found boys showing more helplessness than girls when peers delivered future feedback. Girls consistently receive higher grades than boys and receive less criticism (Mc Candless, et al. 1972). Girls are processors of superior intellectual and personal virtues (Copersmith, 1967; Digman, 1963).

Deo, A.K. (2004) studied Type A behaviour pattern and stress among twelfth standard students. The results were interpreted in the context of Indian culture. Male and female twelfth standard students both experienced almost the same amount of stress, arts faculty students had encountered maximum stress. Type-A behaviour pattern in students was positively associated with Learned Helplessness.

There are ample of researches in the field of Learned Helplessness. It has been studied with respect to various personality dimensions, life satisfaction, happiness, sex differences and many other life events. But very few researches have been conducted in relation to Learned Helplessness with Emotional Intelligence, Personality Type-A/B and Sex in connection to Type of Organizations. The paucity of researches in this area has led researcher to conduct a study entitled “Learned Helplessness: Study in relation Emotional Intelligence, Personality Pattern and Sex”. The objectives and hypotheses of the study has been formulated on the basis of reviews mentioned in the previous section.

To find out the relationship between LH and different components of EI.

Find out the relationship between LH and different components of Personality Type A/B.

To find out the best EI predictors of LH.

To find out the best Personality Type-A/B predictors of LH.

To find out whether or not the managers with high and low EI differ in their feeling of LH.
To find out whether or not the managers with Personality Type-A and personality type B differ in their feeling of LH.

To find out whether or not the managers with Personality Type-A and Personality Type-B differ in their feeling of LH.

To find out whether or not the public sector and private sector managers differ in their feeling of LH.

To find out the interaction affect of Sex, Type of Organizations and EI on LH.

There will be negative relationship between LH and different components of EI.
There will be positive relationship between LH and different components of Personality Type-A.

There will be negative relationship between LH and different components of Personality Type-B.

All the predictors of EI will predict LH.

All the predictors of Personality Type-A will predict LH.

All the predictors of Personality Type-B will predict LH.

There will be significant difference in the feeling of LH among the managers with respect to their EI.

More specifically, managers with high EI will show low feeling of LH in comparison to managers with low EI.

Managers with Personality Type-A would show high feeling of LH as compared to managers with Personality Type-B.
There will be combined effect of EI, and Sex on the development of LH.
There will be combined effect of EI and Type of Organizations on the development of LH.
There will be combined effect of Type-A/B Personality and Sex on the development of LH.

There will be combined effect of Type-A/B Personality Pattern and Type of Organizations on the development of LH.
There will be combined effect of Sex, EI and Type of Organizations on the development of LH.
There will be combined effect of Sex, Type-A/B Personality Pattern and Type of Organizations on the development of LH.

The sample of the study consists of male and female managers from various industries of Chhattisgarh. The industries were basically iron and steel and cement production units from both public and private sectors. The total sample consisted of 500 managers and supervisors. Out of 500 employees 250 employees were from public industrial sector (125 males and 125 females) and 250 employees were from private industrial sector (125 males and 125 females).

In order to measure the Learned Helplessness of the subjects Learned Helplessness Scale (LHS) was used. LHS was originally developed by Seligman (1970). The scale was adapted and translated into Hindi by Srivastava and Patro (2006). To assess Emotional Intelligence, Emotional Intelligence Scale (EIS) by Hyde, Pethe and Dhar (2007) was used.
To assess the Personality Type of the managers, the Type-A/B Behaviour Pattern Scale (ABBPS) by Dhar (2001) has been used.

The study by nature is ‘S’ type research. The main objective of the study was to find out the relationship of LH with EI and Personality Type-A/B of the male and female managers working in public and private industrial sectors. The dependent variable of the study is Learned Helplessness and independent variables are Emotional Intelligence, Personality Type-A/B and Sex. The study is divided into two parts.

The first part of the study deals with the relationship of Learned Helplessness with affective state of managers i.e., the Emotional Intelligence, Sex, and Type of Organizations. Dependent variable is Learned Helplessness with three dimensions of attributions, PmB, PvB, PsB as described earlier. The Independent Variables of this part of the study are Emotional Intelligence with ten factors – “self-awareness, empathy, elf motivation, emotional stability, managing relations, integrity, self-development, value orientation, commitment, altruistic behaviour”, Sex and Type of Organizations. Emotional Intelligence with two levels (high and low), Sex with two levels (males and females), Type of Organizations with two levels (private sector and public sector). Thus, for Emotional Intelligence the design obtained is 2 x 2 x 2 factorial design.

The second part of the study deals with relationship between Learned Helplessness and Personality Type-A/B, Sex and Type of Organization. The dependent variable of the study is Learned Helplessness as mentioned earlier and the independent variables are Personality Type-A with six factors “tenseness, impatience, restlessness, achievement orientation, domineering and work alcoholic” and Personality Type-B with five factors – “complacent, easy going, nonassertive, relaxed and patience”, Sex and Type of Organizations.
Personality Pattern with two levels (type-A and type-B), Sex with two levels (males and females), Type of Organizations with two levels (private sector and public sector). Also, for personality type A-B the design emerges to be $2 \times 2 \times 2$ factorial design.

For data collection the researcher approached managers and supervisors through proper channels and contacted them personally. The purposes of the research and data collection were made clear to the subjects and they were requested to fill up the scales provided to them. The instructions printed on the scale were also made clear to the respondents. After they filled up the scales the test materials were taken back from them. The scoring of each scale was done in accordance to the scoring pattern mentioned in the manual. After scoring the data was organized for statistical analysis.

The results of Correlational Analysis computed to find out relationship between Learned Helplessness and various components of Emotional Intelligence reveals that all the components of Emotional Intelligence is significantly negatively correlated with Learned Helplessness and the total value of Emotional Intelligence has also been found to be significantly negatively related to Learned Helplessness. It indicates that lower, the self awareness, the empathy, the self motivation, the emotional stability, the managing relations, the integrity, the self development, the value orientation, the commitment and the altruistic behaviour, higher will be the Learned Helplessness.

The summary of Regression Analysis reveals that the Self-awareness and Empathy components of the Emotional Intelligence emerge out to be the best predictors of Learned Helplessness contributing their significant variances. It has been observed that Self-awareness has contributed most of its variance from the total variance of Emotional Intelligence in Learned Helplessness. The negative relationship between the two indicates that lower the Self awareness, higher will be the Learned Helplessness. It has also been found that Empathy contributes its variance
in the development of Learned Helplessness but its contribution is negligible. Thus, the hypothesis indicating the relationship of Learned Helplessness with different components of Emotional Intelligence is accepted.

The 2x2x2 ANOVA results reveal that the managers with high Emotional Intelligence showed low feeling of Learned Helplessness in comparison to managers with low Emotional Intelligence. Thus, the hypothesis indicating “managers with high Emotional Intelligence will show low feeling of Learned Helplessness in comparison to managers with low Emotional Intelligence” is accepted.

The male and female managers differ significantly in their Learned Helplessness feeling. The male managers showed high feeling of Learned Helplessness in comparison to female managers. The hypothesis indicating “female managers would show high feeling of Learned Helplessness as compared to their male counterparts, is not accepted in the first part of the study.

The managers of different organizations did not differ significantly in their feeling of Learned Helplessness. This indicates that the hypothesis stating, “There will be significant difference in the feeling of Learned Helplessness among the managers of different Type of Organizations, taken in the study i.e. private and public industrial organizations” has been rejected.

The interaction effect of the variables “Type of Organization and Emotional Intelligence” and “Sex and Emotional Intelligence” on Learned Helplessness was significant. The hypothesis stating combined effect of “Type of Organization x Emotional Intelligence” and “Sex x EI”, was accepted.

The main objective of the second part of the study was to find out the relationship between Learned Helplessness and Personality Type-A/B factors. The six factors of Type-A Personality are - tenseness, impatience, restlessness, achievement orientation, domineering and work alcoholic and the five factors of Type-B
Personality are - complacent, easygoing, nonassertive, relaxed and patience. An attempt is made to find out best predicting Personality Type-A and Personality Type-B factors to Learned Helplessness.

The Correlation and Regression Analysis were computed to find out the relationship of Learned Helplessness with different components of Personality Type-A/B and the predictors of Type-A/B Personality Pattern for Learned Helplessness.

The results of the corelational analysis reveal insignificant relationship of LH with components of Personality Type-A and Personality Type-B Thus it is observed that Personality Type-A/B factors do not seem to contribute in the feeling of Learned Helplessness.

To find out difference in Personality Type-A/B and Sex and Type of Organizations, the design obtained is 2 x 2 x 2 factorial design and thus, 2 x 2 x 2 ANOVA was computed.

The results reveal significant Sex difference in Learned Helplessness. The hypothesis related to Sex difference is confirmed. The high mean score of females in comparison to males reveal that female managers when considered in context of extreme Personality Types show high feeling of Learned Helplessness in comparison to male managers.

The main effect of Personality Type-A/B has been found to be insignificant. It indicates that the two groups of managers with Personality Type-A and Personality Type-B do not differ significantly in their feeling of Learned Helplessness. Thus, the null hypothesis stating no difference in the groups is accepted and the research hypothesis stating that there will be difference in the feeling of Learned Helplessness among Personality Type-A/B managers is rejected.
It has been observed that the interaction effect of Sex and Type of Organization on Learned Helplessness is significant. The hypothesis stating interaction effect of Sex and Type of Organization is accepted.

Further analysis have been made with respect to different dimensions of Learned Helplessness that is “PmB” indicates “Permanance” (stability/instability) – permanence means people who give up easily believe that the causes of bad events are permanent, that the bad events will persist. “PvB” indicates “Pervasiveness” (globality/specificity) – people who make global or universal explanations for their failure give up on every thing when failure strikes in one area. “PsB” indicates “Personalization” (internality/externality) – People with internal pessimistic style personalize negative events. They consider themselves responsible for bad events.

It has been found that all the ten components of Emotional Intelligence are significantly negatively correlated with Learned Helplessness. The “Empathy” component of Emotional Intelligence has been found to be a significant predictor of “PmB”. Empathy means recognizing feelings in others and tuning into their verbal and non-verbal cues, better able to take another person’s perspective, improved empathy and sensitive to others’ feelings and better at listening to others. This states that managers with low empathy feeling have “stability in their attribution for negative events. The term “always” and “never” indicate a permanent and stable pessimistic style. Example – Diets never work; I am all washed up.

The “Commitment” component of Emotional Intelligence has been found to be an important predictor of “PvB” that is lower the commitment higher will be the attribution related to globality. Commitment means one’s willingness to work hard and give all the time and energy to his work or to an organization to which he is committed, to set goals and to work dedicatedly to achieve those goals. Examples
of global or universal pessimistic style are – All teachers are unfair; Books are useless.

The “Self-awareness” component of Emotional Intelligence has been found to be an important predictor of ‘PsB’ that is lower the self-awareness higher will be the attribution related to internality. Self-awareness refers to evaluating our strengths, weaknesses, values and beliefs which also includes an understanding and predicting of our emotional reactions to situations. Examples of internal attribution style are - I am stupid; I am insecure.

It has also been observed that “Impatience” factor of Personality Type-A has been found to have a significant positive correlation with “PvB”. Impatience refers to the inability to wait calmly. Wanting to do the things soon or achieve the goals soon and unwilling to accept the unpleasant situation. Examples of Impatience are – I prefer to finish the task at hand as soon as possible. All the other factors of Personality Type-A and Personality Type-B are not in correlation with Learned Helplessness or it’s components. “Impatience” refers to the inability to wait calmly. Wanting to do the things soon or achieve the goals soon and unwilling to accept the unpleasant situation. Examples of Impatience are – I prefer to finish the task at hand as soon as possible.

The findings of the study reveal that Emotional Intelligence and Learned Helplessness are associated with each other. The negative relationship between the two indicates that higher the Emotional Intelligence lower will be the Learned Helplessness and lower the Emotional Intelligence higher will be the Learned Helplessness. It was also found that Type-A Personality and Type-B Personality was not correlated with Learned Helplessness except the “Impatience” factor of Type-A Personality. Sex difference was found to be significant.
The findings of the study in nutshell are the following:

All the components of Emotional Intelligence viz. self-awareness, empathy, self-motivation, emotional stability, managing relations, integrity, self-development, value orientation, commitment and altruistic behaviour are significantly negatively related to Learned Helplessness.

Self awareness, Empathy and Commitment emerge out to be the best predictors of Learned Helplessness.

The managers with high feeling of Emotional Intelligence differ significantly in their feeling of Learned Helplessness in comparison to managers with low Emotional Intelligence.

The male managers showed higher feeling of Learned Helplessness in comparison to female managers.

The “Impatience” factor of Personality Type-A is found to be a significant predictor of Learned Helplessness.

None of the factors of Personality Type-A viz. tenseness, impatience, restlessness, achievement orientation, domineering and work alcoholic; and personality Type-B viz. complacent, easy going, non-assertive, relaxed and patience are in correlation with Learned Helplessness.

The interaction effect of “Sex and Type of Organizations” on Learned Helplessness is significant.

The interaction effect of “Sex and Emotional Intelligence” and “Type of Organizations and Emotional Intelligence” on Learned Helplessness is also significant.
Females of private sector suffer more from the feeling of Learned Helplessness in comparison to females of public sector as well as from the male managers of public and private sector.

Male managers of public sector suffer more from Learned Helplessness in comparison to male managers of private sector.

The findings of the study indicate that Emotional Intelligence and its components contribute significantly in the development of Learned Helplessness. The findings suggest that managers with low Emotional Intelligence suffer from Learned Helplessness which may lower their level of performance on the job. The managers are not able meet the expected level of performance on the job, as they are not able to manage their emotions. The managers and supervisors have to take higher level roles and responsibility in the organization in the future and for this they have to develop their skills in the area of self-awareness, empathy, commitment, self esteem, self-control, innovation and developing others. The managers and supervisors are to be enlightened about the importance of Emotional Intelligence for higher performance on the job.

Females of Private Sector suffer more from Learned Helplessness feeling as compared to females of Public Sector may be because of the strict terms and policies of the private sector organizations. Females may feel uncomfortable to cope with the demands of personal and professional life. The organization can enhance female optimism by changing their perception and attributions related to their events and this can be brought through changing their self-awareness, feeling of empathy and commitment towards their roles.

The findings of the study reveals that EI components determine the LH among managers. The low self- awareness, empathy and commitment are the EI components which may contribute significantly in the development of LH among mangers. If the employees are given training to enhance their self-awareness,
empathy and commitment, it may reduce the feeling of LH. It has also been found that women managers of private sector suffer more from the feeling of LH in comparison female managers from public sector and male managers from public and private sector.

It has also been observed that the private sector managers attribute bad events more commonly in stable and global fashion thus, demonstrating high feeling of LH in comparison to public sector managers.

**Limitations and Delimitations of the study**

There are many areas for improvement and for further research. In particular, we recognize that our study is subject to some important limitations. The first limitation of the present study is, the study was conducted in Chhattisgarh and only the public and private sector industrial organizations of Chhattisgarh has been taken into consideration. Another limitation of the study is that only the Iron and Steel production units and Cement production units are taken into consideration. Thus, the results of this study could only be applied to the public and private sector industrial organizations of Chhattisgarh which are basically the Iron and Steel production units and Cement production units. The sample of the study consist of managers and supervisors of the industries, the other employees are not a part of this study. Hence, the findings of this study could only be applied to the managers and supervisors and not on other employees.

**Implications and Conclusion**

The present study has produced some important results that have implications for both research and practice. The study of LH among managers of production units, reveal relationship of LH with EI. Further, it was found that the self-awareness, the empathy and the commitment factors of EI emerge out to be the best predictors of LH. Thus, these skills are to be developed for achieving higher level performance
of managers and leaders and to enhance the image of the organization. A particularly interesting finding of the present study was that the male managers suffer more from the feeling of LH as compared to their female counterparts. This has implications for management, suggesting that organizations could be profitable by identifying the level of emotional intelligence of managers and supervisor and apply interventions that are focused on developing attributional training programmes to combat LH and enhance emotional intelligence among the managers in the organization. Since the self-awareness, empathy and commitment components of EI were found to be the best predictors contributing in the development of LH, these factors should be given more emphasis during the training programme.

**Future Research**

The findings of the present study has contributed in the model of LH with emphasis on the affectional component that is EI. Salovey et al. (1999) argued that EI helps individuals learn from negative events and use this wisdom to shape future behaviors so that such events become less likely. In conclusion, we concur with the growing number of scholars who argue that EI is an important predictor of coping ability and workplace behavior. We argue, however, that future research on this construct should consider the possible interaction of causal attributions and EI. Similarly, future research based on LH and EI in the context of public and private sector organizations would give a better idea of these concepts together. Earlier literature reveals that the Type-A people tend to suffer more from helplessness, also studies revealed association between LH and Personality Type-A. The findings of this study suggests that people with Type-B Personality have shown higher feeling of LH. Since many researches has not been conducted in relation to Type-B Personality and learned helplessness, future researches can be conducted to find out the relationship between Type-B Personality and LH.