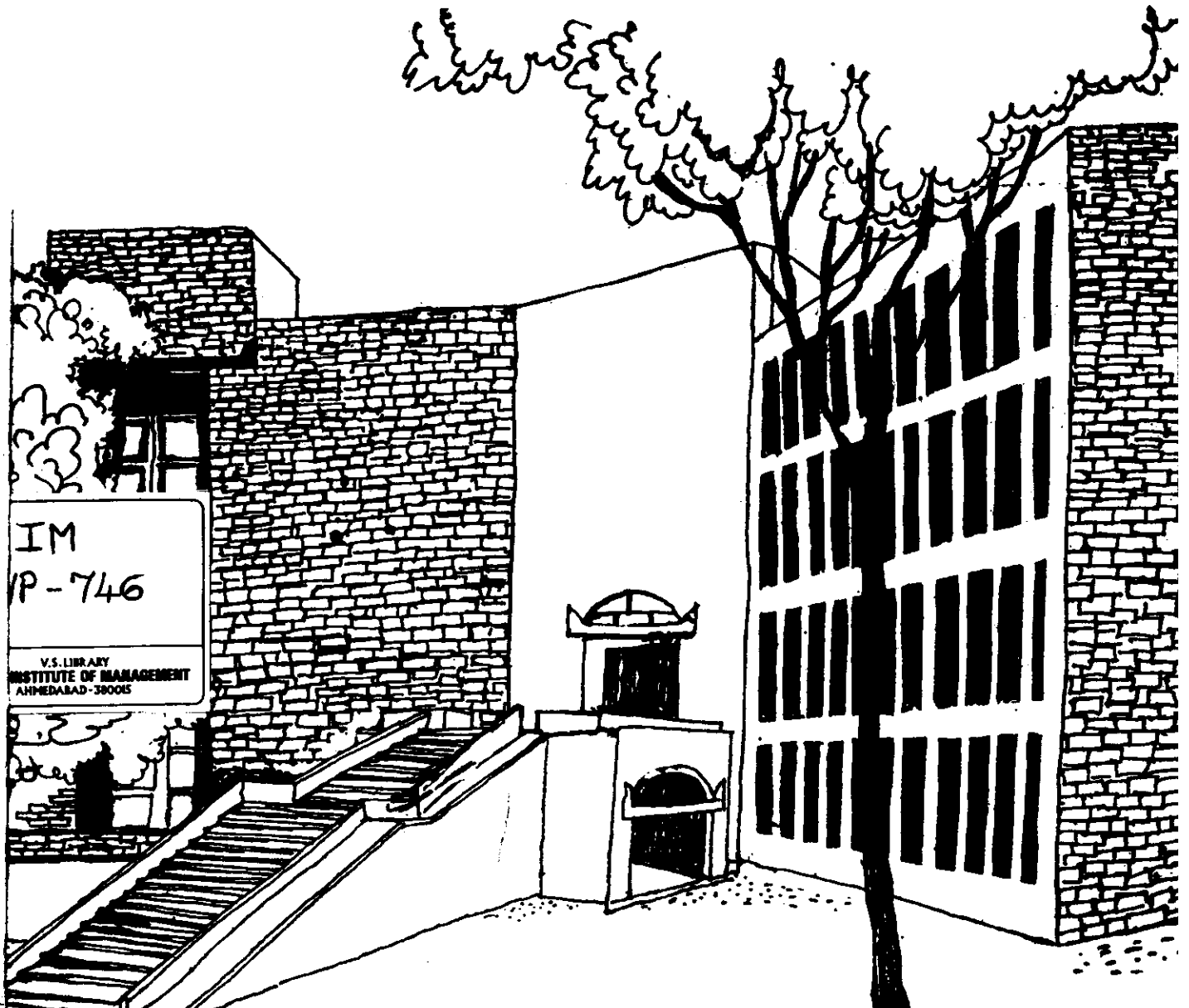




Working Paper



DEVELOPMENT OF A PSYCHOMETRIC MEASURE
OF LEARNED HELPLESSNESS (LH)

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PREFACE

Behavioural sciences have constantly attempted to bring greater rigour in their measurements. Tests and instruments represent one such attempt. The aim of the present research is to evolve and develop a scientific tool for measurement of the 'learned helplessness' (LH) concept. The authors have taken into account such attributions as: internal-external, stable-unstable and global-specific. With the help of factor-analysis, eight factors have been extracted and a 24-item scale on LH has been standardised.

The authors have briefly reviewed some of the salient studies on the LH concept. Studies on human and infra-human subjects have been included in view of their relevance to the clarification of the concept.

The authors are happy to put on record the research assistance provided by G.P. Singh. He shared his time and talent with us.

We will also like to acknowledge the financial assistance provided by the Indian Institute of Management, Ahmedabad through the Research Committee for initiating this project. We hope, this present exercise will be useful to researchers and scholars who want to undertake studies on LH.

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ABSTRACT

Behavioural sciences have constantly attempted to bring greater rigour in their measurements. Tests and instruments represent one such attempt. The aim of the present research is to evolve and develop a scientific tool for measurement of the 'learned helplessness' (LH) concept. The authors have taken into account such attributions as: internal-external, stable-unstable, and global-specific. With the help of factor-analysis, eight factors have been extracted and a 24-item scale on LH has been standardised.

CHAPTER 1

INTRODUCTION

We frequently come across people who make such statements that they do not like many 'things' in the society, in their neighbourhood, in their organisations, in their jobs, and so on but they can not do anything to alter or eliminate those undesirable 'things'. Underlying these statements is their feeling of uneasiness with the existing environmental conditions and their inability to change them for the better. Psychologists describe this phenomenon as "learned helplessness" (LH).

1.0 CONCEPT OF LEARNED HELPLESSNESS AND EARLY RESEARCHES

1.1 The Concept of Learned Helplessness (LH)

The learned helplessness (LH) is the cognitive state of a 'being' (an individual or an animal) which believes that whatever it does is not going to alter the outcome of an event. In other words, it comes to believe in response - outcome non-contingency. Stated differently, LH is the notion that after repeated failures at a task, an individual/animal becomes passive, and remains so even after the environment changes such that makes success possible. This concept of LH was first developed by Seligman and his colleagues (Seligman and Maier, 1967; Overmier and Seligman, 1967).

1.2 LH IN ANIMALS

The phenomenon of LH was first observed in animals by Seligman and Maier (1967), and Overmier and Seligman (1967). They observed that when the dog in an experiment was repeatedly exposed to inescapable electric

shocks, the dog discontinued efforts to escape from the shocks after some time, and remained so even after the situation was changed so that escape was possible. Overmier and Seligman (1967) suggested that the interference in the dog's escape response or lack of it was a "learned helplessness" state. Their explanation for the dog's passive behaviour was that during the experiment, the dog learned that the shocks were independent of its behaviour and this learning was transferred to new situations inhibiting escape responses in those altered situations. Later, occurrence of this LH phenomenon was also reported in cats and fish (Paddilla et al. 1970), and rats (Braud et al. 1969).

1.3 LH IN HUMANS

More recently, researchers have documented the phenomenon of LH in humans (Hiroto, 1974; Hiroto and Seligman, 1975; Rodin, 1976). In early studies the human subjects were exposed to a "training task" in which they received treatments similar to those used in research on animals i.e., escape/avoidance tasks (Kratz et al. 1974).

Later researchers replaced the simple escape/avoidance tasks with more complex ones such as anagram solutions (Hiroto and Seligman, 1975; Gatchel and Proctor, 1976), and cognitive problem solving tasks (Dweck and Bush, 1976; Diener and Dweck, 1978). In most of these studies, results obtained were similar to those observed in animals. The range and variety of tasks in which these studies documented LH in humans support Seligman's original notion (Overmier and Seligman, 1967) that LH is a fundamental type of

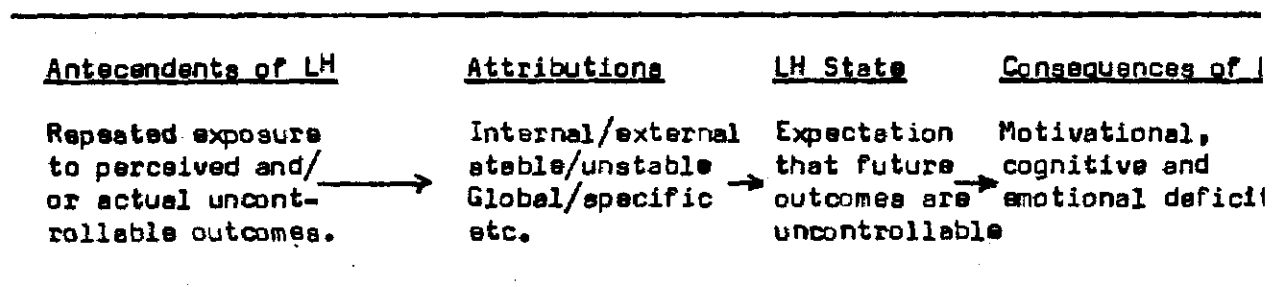
learning which leads to motivational, cognitive, and emotional deficiencies. Seligman (1973, 1974, 1975) had postulated that the major causal factor for the development of LH is the individual's belief or expectancy that his/her responses (actions) would not influence or alter the probability of an outcome (expectancy of response - outcome independence). According to Seligman (1975) development of LH follows the individual's repeated exposure to perceived or actual uncontrollable outcomes resulting in expectation that future outcomes would also be uncontrollable.

As research with humans progressed, a number of investigators had pointed out the inadequacies of original LH model of properly explain the phenomenon of LH in humans (Abramson et al 1978; Miller and Norman, 1979). The first set of inadequacies related to the issue of individual differences, and the fact that there may be more than one type of human helplessness. For example, how is it that individuals exposed to similar uncontrollable tasks often reach to quite different conclusions? The second set of inadequacies relate to the generality of helplessness across situations, and chronicity or persistence over time. That is, when and where helplessness will generalise once people believe they are helpless in one situation? Abramson et al (1978, 1980), and Miller and Norman (1979) had presented an attributional model of LH to resolve these problems.

1.4 ATTRIBUTIONAL MODEL OF LH

The attributional model of LH is presented in Figure 1. The model indicates that when an individual is repeatedly exposed to perceived or actual uncontrollable outcomes, he may tend to expect that future outcomes will also be uncontrollable, and hence become passive or inactive. Research on LH in

Figure 1: Attributional Model of Learned Helplessness



humans so far was concerned on manipulating antecedent conditions, assuming LH state would follow, and hence measuring only consequences of LH. As a result, large variations observed in the consequences of LH could not be properly explained. This requires measurement of attributions and resulting LH state. The present study mainly concentrates on these issues.

1.4.1 CAUSAL ANTECEDENTS

Even though Abramson et al's (1978, 1980) attributional model of LH was silent on determinants of attributions people make for their expectancy of response outcome independence, attribution theorists (Kelly, 1967; Weiner, 1974, 1980) had discussed about causal antecedents of attributions. Reviewing the LH literature, Miller & Norman (1979) had identified several situational cues that could influence the type of attributions people make. These antecedent conditions could be obtained by the individuals either through actual experience, or through vicarious learning.

ATTRIBUTIONS

As indicated in Figure 1, people make several types of attributions for the success or failure on a task, and particularly for their experiences of response outcome non-contingency. Abramson et al (1978, 1980) used three attributional

dimensions: (i) internal-external, (ii) stable-unstable, and (iii) global-specific.

1.4.2.1 ATTRIBUTIONS TO INTERNAL-EXTERNAL CAUSES

Internality is defined primarily in terms of a 'self-other' dichotomy. When individuals believe that outcomes are more likely or less likely to happen to themselves than to relevant others, they tend to attribute these outcomes to themselves i.e, internal factors. Conversely, when individuals believe that outcomes are as likely to happen to themselves as to relevant others, then they may make external attributions. Internal attributions of response - outcome non-contingency are likely to result in personal helplessness, whereas external attributions of response-outcome non-contingency may result in universal helplessness (Abramson et al, 1980). Personal helplessness is characterised by the belief that an outcome is independent of one's own responses. On the other hand, universal helplessness is characterised by the belief that an outcome is independent of one's own responses as well as the responses of relevant others. Examples of internal attributions are one's effort level, skill, ability, etc. whereas attributions to task difficulty, luck, etc. represent external dimension.

ATTRIBUTIONS TO STABLE-UNSTABLE CAUSES

In an attempt to explain the consistency of an expectation over time, attribution theorists (Weiner et al, 1971; Weiner, 1974) had introduced stable-unstable attributional dimension which is orthogonal to internal-external dimension. Stability refers to the relative performance associated with an attribution. That is, if an individual attributes response-outcome non-contingency to a stable factor, it may result in a helplessness

state which is likely to persist over a period of time but under similar conditions or situational cues. Examples of stable attributions could be one's ability, task difficulty, etc. Unstable attributions, on the other hand, may result in a helplessness state which may not last long. It will fade away quickly as time passes. Examples of unstable attributions are mood of the person, effort level, luck, etc.

4.2.3 ATTRIBUTIONS TO GLOBAL - SPECIFIC CAUSES

To account for generality of helplessness across tasks and situations, Abramson et al (1980), and Miller and Norman (1979) suggested a third dimension, namely global-specific attributions which is orthogonal to internality and stability dimensions. Attributions to global factors affect expectancy and hence performance in a wide variety of situations and tasks, whereas attributions to specific factors may result in helplessness only in the original situation.

All the three dimensions of causal attributions described above are continuous rather than dichotomous. These three dimensions of attributions, namely, internal-external, stable-unstable, and global-specific can be grouped together in different combinations which will result in eight types of causal attributions. These are:

1. Internal-global-stable
2. Internal-global-unstable
3. Internal-specific-stable
4. Internal-specific-unstable
5. External-global-stable
6. External-global-unstable
7. External-specific-stable
8. External-specific-unstable

Each of these combinations has a different implication for the future expectations of the people, and their performance on subsequent tasks.

* * * * *

CHAPTER 2

DEVELOPMENT OF THE LEARNED HELPLESSNESS SCALE

The type and extent of LH existing in different individuals can be determined only if we have a reliable scale to measure LH. Unfortunately, we do not have a good scale so far for this purpose.

An instrument on LH can be constructed in two ways. First, we can construct scales for measuring antecedents of LH, attributions, and nature of LH separately. But then, these should exhibit a relationship that is theoretically expected. In other words, a given type of antecedent, should have high correlations with the nature of attributions, and the nature of LH they are supposed to cause. These correlations should also remain stable across samples. Secondly, we can construct a LH instrument using scales that combine the antecedents, attributions and the LH. This type of measure is difficult to construct, but is likely to be more stable than the first one. We had adopted the second method.

1) DEVELOPMENT OF LH SCALE

The three types of attributions, i.e., internal-external, stable-unstable and global-specific their antecedents and the resulting LH have already been discussed. These were taken up for developing a LH scale. Based on the authors' experience as well as review of literature on locus of control and attribution theory, and discussions with experts in organisational behaviour, 86 items were developed representing the three types of attributions along with their causes and consequences. These items were again

discussed with the experts in organisational behaviour to test the clarity and meaning of each item. These items were tested with 15 respondents, and a few items were modified in the light of the feedback received from these experts. The final instrument consisted of all the 86 items.

A six point rating scale format was used for obtaining the responses. Strongly agree and strongly disagree were provided as anchorpoints on either end of the scale (for details, see Appendix I). The data were collected from 190 respondents in age range 23-39 years. Orthogonal factor analysis was performed on these data. Eight factors were extracted from this analysis. The details are given in Table 1. Out of the 86 items, 25 items had significant loadings (.40 or above) on the first eight factors. These are items at serial numbers 4,8,11,12,20, 26,28,33,37,41,43,45,48,49,50,54,55,56,57,61,62,67,74,85 and 86 in the questionnaire given in Appendix I. To test whether these factors are stable or not, we have again performed factor analysis on these 25 items. Except Factor VIII, all other factors were stable. These results are given in Table 2. The number of items in each factor are as follows:

<u>Factors</u>	<u>No. of Items</u>
Factor I	6
Factor II	4
Factor III	2
Factor IV	3
Factor V	3
Factor VI	2
Factor VII	2
Factor VIII	2

Item 45 was eliminated from factor VIII, leaving a total of 24 items in eight factors.

The actual items loaded in each factor are given in Table 3. All these items were scored on a six point scale, a higher score indicating higher level of LH. The scores of items which are to be reversed are indicated by 'R' against the concerned items in Table 3. Factor I consisted of the undesirable aspects of one's job, a specific stimulus, and the attributions for these were generally made to the organisational culture, an external, stable stimuli. Therefore, this factor may be considered as that representing external-specific-stable attributions.

In factor III, there were two items. Both the items related to one's ability or lack of it to control the outcome of events that are likely to happen to him/her. Both these represent internal, global causes which are stable in nature. This factor may, therefore, be considered as that representing internal-global-stable attributions.

Factor IV had three items. All the three items were related to the undesirable elements in the culture of one's organisation, and his/her inability to do anything about them. Therefore, we may consider this factor as that representing external-specific-unstable attributions.

In factor V also, there were three items. These items related to one's effort level, an internal, unstable cause, and the results that he/she gets. Therefore, this factor may be considered as that representing internal-global-unstable attributions.

Factor VI had only two items. Both the items were related to the lack of control over the events in general that are occurring around us. As

these represent general, stable and external attributions, we may consider this factor as that representing external-global-stable attributions.

Factor VII had two items. These related to one's ability to control or not able to control the outcome of a specific event like getting into an accident. Therefore, we may consider this factor as that representing internal-specific-stable attributions.

Factor VIII also had two items. Both the items related to the effort expended and the results obtained by people in general. Therefore, we may consider this factor as that representing external-global-unstable attributions. We got the following factors for LH Scale:

- Factor I : Internal-specific-stable attributions**
Factor II : Internal-specific-unstable attributions
Factor III : Internal-global-stable attributions
Factor IV : External-specific-unstable attributions
Factor V : Internal-global-unstable attributions
Factor VI : External-global-stable attributions
Factor VII : Internal-specific-stable attributions
Factor VIII : External-global-unstable attributions.

1 RELIABILITY OF LH SCALE:

Nunnally's (1967) reliability test was used to assess the reliability of each of the above eight measures. Nunnally's reliability coefficient, which is based on inter-item correlations was calculated by the following formula.

$$r_{kk} = \frac{k \cdot r_{ij}}{1+(k-1)r_{ij}}$$

Where,

- r_{kk} = Reliability coefficient of the measure,
 k = Number of items in the measure, and
 r_{ij} = Average inter-item correlations.

The reliability coefficients of the eight measures were as follows:

Factor I	:	.75
Factor II	:	.81
Factor III	:	.37
Factor IV	:	.67
Factor V	:	.57
Factor VI	:	.13
Factor VII	:	.39
Factor VIII	:	.46

Nunnally (1967) suggested that measures used in exploratory studies should have a coefficient of 0.50 and above. In the present study, only factors I, II, IV and V have a reliability coefficient of .50 and above, while factor VI is very close to it. Others have much lower reliability coefficients.

Reliability of the items can also be tested by calculating inter-item correlations. The results of this analysis are given in table 4. As seen from the figures given in this table, all the items have fairly large correlations with total scores of the items included in that measures. These ranged from 0.56 to 0.75 in Factor I, 0.69 to 0.85 in Factor II, 0.51 to 0.72 in Factor I, 0.71 to 0.82 in Factor IV, 0.30 to 0.70 in Factor V, 0.68 in Factor VI, 0.77 to 0.81 in Factor VII, and 0.64 to 0.67 in Factor VIII. These correlations suggest a fairly strong reliability of all the eight factors or measures.

2.2 USES OF LH SCALE

Most individuals possess skills, abilities, and opportunities for successful performance, but they fail to perform because of expectations of response-outcome non-contingency formed on the basis of their past experiences rather than on the basis of current realities. The first step in alleviating LH in humans is assessing the nature of LH involved i.e., whether the LH is produced by attributions to internal-global-stable causes, internal-global-unstable causes, external-global-stable causes, and so on. Once the type of LH involved is diagnosed, it can be alleviated through an appropriate attributional training programme or by exposing the individuals to response-dependent success situations or both. The present LH scale will primarily help diagnose the nature of LH involved in a given case.

Some of the interventions for alleviating LH are suggested by Abramson et al (1980). Briefly these includes:

- a) Changing the estimated probability of the outcome. This is done by changing the environment in such a way as to reduce the likelihood of aversive outcomes and increase the likelihood of desired outcomes.
- b) Making the highly preferred outcomes less preferred by reducing the aversiveness of unavoidable outcomes or the desirability of obtainable outcomes.
- c) Changing the expectation from uncontrollability to controllability when the outcomes are indeed obtainable. If the individual does not know how to omit the appropriate responses than he or she should be trained in these skills.

- d) Changing unrealistic attributions for failure to more realistic attributions - such as external, specific and unstable - and changing unrealistic attribution for success to internal, global and stable factors.

Martinko and Gardner (1982) have elaborated some of these strategies, besides suggesting some more. These are briefly discussed below:

a) Immunisation:

Immunisation strategies are pretreatment strategies designed to provide individuals with experiences that will reduce their susceptibility to LH. Those belonging to disadvantaged group such as women or new workers may be pretreated by designing jobs so that these individuals will experience reasonable levels of success early in their career. These strategies could be incorporated into training and/or orientation programmes.

b) Discrimination Training:

These strategies are based on the assumption that people do not sufficiently assess environmental cues associated with their successes and failures. They often need periodic feedback to help identify important cues. Such training, therefore focus on helping employees in recognising differences between the prior and present situation. Thus, the management for example, might pointout the differences between prior and current promotional policies.

c) Attributional Training:

This has been suggested by Abramson et al (1980) and has already been discussed.

d) Modelling:

Research by Devellis, Devellis and Mc Cauley (1978) demonstrated that people can acquire LH by observing a model. Thus, the reciprocal proposition that people can unlearn 'organisationally induced helplessness (OIH) vicariously' appears reasonable. This method encourages organisations to develop programmes to make successful employees more visible and to reward success through strategies such as social recognition.

* * * * *

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Table 1 : Factor Analysis of LH Items (Varimax Rotation)

Item No.*	Factors							
	I	II	III	IV	V	VI	VII	VIII
1	07	-09	-11	01	01	23	08	-14
2	-21	-17	-27	11	-27	-	-	-
3	-08	11	04	-05	00	02	03	-14
4	09	-73	-11	-03	00	-08	-01	-02
5	-13	-40	-10	17	-39	-29	-09	-20
6	-04	-05	-04	-01	-11	-12	-02	07
7	03	-15	05	-03	-12	01	-10	-04
8	-10	01	-03	09	-02	02	07	-80
9	03	05	01	02	01	06	12	-05
10	-13	04	-03	-12	-12	04	-10	-01
11	-04	-11	-02	-15	39	-12	02	09
12	-01	03	03	-03	79	17	00	-04
13	-02	-32	05	-01	-02	-02	-07	11
14	04	09	-07	09	03	-10	07	19
15	08	25	-19	-06	10	-37	-25	05
16	14	37	00	-05	36	-18	16	-06
17	11	05	01	06	04	05	-04	06
18	-11	-25	-02	07	-03	-16	00	28
19	09	10	00	10	09	-18	06	-12
20	13	-08	-18	12	-13	-67	07	02
21	-08	-12	01	08	-26	-18	-01	-01
22	-15	-18	10	-03	-15	-04	-04	04
23	04	10	-06	01	-08	-04	00	03
24	-01	26	13	07	07	25	-01	-30
25	13	-13	00	07	-12	-19	02	-21

Table 1 Continued:

Item No.	Factors							
	I	II	III	IV	V	VI	VII	VIII
26	-05	-09	-10	12	-60	-10	14	08
27	-03	-01	02	-09	16	-08	-12	11
28	14	01	-12	12	04	-13	-82	04
29	-10	-27	-13	-05	09	-19	-34	05
30	-06	-08	-11	10	-07	00	-06	06
31	-04	03	03	17	-06	-21	-29	02
32	-08	-01	00	-02	-06	00	-10	-03
33	-18	-03	-18	50	-02	-14	-07	03
34	-17	-06	16	01	-03	-15	22	10
35	-06	-01	-04	08	02	-15	08	16
36	-04	-09	-13	07	13	-10	00	-06
37	-17	-10	-16	07	-14	07	-35	-05
38	13	14	-21	07	-02	-20	09	05
39	-03	-16	01	24	04	-14	07	-09
40	-22	-08	-02	-10	-02	06	05	02
41	06	03	02	53	02	-16	11	-02
42	04	06	16	-17	01	03	03	-08
43	-53	-07	16	-28	07	12	06	-05
44	05	06	-01	14	-02	-03	13	00
45	02	-11	-71	10	01	-03	-06	-06
46	-02	-07	-19	06	-04	-21	-03	21
47	02	01	-07	07	-04	06	04	-02
48	-71	06	03	-19	06	09	07	-09
49	-86	01	-02	-01	-09	04	00	02
50	-82	02	06	-06	-04	07	03	-05

Table 1 Continued:

Item No. *	Factors							
	I	II	III	IV	V	VI	VII	VIII
51	-17	23	19	-02	-11	-05	-07	-14
52	10	07	-13	05	01	04	08	02
53	00	-07	17	07	04	-03	-17	-15
54	-02	-01	06	22	22	-51	-26	08
55	14	-05	-04	52	01	-21	00	-06
56	07	06	30	-03	-04	14	16	-12
57	-01	26	47	05	04	-24	-10	-16
58	-27	-07	-32	11	-17	-09	20	07
59	01	-02	04	14	-08	-04	-03	03
60	08	02	09	01	-05	-03	20	08
61	03	05	12	73	-10	01	-02	-07
62	18	-09	03	74	05	01	01	-12
63	-00	-20	04	37	-14	03	-14	-02
64	06	03	05	-07	16	-04	02	02
65	22	04	-02	-09	-02	03	-04	01
66	-19	35	-09	06	-06	-14	-03	02
67	02	54	10	-18	-07	-14	-04	-08
68	28	-05	-14	17	-13	01	13	-07
69	04	-08	-09	53	24	-07	-05	12
70	19	01	-12	37	-29	14	-05	18
71	-04	-01	-13	22	-04	-10	03	-07
72	-40	36	14	-16	02	05	08	-31
73	-09	08	00	13	04	00	08	01
74	26	05	-06	49	-10	-01	10	09
75	12	00	-12	08	-09	02	01	-06

Table 1 Continued:

Item No. *	Factors							
	I	II	III	IV	V	VI	VII	VIII
76	13	02	08	06	-09	-01	-17	10
77	00	-08	-06	08	-20	-03	-06	02
78	04	-08	04	10	10	00	16	08
79	-03	-09	-07	03	04	-06	-03	-01
80	-02	-03	-12	31	-08	12	-03	17
81	19	-08	07	23	11	-05	01	-03
82	02	11	11	19	07	-13	-11	01
83	-08	00	-12	03	-05	-11	09	-02
84	11	02	14	37	07	-02	-03	-08
85	-06	02	05	-06	-08	-15	04	-42
86	-13	01	01	-04	04	-02	74	-08
Per cent Variance Explained	10.9	5.8	4.5	4.0	3.5	2.9	2.5	2.4

1. Decimal points are omitted.

2. * These are item numbers as given in Appendix I.

Table 2: Factor Analysis of Selected LH Items (Varimax Rotation)

Item No. *	Factors							
	I	II	III	IV	V	VI	VII	VIII
4	04	12	79	11	-03	02	02	-11
8	08	-14	-02	-11	01	15	67	-29
11	-17	-05	01	24	69	16	-08	-14
12	-04	-06	-03	24	-79	-03	00	-19
20	12	12	05	79	-08	05	-07	-07
26	11	-04	10	19	-66	28	01	19
28	05	10	-04	84	-07	00	07	04
33	56	-25	15	13	-05	-12	-12	26
37	14	-14	-03	-01	00	-33	04	15
41	66	-01	-02	21	-06	-04	-12	-15
43	-14	-63	20	-14	00	-24	10	12
45	-14	01	27	10	02	08	-01	18
48	-20	-73	-14	-17	00	08	05	14
49	-07	-86	-04	01	-06	12	-06	-06
50	-11	-56	02	-04	01	08	07	-08
54	36	04	-01	47	06	-41	23	28
55	57	18	11	20	05	07	01	-33
56	-05	04	-01	-06	06	01	11	-72
57	12	-08	-26	24	07	-45	06	-51
61	71	05	01	-09	-16	-04	05	11
62	75	24	05	01	-04	00	19	03
67	-16	09	-69	12	00	05	16	-20
74	61	25	-03	01	02	-20	-03	09
85	-04	01	-09	12	-08	-03	81	05
86	-14	-19	-07	06	01	69	14	04
Per cent Variance Explained.	15.7	10.3	8.1	6.6	6.2	4.9	4.4	4.3

1. Decimal points are omitted.

2. *These are item numbers as given in Appendix I.

Table 3: Items Loaded on Different Factors

Item No.	Item	Factor Loading
<u>FACTOR-I</u>		
33	I do not like my present job but I cannot quit it, because I will not be able to get a better job.	-.56
41	I do not like many aspects of my job, but what can I do about it?	.66
55	If I was not successful in my organisation, it is because my boss did not help me.	.57
61	There is no use in working very hard in this organisation, because whatever rewards I get are in no way related to my performance.	.71
62	If I was not successful in my organisation, it is because the culture of my organisation does not facilitate me to succeed.	.75
74	Many times I feel that I have little influence over things that are happening to me.	.61
<u>FACTOR-II</u>		
43	When I fail to do as well as I am expected to in my organisation, it is usually due to lack of effort on my part.	-.63
48	If I was not successful in my organisation, it is because I have not worked hard enough.	-.73
49	If I was to fail in a task, it would probably be because I lacked skill in that area.	-.86
50	If I am not successful in my organisation, it is because I lack expertise to do well on my job.	-.86
<u>FACTOR-III</u>		
4	No matter what I do, some people do not like me.	.79
67 (R)	My life is mainly shaped by my efforts.	.69

Table 3 Continued:

Item No.	Item	Factor Loading
<u>FACTOR-IV</u>		
20	There are many undesirable elements in the culture of my organisation, but I feel helpless to correct them.	.79
28	I know many things are bad in my organisation, but I am unable to do anything about them.	.84
54	Even if it is urgent, there is no use trying to do some thing in this organisation if it is against rules.	.47
<u>FACTOR-V</u>		
11	There is a direct relation between how hard I work and what results I get.	.69
12	Honesty, hard work, and truthfulness are not our way of life, and there is hardly anything one man can do about it.	-.79
26	I do not struggle hard to overcome my faults because I know I will not be able to correct them.	-.66
<u>FACTOR-VI</u>		
37 (R)	It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad luck any way.	-.33
86	When I cannot understand something, it is usually because it is too hard to understand for me as well as for others.	.69
<u>FACTOR-VII</u>		
6 (R)	If I have more/less friends, it is mainly because I wanted to have more/less friends.	.67
85 (R)	Whether or not I get into an accident depends mostly on how careful I am while walking or driving on a road.	.81

Table 3 Continued:

Item No.	Item	Factor Loading
56	(R) If I really try hard, I can become an expert in computer sciences or any other difficult task, in time.	-.72
57	(R) It seems to me that getting along with people is a skill.	-.51

(R) Indicates that these items are to be revised while scoring.

Table 4: Item-Total Correlations

Item No. vs Total	r
<u>FACTOR-I</u>	
33	.56
41	.66
55	.65
.61	.70
.62	.75
74	.62
<u>FACTOR-II</u>	
43	.69
48	.81
49	.84
50	.85
<u>FACTOR-III</u>	
4	.72
67	.51
<u>FACTOR-IV</u>	
20	.80
28	.82
54	.71
<u>FACTOR-V</u>	
11	.30
12	.70
26	.67

Table 4 Continued:

Item No. vs Total	r
<u>FACTOR-VI</u>	
37	.68
86	.68
<u>FACTOR-VII</u>	
8	.81
77	.77
<u>FACTOR-VIII</u>	
56	.67
57	.64

APPENDIX-I

A. Particulars of the Respondents:

1. Name of your organisation :
2. Your highest qualification :
3. Age in years :
4. Sex : Male/Female
5. Designation :
6. Experience in the present post:
(in years)
7. Total Experience (in years) :

B. Please indicate your agreement or disagreement with each of the following statements by circling the appropriate number.

1. The country is run by few people in power, and there is not much the common man can do about it.

Strongly agree 1 2 3 4 5 6 Strongly disagree

2. I usually don't make plans because I have hard time following them through.

Strongly agree 1 2 3 4 5 6 Strongly disagree

3. What happens to me is invariably my own doing.

Strongly agree 1 2 3 4 5 6 Strongly disagree

4. No matter what I do, some people do not like me.

Strongly agree 1 2 3 4 5 6 Strongly disagree

5. To get love and affection from others is not in one's own hands but in the moods of others.

Strongly agree 1 2 3 4 5 6 Strongly disagree

6. There are many undesirable elements in the current political system of the country, but a little guy like me can do nothing about them.

Strongly agree 1 2 3 4 5 6 Strongly disagree

7. One has to be lucky to succeed in a competitive examination.

Strongly agree 1 2 3 4 5 6 Strongly disagree

8. If I have more/less friends, it is mainly because I wanted to have more/less friends.

Strongly agree 1 2 3 4 5 6 Strongly disagree

9. How many friends I have depends on how nice a person I am
Strongly agree 1 2 3 4 5 6 strongly disagree
10. Nothing I ever do seems to have any effect on what happens
in my neighbourhood.
Strongly agree 1 2 3 4 5 6 Strongly disagree
11. There is a direct relation between how hard I work and what
results I get.
Strongly agree 1 2 3 4 5 6 strongly disagree
12. Honesty, hard work and truthfulness are not our way of life,
and there is hardly anything one man can do to change this.
Strongly agree 1 2 3 4 5 6 Strongly disagree
13. One is powerless and helpless against the overwhelming forces
of destiny.
Strongly agree 1 2 3 4 5 6 Strongly disagree
14. One can't expect fair play from police department in India.
Strongly agree 1 2 3 4 5 6 Strongly disagree
15. One should feel lucky to be appointed in an organisation
having good facilities.
Strongly agree 1 2 3 4 5 6 Strongly disagree
16. When I did poorly on a task, I usually feel that I had not
worked hard enough on that task.
Strongly agree 1 2 3 4 5 6 Strongly disagree
17. Whether or not I get to be a leader depends mostly on my
ability.
Strongly agree 1 2 3 4 5 6 Strongly disagree
18. As I am not capable of making good suggestions, nobody pays
any heed to them.
Strongly agree 1 2 3 4 5 6 Strongly disagree
19. When I get what I want it is usually because I worked hard
for it.
Strongly agree 1 2 3 4 5 6 Strongly disagree

20. There are many undesirable elements in the culture of my organisation, but I feel helpless to correct them.

Strongly agree 1 2 3 4 5 6 Strongly disagree

21. To a great extent, my life is controlled by accidental happenings.

Strongly agree 1 2 3 4 5 6 Strongly disagree

22. Reforming the functioning of police department in India is impossible

Strongly agree 1 2 3 4 5 6 Strongly disagree

23. Marriages are made in heaven.

Strongly agree 1 2 3 4 5 6 Strongly disagree

24. In my case, success at making friends depends on how hard I work at it.

Strongly agree 1 2 3 4 5 6 Strongly disagree

25. The type of neighbours I am going to have is in no way influenced by me.

Strongly agree 1 2 3 4 5 6 Strongly disagree

26. I do not struggle hard to overcome my faults because I know I will not be able to correct them.

Strongly agree 1 2 3 4 5 6 Strongly disagree

27. All important events in my life are determined by my own actions.

Strongly agree 1 2 3 4 5 6 Strongly disagree

28. I know many things are bad in my organisation but I am unable to do anything to correct them.

Strongly agree 1 2 3 4 5 6 Strongly disagree

29. I have often found out that what is going to happen will happen.

Strongly agree 1 2 3 4 5 6 Strongly disagree

30. I feel that people who are lonely lack social competence.

Strongly agree 1 2 3 4 5 6 Strongly disagree

31. Having bright and hard working children is a matter of good fortune

Strongly agree 1 2 3 4 5 6 Strongly disagree

32. If I did not get along well with others, it would tell me that I hadn't put much effort into the pursuit of interpersonal relationships.

Strongly agree 1 2 3 4 5 6 Strongly disagree

33. I donot like my present job but I cannot quit it, because I will not be able to get a better job.

Strongly agree 1 2 3 4 5 6 Strongly disagree

34. I always make things to happen my way.

Strongly agree 1 2 3 4 5 6 Strongly disagree

35. When I get what I want, it is usually because I tried hard for it.

Strongly agree 1 2 3 4 5 6 Strongly disagree

36. National problems like terrorism , communalism and corruption are so complicated, the common man can do very little about them.

Strongly agree 1 2 3 4 5 6 Strongly disagree

37. It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad luck any way.

Strongly agree 1 2 3 4 5 6 Strongly disagree

38. There is very little we as consumers can do to keep the prices from rising up.

Strongly agree 1 2 3 4 5 6 Strongly disagree

39. It is a matter of luck having efficient subordinates.

Strongly agree 1 2 3 4 5 6 Strongly disagree

40. If I try sincerely, I can change the working style of my organization.

Strongly agree 1 2 3 4 5 6 Strongly disagree

41. I don't like many aspects of my job, but what can I do about it?

Strongly agree 1 2 3 4 5 6 Strongly disagree

42. The most important reason for my success in life is my ability.

Strongly agree 1 2 3 4 5 6 Strongly disagree

43. When I fail to do as well as am expected to in my organisation, it is usually due to lack of effort on my part.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
44. It is no use worrying about the policies of my organisation. I cannot do much about them.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
45. If succeed on a task, it is usually because I am lucky or am helped by other people.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
46. Corruption is so strongly rooted in this country, we can not eliminate it.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
47. Getting a job in one's home town is a matter of luck.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
48. If I were not successful in my organisation, it is because I have not worked hard enough.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
49. If I were to fail in a task, it would probably be because I lacked skill in that area.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
50. If I am not successful in my organisation, it is because I lack expertise to do well on my job.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
51. In my case, the good feedback I receive is always the direct result of my good work.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
52. It is no use worrying about public affairs. I cannot do anything about them anyway.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
53. To get the right breaks in life, one has to be in the right place at the right time.
- Strongly agree 1 2 3 4 5 6 Strongly disagree

54. Even if it is urgent, there is no use trying to do something in this organization, if it is against rules.

Strongly agree 1 2 3 4 5 6 Strongly disagree

55. If I were not successful in my organization, it is because my boss didn't help me.

Strongly agree 1 2 3 4 5 6 Strongly disagree

56. If I really try hard, I can become an expert in computer sciences in no time.

Strongly agree 1 2 3 4 5 6 Strongly disagree

57. It seems to me that getting along with people is a skill.

Strongly agree 1 2 3 4 5 6 Strongly disagree

58. I don't have proper skills to give the right advice to others and hence it is generally rejected.

Strongly agree 1 2 3 4 5 6 Strongly disagree

59. When I am tired, it is difficult for me to think creatively.

Strongly agree 1 2 3 4 5 6 Strongly disagree

60. People like me cannot do much to eradicate social evils like poverty, dowry, corruption, etc. from our society.

Strongly agree 1 2 3 4 5 6 Strongly disagree

61. There is no use in working very hard in this organization, because whatever rewards I get are in no way related to my performance.

Strongly agree 1 2 3 4 5 6 Strongly disagree

62. If I were not successful in my organization, it is because the culture of my organization doesn't facilitate me to succeed.

Strongly agree 1 2 3 4 5 6 Strongly disagree

63. Whether you are going to have good or bad colleagues at work is a matter of luck. One can't do anything about it.

Strongly disagree 1 2 3 4 5 6 Strongly disagree

64. One has to work hard to succeed in a competitive examination.

Strongly agree 1 2 3 4 5 6 Strongly disagree

65. In my experience, there is a direct connection between the absence of friendship and being socially inept.

Strongly agree 1 2 3 4 5 6 Strongly disagree

66. I can pretty much plan and determine what will happen in my life.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
67. My life is mainly shaped by my efforts.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
68. Politics and government are so complicated that an average man like me cannot really influence them.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
69. My poor performance on the job sometimes makes me to think that I was just unlucky.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
70. Getting a job that one most likes is almost impossible in this country.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
71. If one gets a good boss at work, he should feel lucky.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
72. If I fail on a task, it is usually because I didn't put in sufficient effort.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
73. I often feel that I do not have the patience to befriend children.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
74. Many time, I feel that I have little influence over things that are happening to me.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
75. It is very difficult for people like me to have much control over what the politicians do in their offices.
- Strongly agree 1 2 3 4 5 6 Strongly disagree
76. What has been destined cannot be altered by one's actions even by a fraction.
- Strongly agree 1 2 3 4 5 6 Strongly disagree

77. Population explosion is a major factor which neutralised most of our achievements on technological and economic front. But a little guy like me can do very little to check population growth.

Strongly agree 1 2 3 4 5 6 Strongly disagree

78. I know my vote to this candidate or another will not make any difference to the election outcome.

Strongly agree 1 2 3 4 5 6 Strongly disagree

79. I often feel that I lack social skills to befriend my colleagues at work.

Strongly agree 1 2 3 4 5 6 Strongly disagree

80. I often feel incapable of controlling a situation even when I know it is going to be bad for me.

Strongly agree 1 2 3 4 5 6 Strongly disagree

81. Political parties in the country are so big that an average member has not got much say in what goes on inside.

Strongly agree 1 2 3 4 5 6 Strongly disagree

82. It is impossible to check the political interference in the functioning of government organizations.

Strongly agree 1 2 3 4 5 6 Strongly disagree

83. Maths is always Greek and Latin to me. I can't understand it properly.

Strongly agree 1 2 3 4 5 6 Strongly disagree

84. There is not much use in trying too hard to please people. If they like you, they like you.

Strongly agree 1 2 3 4 5 6 Strongly disagree

85. Whether or not I get into an accident depends mostly on how careful I am while walking or driving on a road.

Strongly agree 1 2 3 4 5 6 Strongly disagree

86. When I cannot understand something, it is usually because it is too hard to understand for me as well as for others.

Strongly agree 1 2 3 4 5 6 Strongly disagree

APPENDIX-II

Sl. No.	Item	Strongly Agree					Strongly Disagree
1.	I do not like my present job but I cannot quit it, because I will not be able to get a better job.	1	2	3	4	5	6
2.	I do not like many aspects of my job, but what can I do about it?	1	2	3	4	5	6
3.	If I was not successful in my organisation, it is because my boss did not help me.	1	2	3	4	5	6
4.	There is no use in working very hard in this organisation, because whatever rewards I get are in no way related to my performance	1	2	3	4	5	6
5.	If I was not successful in my organisation, it is because the culture of my organisation does not facilitate me to succeed.	1	2	3	4	5	6
6.	Many times I feel that I have little influence over things that are happening to me.	1	2	3	4	5	6
7.	When I fail to do as well as I am expected to in my organisation, it is usually due to lack of effort on my part.	1	2	3	4	5	6
8.	If I was not successful in my organisation, it is because I have not worked hard enough.	1	2	3	4	5	6
9.	If I was to fail in a task, it would probably be because I lacked skill in that area.	1	2	3	4	5	6
10.	If I am not successful in my organisation, it is because I lack expertise to do well on my job.	1	2	3	4	5	6
11.	No matter what I do, some people do not like me.	1	2	3	4	5	6
12.	My life is mainly shaped by my efforts.	1	2	3	4	5	6
13.	There are many undesirable elements in the culture of my organisation, but I feel helpless to correct them.	1	2	3	4	5	6
14.	I know many things are bad in my organisation, but I am unable to do anything about them.	1	2	3	4	5	6

APPENDIX-II CONTINUED:

Sl. No.	Item	Strongly Agree					Strongly Disagree
15.	Even if it is urgent, there is no use trying to do some thing in this organisation if it is against rules.	1	2	3	4	5	6
16.	There is a direct relation between how hard I work and what results I get.	1	2	3	4	5	6
17.	Honesty, hard work, and truthfulness are not our way of life, and there is hardly anything one man can do about it.	1	2	3	4	5	6
18.	I do not struggle hard to overcome my faults because I know I will not be able to correct them.	1	2	3	4	5	6
19.	It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad luck any way.	1	2	3	4	5	6
20.	When I cannot understand something, it is usually because it is too hard to understand for me as well as for others.	1	2	3	4	5	6
21.	If I have more/less friends, it is mainly because I wanted to have more/less friends.	1	2	3	4	5	6
22.	Whether or not I get an accident depends mostly on how careful I am while walking or driving on a road.	1	2	3	4	5	6
23.	If I really try hard, I can become an expert in computer sciences or any other difficult task, in time.	1	2	3	4	5	6
24.	It seems to me that getting along with people is a skill.	1	2	3	4	5	6