CHAPTER: 3
STATEMENT OF THE PURPOSE

Chapter- 3

Statement of the problem

Personality dimensions and burnout can affect behavior of individual in the organization, as each individual try to adjust their continually changing environment at work. It has physical and emotional effects on human beings and can create positive or negative feelings. As a positive influence, personality dimensions can help compel us to action; it can result in a new awareness and an exciting new perspective. As a negative influence, it can result in feelings of distrust, rejection, anger and depression, which in turn can lead to psychosomatic problems such as headaches, back pain, rashes, insomnia, ulcers, heart disease and stroke. In adjusting to different circumstances in our lives, personality traits can help or hinder us depending on how we react to it.

Personality dimensions are automatic, instinctive reactions. They are not positive or negative, but the way they play out particular environment can have positive or negative influence on the person as whole. If individuals traits are good fit to the environment, individual will be happy and productive. If individuals are not a good fit they will be stressed out and might suffer from mental health problems. Personality traits represent different ways of looking at individual's psychological nature.

Locus of control is a concept that refers to generalized expectancy about the extent to which reinforcement is under internal or external control. People characterized as internal believe that reinforcement are determined largely by personal ability, effort, and initiative, whereas people classified as Externals believe that reinforcement are determined largely by other people, social structure, luck or fate (Brien, 1984)

The concept of locus of control is concerned with assignment of responsibility since an internally caused outcome may be order and an externally caused outcome may be under external control. And an externally caused outcome may be under internal control. Rotter (1966) defined locus of control as generalized concept. He also developed the external internal locus of control scale. Further, he explains that this variable is not only important to understand the assignment of responsibility, but also in understanding the nature of learning processes in different kinds of learning situation. He demonstrated that consistent individual difference exist among individuals in the degree to which they are likely to attribute personal reward in the same situation that rewards are reinforcement and outcome in life are controlled either by ones own action (Internally) or by the other force (Externality). There is casual relationship between individuals behavior and rewards Reinforcement is perceived by the subject as following the same some action of his own but not being entirely contingent upon his action then it is perceived as result of lick, chance, fate etc. This interpretation is labeled as External locus of control. If this person perceives that the event is contingent upon his own action it is belief in internal locus of control.

Robbin (1986) defines it as "The degree to which people believe that they are masters of their fate". Hammer and Oregen (1978) examined locus of control in the organizational setting. They pointed out the many of the behavior patterns that go along with internal locus of control like search for information, trust etc. would positively be related to the effectiveness of organizational functioning and if organization learn how to influence people locus of control, the organizational studies have been dominated by the use of Rotter's internal external scale of general locus of control.

Considerable research indicates that two broad and largely independent dimension dominate emotional experience negative affectivity (NA) and positive affectivity (PA). It is

important to understand and examine both factors while studying how mood is related to various phenomena. Negative affectivity is general dimension of subjective distress. Both mood factors can be measured either as state or as trait. These term which Tellegan (1982) termed as negative affectivity and positive affectivity represent predisposition to experience the corresponding state mood factor. NA closely resembles Costa and McCrac's conception of Neuroticism.

Some positive personality dimensions are essential to reach a peak performance level of high energy, confidence and morale, where productivity is at a maximum. However, in most organizations today, burnouts have moved into overload. Positive stress is turning to distress and burnout. Absenteeism and Short Term Disability rates are up. Morale is declining. Performance and productivity are critically affected.

Burnout happens when people who have previously been highly committed to a job lose all interest and motivation. Sadly, this can spell the end of a successful career.

It mainly strikes highly-committed, passionate, hard working and successful people – and it therefore holds a special fear for those who care passionately about their careers and about the work they are performing

Being proactive, energetic, committed people, it is likely that we respond to obstacles like these by increasing our commitment and hard work. However, in these circumstances it is possible that these efforts may have little or no impact on the situation.

This can be where burnout begins to set in. As we get less satisfaction from our jobs, the downsides of these jobs become more troublesome. As we get more tired, we have less energy to give. If our organizations fail to support us, we can get increasingly disenchanted with them. We become increasingly disillusioned.

At some point in career, every one experience burnout. Regardless of how much you like your job there will come a time when one just don't feel like doing it anymore. If an employee could choose between being sick enough to stay at home and going to work, he/she may actually choose to be sick. It would be far less aversive than facing *the* boss, co-workers, clients, and the job itself.

Burnout doesn't happen only to those who are stressed or frustrated, though. Notice the definition says burnout usually happens as a result of stress and frustration. Usually the stress that causes one to experience job burnout has to be terribly obvious. Work may be going along smoothly. There are no apparent problems and no issues to resolve. Individuals get along well with their boss, co-workers, and clients. Then suddenly one day individuals may feel a little knot in their stomach when they think about going to work. Or, they can't come up with any fresh ideas. They may let their inbox fill up. Individual cringe when their phone rings. Individual may just be able to figure it out. Yesterday they loved their job and today they hate it. What could have caused this to happen?

Many of us work long hours because we actually like our jobs. We have work that needs to get done, and we choose to spend ten hours a day doing it. Then one day we realize that many months have passed since we had a vacation, a full weekend off, or even a relaxing evening at home. There's an old saying that goes "On their death bed, no one ever said, 'I wish I had spent more time in the office.'" As an aside, the man who coined the term "burnout" was a psychologist named Herbert Freudenthal. Dr. Freudenthal, himself, had a reputation for working extremely long hours but did not experience burnout.

An individual believes at work, responds to the demands of his or her job and interacts

with co workers in ways that mirrors his or her interaction in other life domains. Personality of

an individual affects an employee's experience of a job situation.

Many of us get our sense of identity and meaning from our work. We may have started

our careers with high ideals or high ambitions and may have followed these with passion.

Agreement exists that there is no single definition of mental health. It has been

conceptualized in different ways by different scholars (Johada, 1958; Kaol, 1973; strupp &

Hadley 1977, work in America, 1973) the term mental health is global in nature and is wide in

application. Mental health as concept has both positive and negative connotations. Most of the

researchers in the field of psychology, psychiatry and sociology have referred to concept of

mental health in terms of a health illness continuum or in terms of normality to abnormality. The

term mental health is usually associated with both psychological well being and mental health

problems. Some of mental health problem are anxiety, depression, obsessive compulsive

behavior, and somatization.

Majority of symptoms associate with mental health problems find expression in lesser

degree, lower intensity, or in more acceptable form within the normal mental functioning

parameters. But in work place even these lower degrees of mental health problems indirectly or

directly affect the functioning in the form of low performance, absenteeism, bad interpersonal

relations, low productivity and the like.

A factor, which is detrimental for organizational growth is outcome of stress, i.e. burnout.

As noted by Pines and Aronson (1981), burnout occurs as result of ongoing job stress. It is

syndrome comprising of emotional exhaustion, depersonalization and reduced personal

accomplishment that can occur among individual who do work of any kind. There is general

agreement that burnout occurs at individual level and that it is negative experience for the individual (Maslach 1986).

This is easy to see in doctors and teachers, who may have a strong desire to help other people to be the best that they can be. Good lawyers may have a passion for justice. Others may be ambitious for promotion or may want to "make a difference" to people or organizations in some other way. In all of these cases, these ideals can drive a highly motivated, passionate approach to work.

It is incredible what individual can achieve when they truly believe in what they are doing: individuals are hard working, effective, full of initiative, energetic and selfless. They can find themselves doing much more than we are contracted to do, working much longer hours. Even more, we enjoy doing this. We find it easy to enter the hugely satisfying state of flow. Particularly when they are appreciated for what they do, and when they are able to see good results from their work, this satisfaction can help them to overcome enormous difficulties.

It is not surprising that people showing this level of resilience and commitment to their work are often spectacularly successful.

The problem comes when things become too much. Perhaps exhaustion sets in because people have been working too hard for too long. Perhaps performance begins to slip because of his. Perhaps the problem being solved is too great, and the resources available are too meager. Perhaps supportive mentors move on and are replaced by people who do not appreciate the heroic job that is being done, or do not subscribe to the ideals that drive performance. Perhaps co-workers or team members make just too many emotional demands, or people being served prove to be ungrateful and difficult.

3.1 Cost of these problems

The cost of mental health problems, Burnout, Work Adjustment of the employees is enormous. The compelling and related reason for studying the role of these variables in organizations because they can produce individual strain, which is detrimental for organizational growth and individual health; There is an urgent need to focus on the problem of mental health, burnout and work adjustment in the Industrial organization. If left unrelated, these problems are likely to reduce the productivity and growth of the organization and lead to deterioration in the physical and mental condition of the employee. The damage done to organization due to these problems has negative economic implications, such as low productivity and poor quality workmanship to name a few.

3.2 Justification for the Research:

The review of literature projected certain important issues which could be considered for future research. It has revealed that mental health (psychological problem) and their implications for the individual have not been investigated especially in India. In case when they have to concentrate more on general mental health, very few studies related to personality dimensions and mental health. Freser (1947). He examined the incidence of neurosis in large sample factory workers. It identified stressors as being important correlates of mental health problems. Another study conducted by Rather & Gunderson (1965) found that promotional lag was related to psychiatric illness. Erickson et al (1973) in research study observed that status congruence was strongly related to the incidence of psychological disorder. Materson et al (1984) & ivancevich (1982) investigated the relationship between job stresses and somatic complaints.

Most of the mental health research investigation has been relation to job stress, which also shows that psychological problems has been investigate as general mental health. Divisional

and cooper (1986), House (1983), Leavy (1983) and Thaits (1982) studied psychological

problem in relation to social support. All the studies mentioned above were correlation even in

India; mental health needs to be investigated using clinical tools. Some Indian researches have

studied personality traits and psychological problem in organization. Sen. (1994) studied

burnouts using the Hopkins symptoms checklist. Other researcher's like Shrivastava (1983)

Bran's (1983) and Shah (1980) have investigated psychological problem nevertheless this studies

are few. Some of the studies are presented as follows.

Independent Variables	Dependent Variables	Researcher
Promotional lag	Psychiatric illness	Arthur & Gunderson (1965)
Social Support	Mental Health	House (1981), Thoits (1982), Leavy (1983) Cooper & David (1986), Cleggy & Wall (1990)
Job Stress	Somatic complaints	Ivanceivich (1982) Matterson Ea al (1984)
Locus of control	Job stressors/ job satisfaction and Anxiety	Spectore and Connell (1994), Kyriacou(1989), Payne, 1988; Robinson and Skarie, 1986) , Anderson (1999)
Work adjustment	Mental health and burnout	Samuel Aryee and Raymond (2000), Kornhauser's (1965)
Role burnout	Trust coping	Dwivedi(1983), Pestonjee(1986), Pareek (1992), Sen & Surti

Negative/Positive affectivity	Job satisfaction	Watson and Clark (1984) , Schroeder and Casto (1984)
Personality dimensions & social support	Mental health	House (1981), thoits(1992), Leavy(1983), cooper and David(1990)
Burnout	Somatic complaints	Ivanceivich (1982), Matterson et al (1984)
Promotional lag	Psychiatric illness	Arthur & Gunderson (1965)

Some Indian studies

Independent Variables	Dependent Variables	Researcher
Role Stress	Trust Coping	Dwivedi (1983), Pestonjee(1986), Pareek (1987), Sen & Surti (1989)
Job Satisfaction	Job Stress and Mental health	Sen (1994)
Stress	Physical and mental health	Shah (1980), Brans (1983), Shrivastava (1983)
Personality Dimensions	Mental health and job stressors	Sen (1994)
Stress	Physical and mental health	Shah(1980), Barns(1983), Shrivastava (1983)

It is imperative therefore to investigate the role of personality dimensions and factors

determining it in context of the Indian industry. There is need to study in clinical viewpoint,

rather than limiting it to the study of general mental health. The present research thus focuses on

mental health problems like obsessive compulsive behavior, depression, somatization, and

interpersonal sensitivity.

Burnout comparatively new research variable, studies with variable have been few in

numbers, unlike stress, which as research variable has been extensively studied both as

dependent variable, and as an independent variable. The outcome mismanaged stress. I.e.

burnout has not really been identified and investigated as an organizational problem. If not

managed, burnout could probably lead to various dysfunctional behaviors. There is need to

investigate burnout in relation with organizational stressors and personality variables (to

understand whether certain personality traits contribute to job burnout).

Some personality variables like type a, type B, introversion and extroversion have been

already investigated with job stress and some extent with burnout. The present study has

attempted to investigate the relationship between burnout and some personality variables which

are not researched with the dependent variables under investigation, and which have all

potentialities contributing to mental health problems, burnout, work adjustment and other

outcome variables. These variables are negative affectivity, positive affectivity and work locus of

control. These three personality dimensions are new variables in organizational research and

need to be tested for their effect on both mental health problems and burnout. Work locus of

control has been studied with job stress (Spector, 1994) which was a co relational study. Other

studies which included locus of control as stressor used Rotters scale (1964) which measured

Locus of control but was not prepared especially for the work setting (Spector, 1998). There is an

urgent need to study work locus of control as predictor of burnout, mental health problems and dysfunctional outcomes, with work.

There have been very limited studies on the influence of personality dimension on work adjustment, particularly those of industrial orgnization. However, Cohen, Morgan, DiLillo and Flores (2003) have taken the initiatives to look into the challenges faced by new academics and found that among the challenges are related to the issues of competencies and socialization within academic setting. Based on their findings, Cohen, Morgan, DiLillo dan Flores (2003) have came up with several suggestions including those which are related to proactive attitude and behaviors of individual. Among them are the need for new academics to employ positive minds during their learning and adjustment process, to plan strategically for their research activities, to smartly manage and schedule their time in order to balance between teaching and research, and last but not the least, to ensure harmonious socialization with others (superiors, subordinates, colleagues, students and other organizational members) in the organization.

The vitality of strategic planning and being future-focused towards ensuring one's career success have earlier been identified by Seibert, Kraimer and Crant (2001). Individuals who plan their work affairs well usually adjust better to a new job or work environment because they are more careful and responsible. Such trait is seen to be very important to ease the career transition process of any new employees because individuals with such trait are prone to scrutinize, compare between situations and adopt strategic coping strategies that are suitable with their new jobs. Detailed observations practiced by such individuals keep them at par with required job demands, skills and expected performance. Thus it usually helps to ease their job transition. By being committed and having good management skills, these individuals are most of the time, valued 'goldfish' for top managements of their organizations.

Another proactive trait predicted to be helpful in assuring smooth work adjustment or

transition process is the initiative to make meaningful changes. Individuals with such trait are

very imaginative; possess high level of curiosity, cultured, open-minded and intelligent.

Individuals with high level of openness to experience are usually very alert and love to explore

new experiences. They demonstrate creative and flexible thinking (Digman, 1990). Such

individuals are opposite to those who are usually narrow in mind and interest (Costa & McCrae,

1992).

Therefore, this personality is always linked with individuals' abilities to adapt them

during transition, make decisions, and solve problems and other organizational change situations

(Lepine, Colquitt & Erez, 2000).

Those with proactive dispositions are also characterized by cooperation, trustworthiness,

compliance and sociability. Such individuals are usually good in socializing with others, soft

hearted, likeable, trusting and easy to cooperate with. They are totally opposite of those who are

cold and prone to conflicts (Costa & McCrae, 1992). Hence, these individuals are expected to

exhibit excellent performance in tasks and industries which deals a lot with human relations and

services (Barrick & Mount, 1991).

Based on the above studies that suggested the possibilities of personality dimensions

plays essential role to influence individual's process of adjustment, this qualitative study has

been conducted to examine the extent to which such personality would be influential in the work

adjustment in IT industry employee.

3.3 Research Variables

The present study has attempted to understand the relationship between some new

variables like personality dimensions (work locus of control, Positive Affectivity and Negative

stress and consequence lead to mental health and burnout problems. On the other hand, positive affectivity reflects general level of energy and enthusiasm. Positive affected individuals lead a full, happy life and maintain a high activity level generally, possible resulting in less mental health and burnout problems. (Costa & McCoare1980, Tellegen 1985, Dwalson & Dark 1984). Although negative affectivity and positive affectivity have emerged as major factors in mood research and are likely to play an important role in the organizational settings, high negative affectivity and low positive affectivity are likely to emerge as major factors in mood research and are likely to play an important role in the organizational setting, high negative affectivity and low positive affectivity are likely to emerge as positive potential stressors specially in relation to burnout, mental health problems and work adjustment.

Work locus of control

Work locus of control has been studied with job stress (Spector, 1994) which was correlated study. Other studies which are included work locus of control as stressor used Rotters scale (1964) which measured locus of control as a predictor of burnout, mental health problems and dysfunctional outcomes, with work locus of control scale developed by spector (1989), meant only for the work setting. The present study aims to investigate these three personality variables- negative affectivity, positive affectivity and work locus of control- as potential contributes to predict the outcome variables.
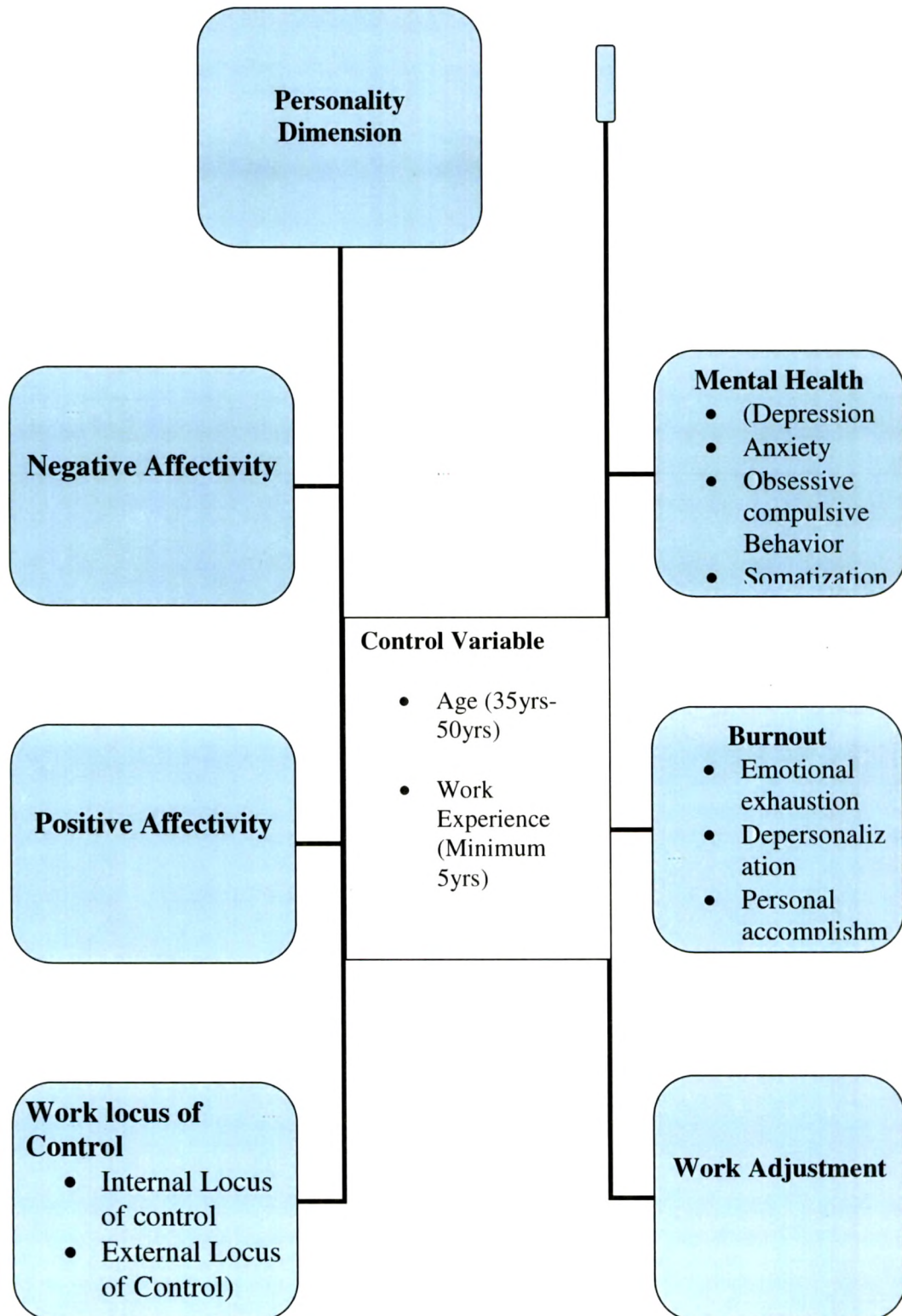
Control variables

Mental health, burnout and to some extent work adjustment can be control by some intervening variable like Age, job responsibility and experience of the employee. In this study we have collected study sample from Soft ware developers of IT industry employee with minimum 5 years of work experience and age group (35years to 45years). The effects of stressor leads to

health damaging consequence like mental health problems, emotional exhaustion and dysfunctional behavior like depersonalization, low work adjustment. These outcomes can affect by control variables.

3.4 Objective of the study

- The objective of this study is to examine the effect of personality dimension on the work adjustment, mental health, and burnout of the employees.

- To study relation among mental health, burnout and work adjustment.

Keeping in view the above rationale and objective of the study the following model was developed.

Personality Dimension

Negative Affectivity

Mental Health
- (Depression
- Anxiety
- Obsessive compulsive Behavior
- Somatization

Control Variable
- Age (35yrs-50yrs)
- Work Experience (Minimum 5yrs)

Positive Affectivity

Burnout
- Emotional exhaustion
- Depersonalization
- Personal accomplishm

Work locus of Control
- Internal Locus of control
- External Locus of Control)

Work Adjustment

3.5 Hypotheses

There are several factors, which cause problem of mental health, burnout and work adjustment in the industry. These factors can also be responsible for some dysfunctional attitude or behavior in an employee. They are the outcome of some organization related variables related to employee's personality.

In the present study, personality dimension is an intervening variable and three outcome variables mental health, burnout and work adjustment have been investigated. They are as follows

As follows shows the independent variables of the present study

(Independent variables) **Personality dimensions**
• Negative affectivity
• Positive affectivity
• work locus of control
• (Internal/ External Locus of control)

As follows shows the control variable included in the study

Control Variable
Age : (35 years to 50 years)
Work experience: minimum 5 years.

As follows shows the outcome (dependent variables) investigated in the study.

Outcome (Dependent Variable)
Mental Health • Depression • Anxiety • Obsessive Compulsive Behavior • Somatization
Burnout • Emotional Exhaustion • Depersonalization • Personal Accomplishment
Work adjustment

Personality Dimensions

Negative Affectivity

Watson and Clark (1984) define negative affectivity as a mood dispositional dimension that reflects pervasive individual differences in negative emotionality and self concept. According to them, a high negative affectivities individual tends to be distressed and upset. He also have negative view of self, where as, those low on the dimension are relatively content secure. Negative affectivity includes subjective feelings of nervousness, tension, worry anger, guilt and dissatisfaction. Individual high on negative affectivity react more strongly to stressful situations. Consequently, the possibility of them getting burnout, experiencing mental health problems and being dissatisfied with themselves and their job, is very high. Those low on

negative affectivity, in contrast, would be expressed to feel better about themselves, their

environment in general.

Watson and Clark reported that individuals high on negative affectivity significantly

overestimate the size of failure-related stimuli. They also demonstrate relatively high levels of

cross situational distress. Costa and McCrae (1980) found that these individuals reported more

than discomfort in relaxed baseline settings as well as in situations that involve psychological or

physical stressors. Watson & Clark (1984) pointed out that negative affectivity is related to

subjective distress even in the absence of a major, externally obvious stressor.

Negative affectivity and mental health problems though not intensively studied, have still

shown a positive relationship. One possibility of this relation is that high on negative affectivity

perceive stress even in the absence of stress. They evaluate the level of anxiety and tension

higher than those low on the dimension and thus leading to mental health problems. Since

burnout is a result of stress and stress is highly correlated with negative affectivity, therefore

there can be positive relation between burnout and negative affectivity

Breief et al (1988) observed that negative affectivity had significant positive correlation

with dissatisfaction and depression. Staw, Bell, and Clausen (1986) in their longitudinal study

demonstrated that affective disposition assess during adolescence could predict job satisfaction

even after a span of decades. Staw et al (1986) speculated that individuals may differ in their

tendencies to experience negative or positive effect across situations and this tendency affects

their perception of the job conditions and their effective reactions.

Negative affectivity, being personality dimension affects the employee's experience in

job situation and their effective reaction, hence it was hypothesized that:

Hypothesis 1 (correlation between Negative affectivity and Burnout)

It is hypothesized that there will be significant relationship between negative affectivity and burnout among employee working in industry.

- Positive relationship between negative affectivity and emotional exhaustion and depersonalization.

- Negative relationship between negative affectivity and personal accomplishment.

Hypothesis: 2 (correlation between Negative affectivity and mental health)

It is hypothesized that there will be significant relationship between negative affectivity and mental health problem among employee working in industry.

- Positive relationship between negative affectivity and depression, anxiety, obsessive compulsive behavior, somatization.

Hypothesis: 3 (correlation between Negative affectivity and work adjustment)

It is hypothesized that there will be significant negative relationship between negative affectivity and work adjustment among employee working in industry.

Positive affectivity

Positive affectivity as a personality dimension has its implication for the organization, is a new research variable. Individual with Positive affectivity lead a full happy life and generally maintain a high activity level (Costa and McCrae, 1980, Tellegen 1985, Watson and Clark, 1984). They are usually enthusiastic, active, and energetic and mentally alert. They reflect a generalized sense of well being. Those low on positive affectivity are best describe by as reflecting lethargy, fatigue, state of sadness and loneliness.

Researchers have found that the positive affectivity (Smith, 1979) dimension reflects one's level of satisfaction of environment. Fatigue, state of sadness and loneliness have also relatively strong loading on low end of positive affectivity (Watson and Cellengan 1985). Work adjustment is facilitated by the personality characteristic of Emotional Stability due to the fact that a new work environment is similarly associated with stress. Shaffer et al. (2006) reported a positive relationship between Emotional Stability and work adjustment. It is necessary to understand the concept of positive affectivity and its relation to burnout, mental health problems and work adjustment

Keeping in view this perspective; it was hypothesized that:

Hypothesis: 4 (correlation between Positive affectivity and Burnout)

It is hypothesized that there will be significant relationship between positive affectivity and burnout among employee working in industry.

- Negative relationship between positive affectivity and emotional exhaustion, depersonalization.
- Positive relationship between positive affectivity and personal accomplishment

Hypothesis: 5 (Correlation between positive Affectivity and Mental health)

It is hypothesized that there will be significant relationship between positive affectivity and

mental health problem among employee working in industry.

- Negative relationship between positive affectivity and depression, anxiety,

  obsessive compulsive behavior, somatization.

Hypothesis: 6 (Correlation between positive Affectivity and work adjustment)

It is hypothesized that there will be significant positive relationship between positive affectivity

and work adjustment among employee working in industry.

Work locus of control (Internal/External)

Cross-cultural research studies have observed that work locus of control relates to several

stressors and strain. It has also been suggested that it plays an important role in job stress.

Spector's (1986) meta analysis reported significant correlations between perceived control and

stressors. Spector and Connell (1994) researched that an employee having internal locus of

control has lower levels of job stress and work anxiety. Anderson (1977) found that internal

experienced less stress and engaged themselves in task oriented behaviors. Seligman observed an

association between externality, helplessness and depression

From theoretical perspective, one would expect that individuals with an external locus of

control, who do not believe that they control the important aspects of their environment, would

perceive the environment to be more threatening and stressful than those with a locus of control. Though locus of control has not shown direct links between mental health problems and burnout its relationship with stress has been empirically proved. Thus, there is strong possibility that it would have significant relationship with both burnout and mental health problems.

Studies indicate that individuals with an internal locus of control are generally more mature, self-reliant and responsible. They have been found to have high levels of job satisfaction with commitment to their organization. According to Connell and Spector (1994) employees with an internal locus of control; O'Brien's (1983) and Spector's (1982) review of literature on locus of control shows its relation to a number of relevant organizational variables. Internal tend to be more satisfied with their jobs than externals.

Summer and Organ (1978) examined locus of control in the organizational setting. They pointed out that many of the behavior patterns that go along with internal locus of control like search for information, achievement orientation, trust, positive thinking would positively have relation with effectiveness of organizational functioning, specifically job satisfaction and commitment.

Thus in view of the above literature it was hypothesized that:

Hypothesis: 7 (correlation between work locus of control and Burnout)

It is hypothesized that there will be significant relationship between work locus of control and burnout among employee working in industry

- Negative relationship between internal locus of control and emotional exhaustion, depersonalization.

- Positive relationship between internal locus of control and personal accomplishment.

- Positive relationship between external locus of control and emotional exhaustion, depersonalization.

- Negative relationship between external locus of control and personal accomplishment.

Hypothesis: 8 (correlation between work locus of control and Mental health)

It is hypothesized that there will be significant relationship between work locus of control and mental health problem among employee working in industry.

- Negative relationship between internal locus of control and depression, anxiety, obsessive compulsive behavior.

- Positive relationship between external locus of control and depression, anxiety, obsessive compulsive behavior.

Hypothesis: 9 (Correlation between Work locus of control and work adjustment

It is hypothesized that there will be significant relationship between work locus of control and work adjustment among employee working in industry

- Positive relationship between internal locus of control and work adjustment.

- Negative relationship between external locus of control and work adjustment

3.6 Methodology

This chapter divided into three subsections, which refer to sampling, procedure and psychometric scale used.

Sampling

This study has been conducted in the IT organizations located in Mumbai. (Mastek LTD, I-Flex solutions. L&T industries, Patni computers) Data has collected from 500 full time employees with a minimum five years experience in the IT industry as software developer.

The employees who participated in the study are randomly selected by the help of Human Resource department of the IT industry. These respondents are largely engineers and belong to software developer, research development and marketing. Executives were both male (60%) and female (40%) and their age ranged from 35 to 50 years.

Procedure:

All the data collected on site at each of the two job location for the four organizations. Eight to ten days were spent at each location (Head office/ Plants). Data was collected over a period of six months. For collecting data the following procedural steps has followed:

- The human resource heads has contacted to obtain permission to collect the data from the employees. The purpose and nature was explained to the heads.

- After securing permission, a meeting was arranged by the human Resource department were the general nature of the research was explained to the respondent

- The hypothesis of the study and dependent variable to be analyzed were not revealed. It was emphasized that participation was voluntary. As a result few

individuals decline to participate in the study. The employees were also informed that putting their names on the questionnaire, while desirable for research purpose, also was voluntary. A questionnaire was administered to the group of 10-15 employees. It took between 30 to 45 minutes to complete the questionnaire, which were usually collected on the same day. In case of the employees who failed to continue the questionnaire on the same day due to lack of time or other commitment, their data was collected within one week.

Design:

This research project involves the collection of quantitative data by using questionnaire & survey method

Questionnaire and Surveys: - This has included range of response questions, close ended questions, providing limited answers to specific responses or on a numeric scale.

Research Tools

3.7 Psychometric Scales

Positive affectivity and Negative affectivity, (David Watson 1988)

Positive affectivity and Negative affectivity will be measured by using 22 items from Multidimensional Personality index developed by David Watson (1988). Item one to eleven will assess the degree to which an individual is predisposed to be happy across time and situation. i.e. 1 to 11 were measure positive affectivity. Item 12 to 22 will assess the degree to which an individual is predisposed to experienced discomfort across time and situation, i.e. to measure negative affectivity.

All of the items key as YES or NO. YES is scored 1, where as NO is scored 0. Watson

and Tellegan reported satisfactory validity and reliability for both scales The Conbach's alphas

are 0.81 and 0.77 for positive affectivity and negative affectivity, respectively.

Work locus of control (Spector (1986))

The work locus of control will be measured with the 16 item scale developed by Spector

(1986). Items is generated from conceptual analysis of locus of control construct and how is

related to work behavior.

Item 1,2,3,4,7,11 and 15 is reversed scored. WLOCS scoring is simple outweighed sum

of response scale ranges from 1 to 6 were 1 was disagree very much and six represented agree

very much the subject reliability is 0.93

Burnout (Maslach Burnout inventory)

Burnout is measured by Maslach Burnout inventory. It is design to assess the three

aspects of the burnout syndrome i.e. emotional exhaustion, depersonalization, and low personal

accomplishment. Separate sub scales measured each component. From the 22 items scale item 1,

2, 3, 6, 13, 14,16,20 measured emotional exhaustion, item 5, 10, 11, 15, 22 measured

depersonalization and last sub scale personal accomplishment measured by item 4, 7,9, 12, 17,

18, 19, and 21. A degree of burnout is reflected in high score on the emotional exhaustion and

depersonalization sub scale and in low scores on personal accomplishment sub scale.

Subject reliability is 0.90, 0.79, and 0.71 for emotional exhaustion, depersonalization and

personal accomplishment respectively.

Mental health problem (Hopkins symptoms checklist)

Mental health problem will be measured by Hopkins symptoms checklist. Its 58 items

inventory to tap mental health problems. i.e. depression, anxiety, obsessive compulsive behavior

and somatization The scoring is computed by summing up the items for each of this sub scales.

The subject reliability is found to be 0.87,078, 0.80, and 0.83 respectively.

Work Adjustment (Black and Stephens)

A 14-item adjustment scale developed by Black and Stephens (1989) Response options

ranged from (1) 'not at all adjusted' to (5)'completely adjusted'. The alpha reliability for the work

adjustment scale is 0.83;