



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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THE RELATIONSHIP BETWEEN LOCUS OF CONTROL AND ROLE STRESS AMONG ENGINEERS AND PERSONNEL

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ABSTRACT

This paper has attempted to explore the relationship between internal- external locus of control and organizational Role Stress among Engineers and Personnel. The Ex-post facto research design was adopted to test the research hypotheses; the independent variable in the present study-locus of control has been studied in relation to dependent variable-organizational role stress of Personnel and Engineers with the control of extraneous variables of age, sex. The tools used in the Present Study was, Rotter's Internal-External Locus of control questionnaire to measure the Internality and Externality. Udai Pareek's Organizational Role Stress questionnaire to measure the ten dimensions of role stress experienced in Organizational life. In general Organizational role stress and Locus of control has shown relationship. Further the results indicate a significant difference on Inter-Role Conflict among Personnel and Engineers, whereas other dimensions doesn't reflect the difference. Both Personnel and Engineers don't differ significantly in Internal as well as External Locus of control.

KEYWORDS

Role Stagnation, Role Isolation, Personal Inadequacy, Resources Inadequacy.

INTRODUCTION

Modern life is full of stress. As organization become more complex the potential for and the amount of stress increases. This stress is the consequences or the accompaniments of rapid social change. Modernization, impact of mass media of communication, diffusion of innovations, influence of education and the changing social structure, Industrialization, urbanization, migration, unemployment have thrown up a series of stressful problems. Cary cherniss makes in his article that the environment in which professionals work has changed dramatically, social, political, economic, intellectual, and professional trends have combined to increase stress and decrease alternatives. Man is a working animal who's mental and Physical qualities must be employed sufficiently for him to remain healthy and prevent emotional and Physical atrophy. The increasing importance of stress in the human services these days is evidenced in books, scholarly journals, and popular magazines and on television. Stress has been the subject of investigation from different perspectives – Psychological, Physiological and Social Psychological (McGRATH, 1976). The present study is primarily concerned with social-psychological aspect as it operates within Organizational settings. The study sought to develop and measure diverse sources of Social-Psychological stress, which arise within complex administrative organizational role.

ORGANIZATIONAL ROLE STRESS

Organizational stress arises from interactions between people and their jobs and is characterized by changes within people that force them to deviate from their normal functioning (Bheer & Nawman, 1978). Organizational membership is a dominant source of stress covers a wide variety of stresses arising from one's membership in a work organization. The term 'Role' refers to the demands communicated by "significant" others, either in the organization or outside. "Role" is the position one occupies in a social system, as defined by the functions one performs in response to the expectations of the 'Significant' members of a social system, and one's own expectations from that position or office. When an individual is unable to perform or function in response to the expectations of the "significant" members of a social system, and one's own expectations from the position or office and when he is unable to meet the demands of jobs as well of his superiors he experiences "Organizational Role stress".

Research has shown that social and emotional support available to the person helps him to effectively cope with stress. Approach or effective strategies of coping include efforts to increase physical and mental preparedness for coping through personal counselling, physical exercises, yoga and meditation, diet management, creative diversions for emotional enrichment (music, art, theatre etc.), strategies of dealing with the basic problems causing stress and collaborative work to solve such problems.

The various coping strategies or styles used in role stress have been studied and the findings show that approach styles have a strong relationship with internality, optimism, role efficacy, job satisfaction and effective role behavior in organization.

To summarize, the effective management of stress through counseling which involved channelizing stress towards productive purposes, preparing role occupants to understand the nature of stress, helping them to understand their strengths and usual styles, and equipping them to develop approach strategies for coping with stress.

CONCEPT OF LOCUS OF CONTROL

There are many ways of describing and understanding personality – the wholistic approach, the type approach, the trait approach and the dimensional approach to name only a few. The Internal-External dimension (I-E) pertains to the degree to which an individual perceives reinforcements as resulting from his own actions or sees them as stemming from such forces as luck, fate or other powerful person in his life. Considerable research has demonstrated the utility of this construct and the predictive efficiency of a measure of this generalized expectancy Lefcourt (1966), Rotter (1966).

The concept of Internal-External control developed out of the social learning theory (Rotter1954). It refers to the extent to which an individual feels that he has control over the reinforcements that occur relative to his behaviour. Externals felt that forces beyond their control are the essential factors in determining the occurrence of reinforcements. It is in short generalized expectancy relating behaviour to reinforcement in a wide variety of learning situations. According to Gore and Rotter (1963) the social learning theory suggests that these are stable personality differences between individuals in their generalized attitudes of attributing locus of control and that these differences have influences upon "higher level" learning skill affecting behaviour in a wide variety of problem solving situations.

In working situation the locus of control may be explained by whether employees perceive their outcomes as controlled internally or externally. Employees who perceive internal control feel that they personally can influence their outcomes through their own ability, skills or effort. Employees who perceive external control feel that their outcomes are beyond their own control, they feel that external forces control their outcomes.

REVIEW OF LITERATURE

Rotter's (1966) Internal External (IE) Locus of Control questionnaire was used. In the questionnaire survey as indicated by a self report measure was found to be positively associated with the teachers generalized belief in external control over reinforcement. (Measured using Rotter's Internal-External Locus of Control

Scales) as predicated. Margolis, Kroes and Quinn (1974) found a number of significant relationships between symptoms or indicators of physical and mental ill health with Role Ambiguity in their representative national sample ($n = 1496$). The stress indicators related to Role Ambiguity were depressed mood, lowered self-esteem, life dissatisfaction, low motivation to work and intention to leave the job.

Kyriacou and Sutcliffe (1979) conducted a study primarily designed to investigate the association between occupational stress in school teachers and a personality dimension. Stress has been noted as a factor for switching careers (Carcello et al. 1991; Trapp et al. 1989) and locus of control (Rotter, 1966) has been considered in participative budgeting (Murray, 1990; Licata et al. 1986; Brownell, 1981, 1982). While there has been no accounting research that links stress participative budgeting and locus of control, there is extensive research in psychology linking locus of control and stress management.

Daniels et al., (1992) control, information seeking preferences, occupational stressors and psychological well-being. Work and stress 221 academic and support staff at a University were being a measure of work-related LOC, and a modified version of the Miller behavioural style scale, which measures information-seeking preferences. Results suggest that psychological well-being in the work place may be increased by providing control, which should increase the employees belief in control. This main effects model may be an indication of a belief in control increasing feeling of competence.

Stress can lead to problems in the workplace, such as poor morale, job dissatisfaction, absenteeism, lowered productivity, and high medical care costs (Kedjidian, 1995). (DeRobbio & Iwanicki, 1996 states that "Teaching can be a stressful occupation. The daily interactions with students and coworkers and the incessant and fragmented demands of teaching often lead to overwhelming pressures and challenges, which may lead to stress. Where work stress is unrelenting, some negative physiological, psychological, and behavioral consequences may result". Baskar and Vinayak (2000) concluded that stress is high at the middle level management executives of finance department, in age group of 40-50 years, executives with diploma qualifications and those belong to rural background.

PROBLEMS AND HYPOTHESES

PROBLEM OF THE STUDY

The problem of the present study is to find out the nature of relationship between Internal-External locus of control and organizational role stress among personnel and Engineers.

OBJECTIVE OF THE STUDY

1. The main objective of the study was to investigate the nature of relationship between Internal and External locus of control and the organizational Role Stress among executives.
2. It was also proposed to compare the Engineers and personnel on their Internal & External control and organizational Role Stress.
3. The study aimed at exploring the level of role stress in ten dimensions among Engineers and personnel.
4. To establish the need for counseling to reduce stress level and improve job performance.

HYPOTHESES OF THE STUDY

After the review of literature and theoretical inputs the investigator decided to adopt the following "null hypotheses" for the study.

I. Organizational Role stress in relation to Internal-External locus of control

1. There will be no significant relationship between Organizational Role Stress and Internal locus of control among Personnel.
2. There will be no significant relationship between Organizational Role Stress and External locus of control among personnel.
3. There will be no significant relationship between Organizational Role Stress and Internal locus of control among Engineers.
4. There will be no significant relationship between Organizational Role Stress and External locus of control among Engineers.

II. Difference in Organizational Role Stress among Personnel and Engineers

1. There will be no significant difference among Personnel and Engineers among all the factors of organizational role stress.

III. Difference in Internal-External locus of control among Personnel and Engineers

1. There will be no significant difference among Personnel and Engineers on Internal Locus of control.
2. There will be no significant difference among Personnel and Engineers on External Locus of control.

METHOD OF INVESTIGATION

The present study is to investigate the nature of relationship between Internal-External locus of control and Organizational Role Stress among personnel and Engineers. The Ex-Post facto research design was adopted to test the hypotheses.

VARIABLES

The independent variable in the present study-locus of control has been studied in relation to dependent variable-organizational role stress of personnel and Engineers and the control of extraneous variables of age, sex. The extraneous variables, age and sex were controlled by choosing professionals from an age range of 26 to 30 and the male population alone.

SAMPLE: ITS NATURE AND SELECTION

The total sample of the study comprised of 60 employees, 30 from L & T from Ti-cycles. They were selected by the purposive sampling method from 2 different companies in Chennai. The composition of the sample is listed in the following Table- 1.

TABLE 1

S. No.	Name of the Company	Size of the Sample	Composition
1.	L & T	N = 30	Engineer
2.	Ti-cycles	N = 30	Personnel

TOOLS USED IN THE STUDY

Considering the appropriateness the following questionnaire were selected as listed in table below:

TABLE 2

S. No.	Questionnaire Used	Variables Measured
1.	Rotter's Internal-External Locus of Control Questionnaire	Internal and External control
2.	Udai Pareek's organizational Role Stress Scale (to measure the different dimensions of role stress)	Organizational Role Stress

RESULTS AND DISCUSSIONS

I. ROLE STRESS IN RELATION TO INTERNAL-EXTERNAL LOCUS OF CONTROL

In order to find out the relationship between ten dimensions of role stress and Internal-External locus of control among Personnel and Engineers, the co-efficient of correlation was computed between each dimension of the Role Stress and Internal-External locus of control. The following table shows the relationship between Role stress and Internal-External locus of control among Personnel.

TABLE-3 REPRESENTS THE COEFFICIENT OF CORRELATION BETWEEN ROLE STRESS AND INTERNAL AND EXTERNAL LOCUS OF CONTROL AMONG PERSONNEL

Variable	ILOC	ELOC	Level of significance
IRD	.1123	-.1123	NS
RS	-.1172	.1172	NS
REC	.0283	-.0283	NS
RE	.3881	-.3881	NS
RO	-.4003	.4003	NS
RISO	.0305	-.0305	NS
PI	.3188	-.3188	NS
SRC	.0720	.0720	NS
RA	-.5144	.5144	*
RIn	-.2363	.2363	NS

Key: *: Significant at .01 level

NS: Not Significant

II. DIFFERENCE IN ROLE STRESS AMONG PERSONNEL AND ENGINEERS

In order to, find out the difference in ten dimension of Role Stress among Personnel and Engineers, the analysis of variance was computed among personnel and engineers for organizational Role Stress.

TABLE-4 REPRESENTS THE COEFFICIENT OF CORRELATION BETWEEN ROLE STRESS AND INTERNAL AND EXTERNAL LOCUS OF CONTROL AMONG ENGINEERS

Variable	ILOC	ELOC	Level of significance
IRD	.0120	-.0075	NS
RS	.1737	-.1700	NS
REC	.1823	-.1502	NS
RE	.1183	-.1103	NS
RO	.0085	-.0104	NS
RISO	.4024	-.3807	NS
PI	.2826	-.2938	NS
SRC	.0776	-.0581	NS
RA	.1606	-.1044	NS
RIn	.3640	-.3601	NS

Key: NS: Not Significant

III. DIFFERENCE IN INTERNAL-EXTERNAL LOCUS OF CONTROL AMONG PERSONNEL AND ENGINEERS

In order to find out the difference between Personnel and Engineers, the 't' test was computed for Locus of Control and Organizational Role Stress..

TABLE-5 REPRESENTS THE 't' VALUE BETWEEN PERSONNEL AND ENGINEERS ON INTERNAL LOCUS OF CONTROL

Variable	Group	Mean	SD	SE	't' Value
Internal Locus of control	Personnel	14.4000	3.645	.665	1.18
	Engineers	15.6000	4.207	.768	

TABLE -6 REPRESENTS THE 't' VALUE BETWEEN PERSONNEL AND ENGINEERS ON EXTERNAL LOCUS OF CONTROL

Variable	Group	Mean	SD	SE	't' Value
External Locus of control	Personnel	8.6000	3.645	.665	1.06
	Engineers	7.5333	4.142	.756	

TABLE-7 REPRESENTS THE 't' VALUE BETWEEN PERSONNEL AND ENGINEERS ON RS, REC, RE, RO, RISO, PI, SRC, RA AND RIN.

Variable	Group	Mean	SD	SE	't' Value
Role Stagnation	Personnel	4.4000	2.568	.469	.16
	Engineers	4.2667	3.832	.700	
Role Expectancy conflict	Personnel	3.6333	2.141	.391	.06
	Engineers	3.6000	2.527	.461	
Role erosion	Personnel	6.5667	3.857	.704	1.42
	Engineers	8.0333	4.115	.751	
Role overload	Personnel	3.6333	2.236	.408	1.19
	Engineers	4.4000	2.711	.495	
Role Isolation	Personnel	5.0333	2.636	.543	.69
	Engineers	4.5333	2.977	.481	
Personal Inadequacy	Personnel	4.0667	2.083	.380	1.82
	Engineers	5.5667	3.997	.730	
Self Role Conflict	Personnel	3.5667	2.128	.389	1.03
	Engineers	4.3333	3.487	.637	
Role Ambiguity	Personnel	2.4667	1.795	.328	.11
	Engineers	2.5333	2.675	.488	
Resources Inadequacy	Personnel	3.6667	2.682	.490	.52
	Engineers	4.0667	3.216	.587	

GENERAL DISCUSSION**I. ROLE STRESS IN RELATION TO INTERNAL-EXTERNAL LOCUS OF CONTROL**

The Role Stress and internal locus of control are negatively correlated among Personnel. So the null hypothesis that there will be significant relationship between Organizational Role Stress and internal locus of control among Personnel is rejected. Thus, there is a significant relationship between role stress and internal locus of control. When analyzing the results it is found that only one dimension of the role stress i.e., Role ambiguity is correlated significantly (-.5144) at .01 level. Hence the other dimensions of Role Stress viz., Role expectation conflict, Inter Role Distance, Role Stagnation, Role Erosion, Role Overload, Role

Isolation, Personal Inadequacy, Resources Inadequacy and self role conflict were found not to be significantly correlated with internal locus of control at .01 level.

It is found that the role stress and the external locus of control is positively correlate among Personnel. So the null hypothesis that there will be no significant relationship between organizational Role Stress external locus of control among Personnel is rejected. Thus, there is a significant relationship between role stress and external locus of control. When analysing the results it shows that only one dimension of the role stress i.e., Role Ambiguity is positively correlated at .01 level. Hence the other dimensions of the Role Stress viz., Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Overload, Role erosion, Role Isolation, Personal Inadequacy, Self Role conflict and Resources Inadequacy were found not to be correlated with external locus of control among personnel at .01 level.

The study shows the role stress and Internal locus of control among Engineers is not correlated significantly at .01 level. So the null hypothesis that there will be no significant relationship between organizational Role Stress and internal locus of control among Engineers is accepted. Thus there is no significant relationship between the ten dimensions and internal locus of control. When interpreting the results it is found that all the ten dimensions of organizational role stress and Internal locus of control among Engineers are not significantly correlated at .01 level.

The role stress and External locus of control is found to be not related. So the null hypothesis that there will be no significant relationship between organizational Role Stress and External locus of control among Engineers is accepted. Thus there is no significant relationship between the ten dimensions and external locus of control. When analysing the results it is found that all the ten dimensions of role stress and external locus of control among Engineers are not significantly correlated at .01 levels.

II. Difference in Organizational Role Stress among Personnel and Engineers

The study shows the difference among Personnel and Engineers on Inter Role Distance and they differ significantly at .01 level. This implies that there is a considerable difference among Personnel and Engineers on Inter Role Distance. So the null hypothesis that, there will be no significant difference among personnel and Engineers on Inter Role Distance is rejected. As analysis of variance shows the difference among Personnel and Engineers on Inter Role Distance the 't' test was computed to know the degree of difference. The interpretation of the result shows that Engineers have more conflict in Inter Role Distance than Personnel.

It is found that the difference among Personnel and Engineers on Role Stagnation, Role Expectancy Conflict, Role Erosion, Role Overload, Role Isolation, Personal Inadequacy, Self Role Conflict, Role Ambiguity and Resources Inadequacy is not significant at .01 level. And therefore the other null hypotheses concerning these dimensions are accepted.

III. Difference in Internal-External Locus of control among Personnel and Engineers

The study reveals the difference among Personnel and Engineers on External locus of control is insignificant. So the null hypothesis that there will be no significant difference among Personnel and Engineers on External locus of control is accepted.

OVERALL DISCUSSION

There has been no relationship between organizational Role Stress and Internal-External Locus of control except for Role ambiguity where in the personnel are having negative correlation with Internal Locus of control, positive correlation with external locus of control. If the person is having less internal control the Role Ambiguity is more for them. When the person is having more external control the role ambiguity is also more. This observation is in conformity with the previous research findings. Difficulty to the organizational stressors they encounter-extroversion, flexibility, authoritarianism, dogmatism, Locus of control and tolerance for ambiguity have all been identified as potentially important individual difference variables. Potential sources of Social-Psychological Stress that could arise from role conflict, role ambiguity and role overload and the Personality Characteristics could substantially moderate the amount of stress experienced by the individual.

In the case of Engineers the Internal-External locus of control and all the ten dimensions are not related. The internality and externality don't have any effect on organizational role stress among Engineers.

While considering the dimensions of organizational Role Stress among Personnel and Engineers, the Engineers are having more Inter Role Distance than Personnel. The Engineers are having more stress because the nature of their job has an inherent quantity of stress in itself. Due to excessive pressures in the nature of job there is distance from the other roles. This may be the reason for the Engineers having more Inter Role Distance. Compared to Engineers, Personnel are having less Inter Role Distance.

This study found that although there was a relationship between locus of control and stress, the correlation between the two was very weak and not significant in the case of Engineers. However, these results are not consistent within existing literature; therefore it shows that the results for this particular study were not very reliable. For that reason, the results from this study cannot be generalized to other studies within this context.

CONCLUSIONS

A brief summary of the Present Study followed by the conclusions and the implications drawn from it, are described below.

A cursory review of the literature in relation to organizational stress and Internal-External locus of control shows the contradictory results, so the investigator decided to take the present study. The independent variable in the present study-locus of control has been studied in relation to dependent variable-organizational role stress of Personnel and Engineers with the control of extraneous variables of age, sex.

The tools used in the Present Study was, Rotter's Internal-External Locus of control questionnaire to measure the Internality and Externality. Udai Pareek's Organizational Role Stress questionnaire to measure the ten dimensions of role stress experienced in Organizational life. The data obtained from the main study was analysed by the (correlation, analysis of variance and 't' test) in order to test the hypotheses of the study.

FROM THE ANALYSIS OF RESULTS, THE FOLLOWING CONCLUSIONS HAVE BEEN DRAWN FROM THE STUDY:

I. Role Stress in Relation to Internal-External Locus of Control

1. There is a significant negative relationship between organizational Role stress and Internal Locus of control among Personnel.
2. There is a significant positive relationship between organizational Role stress and External Locus of control among Personnel.
3. There is no significant relationship between organizational Role stress and Internal Locus of control among Engineers.
4. There is no significant relationship between organizational Role stress and External Locus of control among Engineers.

II. Difference in Organizational Role Stress among Personnel and Engineers

1. There is a significant difference among Personnel and Engineers on Inter role conflict.
2. There is no significant difference among Personnel and Engineers on role stagnation, Role expectation conflict, Role Erosion and Role over load.
3. There is no significant difference among Personnel and Engineers on Role Isolation, Personal Inadequacy, Self-Role conflict, Role Ambiguity, and Resources Inadequacy.

III. Difference in Internal-External Locus of Control among Personnel and Engineers

1. There is no significant difference among Personnel and Engineers on Internal locus of control.
2. There is no significant difference among Personnel and Engineers on External locus of control.

LIMITATIONS OF THE STUDY

The present study investigates only ten dimensions of role stress in an Organizational Setting and it should be further expanded and more dimensions have to be included for the further investigation (Role underload, Boundary role). The investigator studied only white collar Professionals. Further investigations among the

blue-collar workers and others have to be taken up. The holistic approach to reduce stress and develop quality of work life may be possible through this analysis of results.

SUGGESTIONS FOR FURTHER STUDY

The present study deals with Organizational Role Stress and Internal-External locus of control. Further study can be done with other variables like job satisfaction, job involvement, motivation, Personal effectiveness etc. The present study had been conducted without any coping strategy. The same study can be done by conducting counseling programme for coping with stress and its effects may be studied.

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