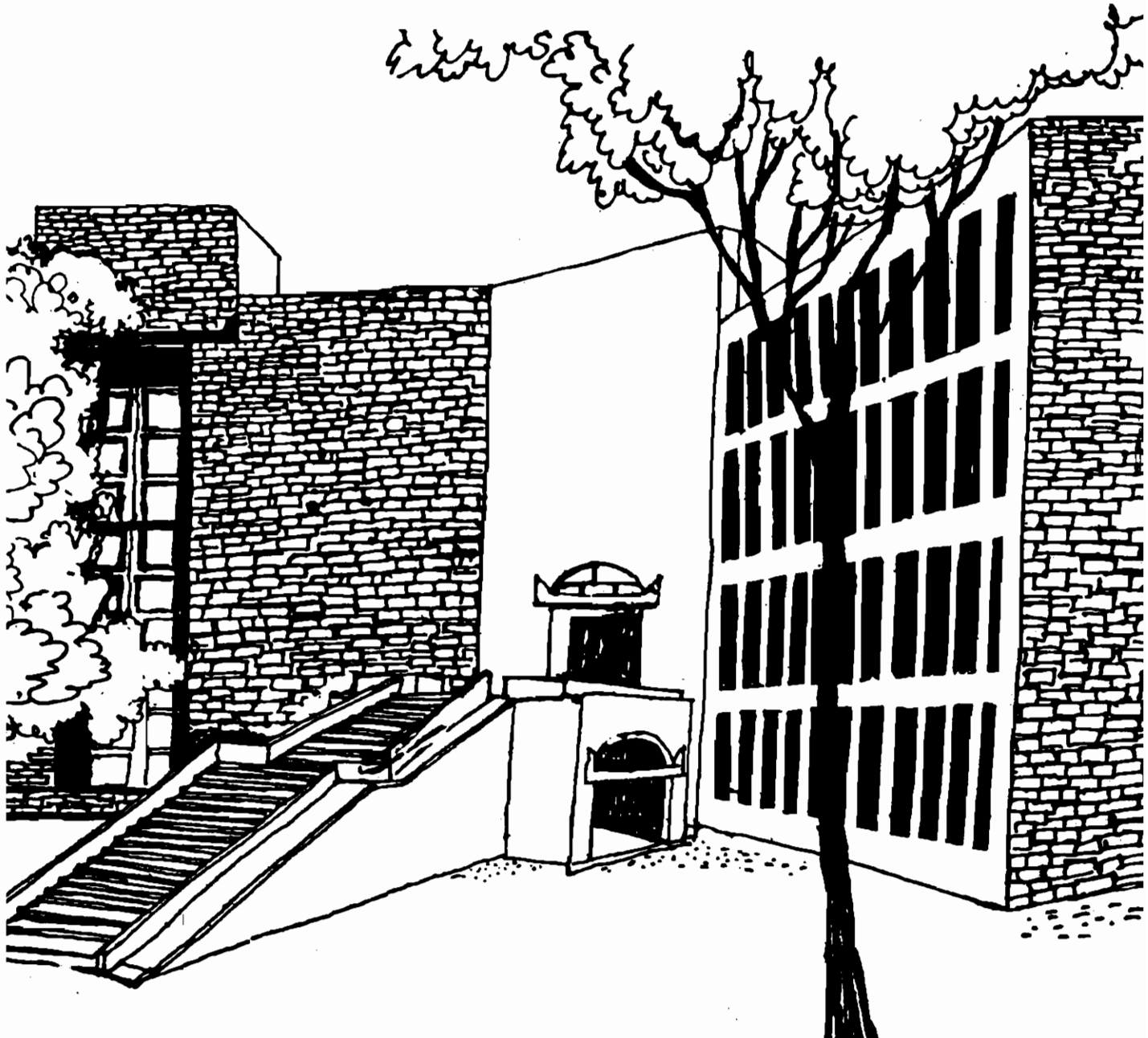




Working Paper



**A STUDY OF ORGANIZATIONAL CLIMATE IN RELATION
TO ORGANIZATIONAL ROLE STRESS (ORS)
AND LEARNED HELPLESSNESS (LH)**

By

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ABSTRACT

The purpose of the study is to investigate the relationship between the factors of learned helplessness (LH) and organizational role stress (ORS) to the motivational climate of the organization.

The sample comprised of two hundred and twenty respondents belonging to the middle management of five units of the engineering industry located in western India.

Motivational Climate of the organization is analyzed by using MAO-C questionnaire (Pareek 1981) comprising of 60 statements employing twelve dimensions and six motives of the organization. Organizational Role Stress scale (Pareek 1981) is used to measure the stress the individual feels in the organization. It is a five point scale wherein 10 dimensions of stress are measured. Learned Helplessness scale (Pestonjee and Reddy, 1988) consisting of 24 items with a six-point rating format, is used to measure learned helplessness.

Means and S.D.'s, intercorrelations and regressions are used to interpret the data. From the results, we observe that Role Erosion was the highest contributor of stress in this group. The climate of the organization that is related to the trust among various members and groups seems to significantly affect the learned helplessness and stress of the executives. 'Management of rewards' was the other dimension of organizational climate which had a significant bearing on the dependent variables of learned helplessness (LH) and organizational role stress (ORS).

A STUDY OF ORGANISATIONAL CLIMATE IN RELATION TO ORGANISATIONAL ROLE STRESS (ORS) AND LEARNED HELPLESSNESS

INTRODUCTION

Organisational role stress is by now a widely researched area and is emerging as a major thrust area in organisational behaviour. However we do not find studies on different populations in which linkages are developed between the variables of Organisational Climate, Organisational Role Stress and Learned Helplessness.

ORGANIZATIONAL CLIMATE

Organisational climate is the independent variable in the present study wherein the effect of organisational climate is seen on role stress and learned helplessness. The climate of an organization is created when the organisational components viz. structure, systems, culture, leader behaviour and psychological needs of employees interact with one another. Organisational climate can only be discussed in terms of how it is perceived or felt by organisational members. Consequently, a climate may be perceived as hostile or supportive. Six motives are particularly appropriate in developing a framework that facilitates analysis of the connection between organizational climate and motivation (Pareek 1989) viz. achievement, affiliation, expert influence, control, extension and dependency.

Twelve Dimensions of Organisation Climate

Likert (1967) proposed six dimensions of organisational climate, while Litwin and Stringer (1963) proposed seven dimensions. A review of their studies and those of others indicate that twelve processes or dimensions of organisational climate relate specifically to motivation. These are:

1. Orientation. The dominant orientation of an organisation is the main concern of its members, and this dimension is an important determinant of climate. If the dominant orientation or concern is to adhere to established rules, the climate will be characterised by control; on the other hand, if the orientation is to excel, the climate will be characterised by achievement.
2. Interpersonal relationships. An organisation's interpersonal relations processes are reflected in the way in which informal groups are formed, and these processes affect climate. For example, if groups are formed for the purpose of protecting their own interests, cliques may develop and a climate of control may result; similarly, if people tend to develop informal relationships with their supervisors, a climate of dependency may result.
3. Supervision. Supervisory practices contribute significantly to climate, if supervisors focus on helping their subordinates to improve personal skills and chances of advancement, a climate characterized by the extension motive may result; if supervisors are more concerned with maintaining good relations with their subordinates, a climate characterised by the affiliation motive may result.

4. Problem management. Problems can be seen as challenges or as irritants. They can be solved by the supervisor or jointly by the supervisor and the subordinate(s) concerned, or they can be referred to a higher level. These different perspectives and ways of handling problems contribute to the creation of an organisation's climate.

5. Management of mistakes. Supervisors' attitudes toward subordinate's mistakes develop the organisational orientation, which is generally one of annoyance or concern or tolerance. An organisation's approach to mistakes influences the climate.

6. Conflict management. Conflicts may be seen as embarrassing annoyances to be covered up or as problems to be solved. The process of dealing with conflicts has as significant an effect on climate as that of handling problems or mistakes.

7. Communications. Communication, another important determinant of climate, is concerned with the flow of information: its direction (top-down, bottom-up, horizontal), its dispersement (selectively or to everyone concerned), its mode (formal or informal), and its type (instructions or feedback on the state of affairs).

8. Decision making. An organisation's approach to decision making can be focused on maintaining good relations or on achieving results. In addition, the issue of who makes decisions is important: people high in the hierarchy, experts, or those involved in the matters about which decisions are made. These elements of decision making are relevant to the establishment of a particular climate.

9. Trust. Trust is the confidence and faith the organization has in its employees. The degree of trust or its absence among various members and groups in the organisation affects the climate of the organization to a large extent. The extent to which the organization believes in its people is reflected in the rules of the organization and its control measures. The greater the control the less the trust. The issue of who is trusted by management and to what degree is also relevant and contributory to the climate of the organization.

10. Management of rewards. Rewards reinforce specific behaviours, thereby arousing and sustaining specific motives. Consequently, what is rewarded in an organisation influences the motivational climate.

11. Risk taking. How people respond to risks and whose help is sought in situations involving risk are important determinants of climate.

12. Innovation and change. Who initiates change, how change and innovation are perceived, and how change is implemented are all critical in establishing climate.

The way in which these twelve dimensions of climate operate in an organisation indicates the underlying motive of top management and the principle motive that is likely to be generated and sustained within the organisation's population.

II. LEARNED HELPLESSNESS is one of the dependent variables in the study. The concept of learned helplessness starts from the feeling of uneasiness with the existing environmental conditions

and the inability to change them for the better. Thus learned helplessness (LH) is the cognitive state of 'being' of an individual or an animal which believes that whatever it does is not going to alter the outcome of an event. This concept of LH was first developed by Seligman and his colleagues (Seligman and Maier, 1967; Overmier and Seligman, 1967).

An instrument to measure learned helplessness taking the three types of attributions i.e., internal-external, stable-unstable and global-specific was developed. People make several types of attributions for the success or failure on a task, particularly for their experience of response-outcome non-contingency. Abraham et al (1978, 1980) used the below mentioned three attributional dimensions.

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).

2. 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 helpless 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 helpless 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.

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.

III ORS or Organizational Role Stress is the other dependent variable which is tested to analyse the effect of motivational climate on its various aspects. There is an increasing interest in manager's experience in organizations. According to Pareek (1976) the concept of 'role' is the key concept in understanding the integration of the individual in the system of the organization. It is through the role that the individual interacts and gets (or does not get) integrated with the system.

Kahn et al (1964) were the earliest to draw attention to organizational stress in general and role stress in particular. Pareek (1976) defined role as the position occupied by a person as defined by the expectations of significant persons, including the role occupant. This indicates that there are inherent

problems in the performance of a role and thus stress is inevitable.

Different kinds of stress associated with the role of the employees in organizations were taken up to prepare the ORS scale. They are:

1. Inter-role distance (IRD): An individual occupies more than one role at a time. His organisational role may often come into conflict with his family roles. The distance or conflict among these various roles represents inter-role distance.
2. Role Stagnation (RS): This kind of stress is the result of gap between demand to outgrow his previous role and to occupy new roles effectively. Such a type of stress results in perception that there is no opportunity for one's career progression. This perception may be more intense when the role occupant holds a role for long periods and then enters the new role in which he feels less secure.
3. Role Expectation Conflict(REC): This type of stress is generated by different expectations by different significant persons about the same role. It is possible that the significant persons differ in their expectation about the same role; and the role occupant is ambivalent as to whom to please.
4. Role Erosion (RE): This type of role stress is the function of the role occupant's feeling that some functions which should properly be belonging to his role are transferred to/or performed by some other role. This can also happen when the functions are performed by the role occupant but the credit for them had gone to someone else.

5. Role Overload (RO): When the role occupant feels that there are too many expectations from the significant roles in his role set, he experiences role overload. There are two aspects of this stress, quantitative and qualitative. The former refers to having 'too much to do' while latter refers to 'too difficult'.

6. Role Isolation (RI): This type of role stress refers to psychological distance between the occupant's role and other roles in the same role set. It is also defined as role distance which is different than inter role distance in the sense that IRD refers to the distance among various roles occupied by the same individual. The frequency and ease of interaction among the roles is a measure of the strength of the linkage among the roles.

7. Personal Inadequacy (PI): This type of stress arises when the role occupant feels that he does not have the necessary skills and training for effectively performing the functions expected from his role. This is found to happen when the organisation does not impart periodic training to enable the employees to cope with the fast changes both within and outside the organisation.

8. Self-Role Distance (SRD): When the role, the person occupies goes against his self concept, he feels a self role distance type of stress. This is essentially a conflict between the self-concept and the expectations from the role as perceived by the role occupant.

9. Role Ambiguity (RA): It refers to the lack of clarity about the expectations of the individual's role which may arise out of lack of information or lack understanding. It may exist in relation to activities, responsibilities, personal styles and norms; and may operate at three stages:

- a) When the role sender holds his expectations about the role
- b) When he sends it, and
- c) When the occupant receives those expectations.

10. Resource Inadequacy (RI): This type of stress is evident when the role occupant feels that he is not provided with adequate resources for performing the functions expected from his role.

Although a great deal of speculation and description about the sources of stress and pressure for different levels of management is available, special attention is usually paid to top level managers.

REVIEW OF LITERATURE:

Broadly speaking, organizational climate is the psychological feel of a work place or an organisational unit and the organisational norms that seem to correspond to this feel.

Ansari (1980) in a study of organisational climate in three organisations sought to measure organisational climate in terms of perceived leadership style, support to personnel, and bureaucratization. His sample included 122 male top and middle level executives. He found that interorganisational differences in climate exceeded interdepartmental differences. He argued that climate could, therefore, be viewed as a molar or aggregated organizational construct.

In a study of 390 BHEL executives, Habibulla and Sinha (1980) used Pareek's Motivational Climate Questionnaire (Pareek, 1979). It measures six dimensions of perceived organisational climate, the achievement orientation of the organisation, its expertise or expert power orientation, extension, affiliation dependency and control - similar to the one we used in the present study. Achievement, expert power and extension orientations were positively intercorrelated, and affiliation, dependency and control were also positively intercorrelated. The study also raised the possibility of the existence of multiple organisational climates, especially in large technologically and structurally differentiated organisations like BHEL.

Sinha (1983) has visualised organisational climate and leadership style to be mutually interactive variables, which are affected by the organisational structure and processes which in turn affect job attitudes, which in turn may affect productivity etc. Sinha has claimed that organisational climate was a stronger determinant of leadership style than vice-versa and while organisational structure was not related to either, organisational processes were related to both. Organisational climate seems to have a stronger relationship with job attitudes than leadership style.

In a study of 280 managers from four industrial organisations, Singh and Das (1977) found a relationship between the department's style or culture of decision making and the values of the departments' managerial staff.

Sharma and Sunderajan (1983) and Sharma (1983b) have noticed that the different aspects of organisational climate were unevenly developed in the organisations. In particular, perceived participativeness of the management was relatively low, while perceived safety and security was relatively high.

Cumulatively, these studies have suggested that organisational climate may be a significant independent variable indicative of organisational culture and institutionalised organisational practices. It may possibly be related to organisational effectiveness.

Besides the above, several researches have indicated that support from supervisors and co-workers is positively related to more favourable job attitudes and health (e.g. Cobb and Kasl, 1977, Cobb 1976, Gore 1974). Bechr (1976) found a suggestive evidence that people with supportive supervisors might not feel role strain even if their roles are ambiguous. Support from co-workers as an aspect of organisational climate was studied by Westman, Eden and Dov (1985). They found that when co-worker support was dichotomised into low and high, subjects reporting low support smoked significantly more than those who reported high support.

Ford (1985) strongly suggested that emotional support in the climate, was more important than structural support, in the prediction of work outcomes.

Organisational Role Stress:

The relationship between job stress and illness (mental as well as physical) is well documented (Cooper and Marshall, 1978; House, 1974; Jenkins, 1976; Selye, 1976). A great deal of attention has been focussed on cardiovascular diseases especially coronary heart disease (CHD). Though the origins of CHD are unclear job stress has been clearly implicated (Cooper and Marshall, 1976; Jenkins, 1976).

Job stress has been found to be positively associated with self destructive acts or attempts (Bruglass and Duffy, 1978; Karcher, 1978).

Stress symptoms such as withdrawal behaviour (absenteeism, turnover and propensity to leave) have been found to have a positive relationship with role conflict and role ambiguity. Jamal (1984) found a significant relationship between role ambiguity, role overload, role conflict, resource inadequacy and withdrawal behaviour of absenteeism, tardiness and anticipatory turnover. In India, severe physiological and behavioural consequences of managerial stress have been highlighted by Sah (1980) who showed that respondents manifest moderate range of reactions to stress, viz. physiological changes like fatigue, exhaustion, headaches, hypertension, sleeplessness, indigestion etc. Madhu and Harigopal (1976) found role ambiguity to be negatively related with job involvement. However, their research could not find a significant relationship between role conflict and job involvement. Mishra (1983) observed that occupational stress arising from various job dimensions was positively related to job involvement.

However, there are instances where the results somewhat deviate from the general trend of findings. e.g. Tosi (1971) failed to find significant relationship between role ambiguity and job satisfaction.

In India, a few studies are available on this issue. In a study by Pestonjee and Singh (1982), it was reported that various types of stresses, which develop out of either poor organisational structure, and/ or poor employee relations have detrimental effects on job satisfaction. This seems to take place in all spheres, whether it is related to the job,

management style, personal adjustment or off-the-job activities. Another study by Surti (1983) on a sample of working women found that role stress and job satisfaction were significantly and negatively related. Sharma and Sharma (1983) showed that in the case of gazetted officers only, role efficacy had moderate positive relationship with job satisfaction and this relationship was with the on-the-job satisfaction rather than the off-the-job facet of satisfaction. Jagdish and Srivastava (1984) indicated a significant inverse relationship between job satisfaction and role stress. Similar findings were reported in studies conducted by Mishra (1987) and by Srivastava and Farman (1979).

Learned Helplessness

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 sometime and remained so even after the situation was changed so that escape was possible. More recently researchers have documented the phenomenon of LH in humans (Hiroto, 1974; Hiroto and Seligman, 1975; Rodin, 1976).

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 (Diveck and Bush, 1976; Dicner and Diveck, 1978). 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. According to Seligman (1975), development of LH follows the individuals repeated exposure to perceived or actual uncontrollable outcomes resulting in expectation that future outcomes would also be uncontrollable.

The above is a very brief review of literature of the two dependent variables of learned helplessness and organisational role stress as well as the independent variable of motivational climate. However no study seems to have been done on the three variables together, taking the motivational climate of the organisation in relation to organisational role stress and learned helplessness. In the present study we propose to study 'organisational climate and its effect on role stress and learned helplessness.

METHODOLOGY

The present study is an attempt to investigate the relationship between the factors of learned helplessness and organizational role stress to the climate of the organization. In essence, the stress an individual feels while working in an organization due to the various and conflicting roles he has to play, may be affected by the climate of the organization e.g. whether it is hostile or supportive. Learned helplessness starts from the feeling of uneasiness with the existing environmental conditions and the inability to change them for the better. It was felt that learned helplessness too, could be dependent on the motivational climate of the organization.

Thus it was hypothesized that:

- There will be a significant effect of motivational climate factors on all the ten dimensions of organizational role stress.
- There will be a significant effect of motivational climate factors on the eight factors of learned helplessness.

Sample

The sample comprised of two hundred and twenty respondents belonging to the middle management of five units of the Engineering Industry located in Western India.

Background of respondents: The respondents had an engineering background and had studied in regional engineering colleges all over the country.

Age: The age range was between 31 - 40 years.

Work experience: Average work experience of the respondents was 10 years.

Tests and Instruments

Motivation Climate of the organization was analysed by using the instrument called MAO-C. Six motives are particularly appropriate in developing a framework that facilitates analysis of the connection between organizational climate and motivation. They can be classified as achievement, affiliation, expert influence, control, extension and dependency. A review of the studies by Likert (1967), Litwin and Stringer (1969) and others indicate that the following twelve processes or dimensions of organizational climate relate specifically to motivation.

- Orientation
- Interpersonal relationships
- Supervision
- Problem management
- Management of mistakes
- Conflict management
- Communication
- Decision making
- Trust
- Management of rewards
- Risk taking
- Innovation and change.

The instrument employs twelve dimensions of organisational climate and six motives enumerated above. However, in the

present study, the twelve dimensions of organizational climate have been focussed on and the factors of motive of the organization have not been used. Emphasis is placed on the climatic aspects of the organization; the dominant and back up motives of the organizations have been ignored since the respondents belonged to a collection of five units of the engineering industry - placed in different parts, headed by different people, having completely different cultures, leading to dilution of the motive of one particular unit or company. Furthermore the purpose of the present study was not to find out the dominant motive of the engineering industry but to observe the relationship between stress and learned helplessness with the climate of the organization. The instrument consists of twelve categories, each of which include six statements; each of the six statements represents one of the six motives. Respondents work individually to rank order the six statements within each separate category according to their perceptions of how much each statement is like the situation in their organisation (or unit, branch, division or department within the organisation). After scoring, the dimension of organisational climate with the highest score is called the dominant motive of the organisation and the dimension with second highest score is called the back-up motive. These dominant and back-up scores are helpful in diagnosing and in planning action to improve the motivational climate of the organisation involved.

Reliability: Retest reliability of MAO-C has been reported by Sen (1981). The test retest reliability for each climate

dimension ranges from .17 to .44 and is fairly acceptable by statistical norms.

Validity: Validity studies have not been done for MAD-C. However, indirect evidence of the instruments validity has been provided as a result of other research on organisational climate. Research on organisational climate as an independent measure and measures of organisational effectiveness share enough in common to warrant some generalisations. Hellreigel and Slocum (1974) have summarised these generalisations as a significant relationship between climate and both job satisfaction and performance.

Organisational Role Stress Scale (Pareek, 1981)

The ORS is a 5-point scale indicating how true a particular statement is for the role the individual is officially playing. The following type of stresses are assessed by this instrument.

1. Inter-Role Distance (IRD)
2. Role Stagnation (RS)
3. Role Expectation conflict (REC)
4. Role Erosion (RE)
5. Role Overload (RO)
6. Role Isolation (RI)
7. Personal Inadequacy (PIn)
8. Self-Role Distance (SRD)
9. Role Ambiguity (RA)
10. Resource Inadequacy (RIn)

It has 50 items: The score of each role stress dimension may range from 0 - 20 and total organisational role stress score may range from 0 - 200.

Retest Reliability was obtained for the ten stressors and the total role stress score. The scale has acceptable reliability. Some evidence about validity is provided by a measure of self consistency of an instrument. Each item was correlated with the total score on the instrument for about 500 respondents. All but two correlations were significant at .001 level, one at .002 and another at .003 level of significance. The results showed high internal consistency of the scale (Pareek, 1983).

Learned Helplessness:

Three types of attributions, i.e. internal-external, stable-unstable and global-specific, their antecedents and resulting LH have already been discussed in the introduction. The scale used in the study was developed by Pestonjee & Reddy (1988). It consists of 24 items. A six point rating scale format was used for obtaining the responses. Strongly agree and Strongly disagree were provided as anchor points on each end of the scale.

Reliability: Nunally's (1967) reliability test was used to assess the reliability of each of the above eight measures. All items had fairly large correlations with total scores of the items included in these measures. These correlations suggest a fairly strong reliability of all 8 factors or measures.

RESULTS

The study was carried out in 5 medium engineering units to study the effect of the climate of the organization on the individual's stress (brought about by his role in the organization) and his learned helplessness.

Twelve factors of the independent variable of motivational climate were correlated with 10 factors of ORS and 8 factors of learned helplessness, which were the dependent variables. Thus an intercorrelation matrix was generated to observe the degree of association between the factors of motivational climate and factors of organizational role stress and learned helplessness. Regression analysis was done to see the dependence of the factors of learned helplessness (LH) and organizational role stress (ORS) on the motivational climate of the organization. Means and standard deviations were calculated to identify the most frequently occurring factor of each variable, and its variation from the average.

Results are given in tabular form viz. 27 tables, giving means and standard deviations, intercorrelation matrix and significant regressions, between the independent and dependent variables.

Table 1

Means and SD's for all factors of the independent and dependent variables, used in the present sample (N = 220. Refer Table 28 for index)

Variable	Mean	Std. Dev.
IRD	4.4749	3.5983
RS	6.5459	4.0618
REC	5.8584	3.6300
RE	8.9500	4.2697
RO	5.0365	4.1496
RI	7.2055	3.6509
PI	6.4455	3.8855
SRD	6.5662	3.9106
RA	5.0000	4.2567
Rin	6.6697	4.1716
LHF1	26.4372	6.1191
LHF2	10.1075	5.6421
LHF3	9.0596	2.3420
LHF4	9.6590	3.7495
LHF5	12.6129	2.8345
LHF6	6.9171	2.3279
LHF7	20.1244	3.6028
LHF8	20.1200	3.5026
DC1	21.0135	.6744
DC2	20.9955	.8375
DC3	20.9686	.7253
DC4	21.0090	.8109
DC5	21.0090	.6925
DC6	20.9507	.8554
DC7	21.0538	.6690
DC8	20.9507	.7117
DC9	20.9552	.6763
DC10	20.9596	.7959
DC11	20.9910	.7228
DC12	20.9775	.8742

Table 2

**Intercorrelation matrix of factors of motivational climate (Independent Variables)
of organisational role stress and learned helplessness (Dependent Variables)**

Correlations	DC1	DC2	DC3	DC4	DC5	DC6	DC7	DC8	DC9	DC10	DC11	DC12
IRD	-.0731	-.1155	.294	-.0478	.1752*	-.1522	.0334	.0110	.0242	-.0037	.0791	.0665
RS	-.0263	-.1064	.0531	.0531	-.1442	.0376	.0601	.0040	.620	-.0354	.0323	-.0012
REC	-.390	-.0689	-.0549	-.1347	.0766	.0164	.0880	-.0013	-.1749*	-.0442	.0545	-.1048
RE	-.0190	-.0086	.1144	-.2285**	.0097	.1038	-.1005	.1768*	-.1636*	-.1850*	.0388	-.0298
RO	-.0852	-.1575	-.0370	-.0554	.0122	-.0421	.0185	-.0290	-.0006	.0560	-.0347	.1196
RI	-.0157	-.0540	.0620	-.1953*	-.0076	.0554	-.0207	.0435	-.1583*	-.1318	.0395	-.0146
PI	.0481	-.1566	.0095	-.0757	.1407	-.0739	-.0772	.0341	.0427	.0011	.0761	-.0191
SRD	-.0465	-.0597	.0178	-.1346	-.0152	.0683	.0401	.1296	-.1358	-.0726	.0676	.0236
RA	.0138	-.0016	.0048	-.1555	-.0294	.0616	-.0252	.0559	-.1092	-.0738	.0787	.0436
Rin	.0238	-.1017	.0126	-.2413**	.0437	.0247	-.0374	-.0030	-.0207	-.0660	.0937	-.0077
LHF1	.0619	-.0370	-.0993	.1805*	-.0650	-.0353	.0693	-.1267	.1112	.08922	-.0877	.0208
LHF2	-.0406	.1059	.0123	-.0838	-.0185	.1729*	-.0009	.0041	.0963	-.1873*	.1013	-.0941
LHF3	-.0438	-.0115	-.0124	.0477	.0250	.0241	.0446	.0019	.0043	.0012	-.0159	-.0172
LHF4	.0057	.0041	.0009	.0152	.1183	-.0146	-.0278	.0294	.0410	-.0446	.0507	-.1474
LHF5	.0386	-.0159	.0140	.0790	-.0099	-.0042	.0039	-.0526	.1545	-.0374	.0496	-.0608
LHF6	-.1450	-.1197	.1341	-.0384	-.1304	.0073	.0370	-.0271	-.0807	.0132	-.0086	.0375
LHF7	-.1261	-.0396	-.1374	-.0658	-.1119	.0093	-.0266	.1110	-.1265	.1309	-.0048	-.0136
LHF8	-.0124	-.0261	-.1241	-.0462	-.1411	.0562	-.1111	.1540	-.0129	-.1130	-.0019	-.0119

Minimum pairwise N of cases: 220 1-tailed Significant * -.01; ** -.001

Table 3

Regression table showing dependency of factor IRD of Dependent Variable (ORS) on factor of Management of Mistakes of the Independent Variable (motivational climate)

Independent variable DC5
(Management of Mistakes)

Dependent variable IRD
(Inter-role Distance)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.17535			
R Square	.03075			
Adjusted R Square	.02620			
Standard Error	3.49452			
		Regression 1	82.51042	82.51042
		Residual 213	2601.08958	12.21169
				F = 6.75668 Significant F = .0100

Table 4

Regression table showing dependency factor RS on Dependent Variable (ORS) factor of Problem Management of Independent Variable (motivational climate).

Independent variable DC4
(Problem Management)

Dependent variable RS
(Role Stagnation)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.14319			
R Square	.02050			
Adjusted R Square	.01588			
Standard Error	4.035993			
		Regression 1	72.28753	72.28753
		Residual 212	3453.21247	16.28874
				F = 4.43788 Significant F = .0363

Table 5

Regression variable showing dependency of factor REC of Dependent Variable (ORS) on factors of Trust of the Independent Variable (motivational climate)

Independent variable DC9
(Trust)

Dependent variable REC
(Role Erosion Conflict)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.17599			
R Square	.03097			
Adjusted R Square	.02642			
Standard Error	3.57967			
		Regression 1	87.24087	87.24087
		Residual 213	2729.39169	12.81405
		F = 6.80822	Significant F = .0097	

Table 6

Regression variable showing dependency of factor REC of Dependent Variable (ORS) on factors of Problem Management of the Independent Variable (motivational climate)

Independent variable DC4
(Problem Management)

Dependent variable REC
(Role Expectation Conflict)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.24373			
R Square	.05941			
Adjusted R Square	.01588			
Standard Error	3.53507			
		Regression 2	167.32367	83.66183
		Residual 212	2649.30889	12.49674
		F = 6.69469	Significant F = .0015	

Table 7

Regression variable showing dependency of factor RE of Dependent Variable (ORS) on factors of Problem Management of the Independent Variable (motivational climate)

Independent variable DC4
(Problem Management)

Dependent variable (Role Erosion)	RE	Analysis of variance		
Multiple R	.23621	DF	Sum of square	Mean square
R Square	.05580	Regression 1	219.63745	219.63745
Adjusted R Square	.05138	Residual 214	3716.80237	17.36824
Standard Error	4.167523	F = 12.64593 Significant F = .0005		

Table 8

Regression variable showing dependency of factor RE of Dependent Variable (ORS) on factors of Trust of the Independent Variable (motivational climate)

Independent variable DC9
(Trust)

Dependent variable (Role Erosion)	RE	Analysis of variance		
Multiple R	.31819	DF	Sum of square	Mean square
R Square	.10125	Regression 2	398.54725	199.27363
Adjusted R Square	.09281	Residual 213	3537.89256	16.60982
Standard Error	4.07552	F = 11.99734 Significant F = .0000		

Table 9

Regression variable showing dependency of factor RE of Dependent Variable (ORS) on factors of Management of Rewards of the Independent Variable (motivational climate)

Independent variable DC10
(Management of Rewards)

Dependent variable (Role Overload)	RO	Analysis of variance		
Multiple R	.34473	DF	Sum of square	Mean square
R Square	.11884	Regression	3 467.81260	155.93753
Adjusted R Square	.10637	Residual	212 3468.62722	16.36145
Standard Error	4.044933	F = 9.53079 Significant F = .0000		

Table 10

Regression variable showing dependency of factor RI of Dependent Variable (ORS) on factors of Problem Management of the Independent Variable (motivational climate)

Independent variable DC4
(Problem Management)

Dependent variable (Role Overload)	RO	Analysis of variance		
Multiple R	.34473	DF	Sum of square	Mean square
R Square	.11884	Regression	3 467.81260	155.93753
Adjusted R Square	.10637	Residual	212 3468.62722	16.36145
Standard Error	4.04493	F = 9.53079 Significant F = .0000		

Table 11

Regression variable showing dependency of factor RI of Dependent Variable (ORS) on factors of Trust of the Independent Variable (motivational climate)

Independent variable DC9
(Trust)

Dependent variable RI
(Role Isolation)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.28127			
R Square	.07911			
Adjusted R Square	.07042			
Standard Error	3.53163			
		Regression 3	227.15554	113.57777
		Residual 212	2644.14679	12.47239

F = 9.10634 Significant F = .0002

Table 12

Regression variable showing dependency of factor PI of Dependent Variable (ORS) on factors of Interpersonal Relationships of the Independent Variable (motivational climate)

Independent variable DC2
(Interpersonal Relationships)

Dependent variable PI
(Personal Inadequacy)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.17794			
R Square	.03166			
Adjusted R Square	.02714			
Standard Error	3.84881			
		Regression 1	103.65469	103.65469
		Residual 214	3170.04901	14.81331

F = 6.99740 Significant F = .0088

Table 13

Regression variable showing dependency of factor PI of Dependent Variable (ORS) on factors of Management of Mistakes of the Independent Variable (motivational climate)

Independent variable DC5
(Management of Mistakes)

Dependent variable PI
(Personal Inadequacy)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.23762			
R Square	.05646			
Adjusted R Square	.04760			
Standard Error	3.80811			
		Regression 2	184.84381	92.42191
		Residual 213	3088.85989	14.50169

F = 6.37318 Significant F = .0021

Table 14

Regression variable showing dependency of factor SRD of Dependent Variable (ORS) on factors of Trust of the Independent Variable (motivational climate)

Independent variable DC9
(Trust)

Dependent variable SRD
(Self-Role Distance)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.13633			
R Square	.01859			
Adjusted R Square	.01398			
Standard Error	3.86831			
		Regression 1	60.36025	60.36025
		Residual 213	3187.29557	14.96383

F = 4.03374 Significant F = .0459

Table 15

Regression variable showing dependency of factor REC of Dependent Variable (ORS) on factors of Problem Management of the Independent Variable (motivational climate)

Independent variable DC4
(Problem Management)

Dependent variable SRD
(Self-Role Distance)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.21388			
R Square	.04575			
Adjusted R Square	.03674			
Standard Error	3.82339			
		Regression 2	148.56765	74.28382
		Residual 212	3099.08817	14.61834
		F = 5.08155	Significant F = .0070	

Table 16

Regression variable showing dependency of factor RA of Dependent Variable (ORS) on factors of Problem Management of the Independent Variable (motivational climate)

Independent variable DC4
(Problem Management)

Dependent variable RA
(Role Ambiguity)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.15881			
R Square	.02522			
Adjusted R Square	.02064			
Standard Error	4.22078			
		Regression 1	98.17589	98.17589
		Residual 213	3794.59621	17.81501
		F = 5.51085	Significant F = .0198	

Table 17

Regression variable showing dependency of factor RA of Dependent Variable (ORS) on factors of Trust of the Independent Variable (motivational climate)

Independent variable DC9
(Trust)

Dependent variable (Role Ambiguity)	RA	Analysis of variance		
Multiple R	.21289	DF	Sum of square	Mean square
R Square	.04532	Regression	2 176.43275	88.21638
Adjusted R Square	.03632	Residual	212 3716.33934	17.52990
Standard Error	4.18687	F = 5.03234 Significant, F = .0073		

Table 18

Regression variable showing dependency of factor RIn of Dependent Variable (ORS) on factors of Problem Management of the Independent Variable (motivational climate)

Independent variable DC4
(Problem Management)

Dependent variable (Resource Inadequacy)	RIn	Analysis of variance		
Multiple R	.23827	DF	Sum of square	Mean square
R Square	.05677	Regression	1 208.80289	208.80289
Adjusted R Square	.05232	Residual	212 3469.101019	16.36326
Standard Error	4.04515	F = 12.76047 Significant, F = .0004		

Table 19

Regression variable showing dependency of factor LHF1 of Dependent Variable (LH) on factor of Problem Management of the Independent Variable (motivational climate)

Independent variable DC4
(Problem Management)

Dependent variable LHF1
(Internal Specific Stable)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.18469			
R Square	.03411			
Adjusted R Square	.02951			
Standard Error	6.06062			
		Regression 1	272.40088	272.40088
		Residual 210	7713.53780	36.73113
				F = 7.41608 Significant F = .0070

Table 20

Regression variable showing dependency of factor LHF1 of Dependent Variable (LH) on factors of Trust of the Independent Variable (motivational climate)

Independent variable DC9
(Trust)

Dependent variable LHF1
(Internal Specific Stable)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.23623			
R Square	.05580			
Adjusted R Square	.04677			
Standard Error	6.00649			
		Regression 2	445.65036	222.82518
		Residual 219	7540.28832	36.07793
				F = 6.17622 Significant F = .0025

Table 21

Regression variable showing dependency of factor LHF2 of Dependent Variable (LH) on factor of Management of Rewards of the Independent Variable (motivational climate)

Independent variable DC10
(Management of Rewards)

Dependent variable LHF2
(Internal Specific Unstable)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.19810			
R Square	.03924			
Adjusted R Square	.03465			
Standard Error	5.54093			
		Regression 1	262.09876	262.09876
		Residual 219	6416.69745	30.70190
		F = 8.53689	Significant F = .0039	

Table 22

Regression variable showing dependency of factor LHF4 of Dependent Variable (LH) on factor of Innovation and Change of the Independent Variable (motivational climate)

Independent variable DC12
(Innovation and Change)

Dependent variable LHF4
(External-Specific-Unstable)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.14747			
R Square	.02175			
Adjusted R Square	.01713			
Standard Error	3.73718			
		Regression 1	65.82042	65.82042
		Residual 212	2960.89454	13.96648
		F = 4.71274	Significant F = .0311	

Table 23

Regression variable showing dependency of factor LHF5 of Dependent Variable (LH) on factor of Trust of the Independent Variable (motivational climate)

Independent variable DC9
(Trust)

Dependent variable LHF5
(Internal-Global-Unstable)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.15503			
R Square	.02403			
Adjusted R Square	.01943			
Standard Error	2.82197			
Regression		1	41.57350	41.57350
Residual		212	1688.26295	7.96350

F = 5.22050 Significant F = .0233

Table 24

Regression variable showing dependency of factor LHF6 of Dependent Variable (LH) on factor of Orientation of the Independent Variable (motivational climate)

Independent variable DC1
(Orientation)

Dependent variable LHF6
(External-Global Stable)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.15213			
R Square	.02314			
Adjusted R Square	.01853			
Standard Error	2.30209			
Regression		1	26.61649	26.61649
Residual		212	1123.51435	5.29960

F = 5.02236 Significant F = .0261

Table 25

Regression variable showing dependency of factor LHF6 of Dependent Variable (LH) on factor of Interpersonal Relationships of the Independent Variable (motivational climate)

Independent variable DC2
(Interpersonal Relationships)

Dependent variable LHF6
(External-Global-Stable)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.20320			
R Square	.04129			
Adjusted R Square	.03220			
Standard Error	2.28600			
		Regression 2	47.48825	23.74413
		Residual 211	1102.64259	5.22579
		F = 4.54364	Significant F = .0117	

Table 26

Regression variable showing dependency of factor LHF7 of Dependent Variable (LH) on factor of Supervision of the Independent Variable (motivational climate)

Independent variable DC3
(Supervision)

Dependent variable LHF7
(Internal-Specific-Stable)

Analysis of variance

		DF	Sum of square	Mean square
Multiple R	.13837			
R Square	.01915			
Adjusted R Square	.01452			
Standard Error	3.55372			
		Regression 1	52.25815	52.25815
		Residual 212	2677.33531	12.62894
		F = 4.13797	Significant F = .0432	

Table 27

Regression variable showing dependency of factor LHF7 of Dependent Variable (LH) on factor of Orientation of the Independent Variable (motivational climate)

Independent variable DC1
(Orientation)

Dependent variable LHF7
(Internal-Specific-Stable)
Multiple R .19455
R Square .03785
Adjusted R Square .02873
Standard Error 3.52800

Analysis of variance

	DF	Sum of square	Mean square
Regression	2	103.31641	51.65821
Residual	211	2626.27704	12.44681

F = 4.15032 Significant F = .0171

Table 28

Index Reference

Motivational Climate

DC1	-	Orientation
DC2	-	Interpersonal Relationships
DC3	-	Supervision
DC4	-	Problem Management
DC5	-	Management of Mistakes
DC6	-	Conflict Management
DC7	-	Communication
DC8	-	Decision Making
DC9	-	Trust
DC10	-	Management of Rewards
DC11	-	Risk Taking
DC12	-	Innovation and Change

Organizational Role Stress

IRD	-	Interrole Distance
RS	-	Role Stagnation
REC	-	Role Expectation Conflict
RE	-	Role Erosion
RO	-	Role Overload
RI	-	Role Isolation
PI	-	Personal Inadequacy
SRD	-	Self Role Distance
RA	-	Role Ambiguity
RIn	-	Resource Inadequacy

Learned Helplessness

LH1	-	Internal-global-stable
LH2	-	Internal-global-unstable
LH3	-	Internal-specific-stable
LH4	-	Internal-specific-unstable
LH5	-	External-global-stable
LH6	-	External-global-unstable
LH7	-	External-specific-stable
LH8	-	External-specific-unstable

DISCUSSION AND CONCLUSION

In the previous section, results were presented in tabular form depicting means and S.Ds, intercorrelations and regressions of factors of motivational climate (MAD-C) organizational role stress (ORS) and learned helplessness (LH).

From Table 1, ORS and LH, we may conclude that in ORS, the highest stress factor was RE i.e. Role Erosion. Respondents felt that some functions which should be properly belonging to his role are transferred to or performed by some other role. It could also be that the functions are performed by the role occupant but the credit for them goes to someone else. There may also be a feeling that the importance of the role has been eroded.

In learned helplessness, internal-specific attributions, internal-specific-stable and external-global-unstable attributions were found to be high amongst this sample.

Thus, the sample, predominantly ascribes the outcomes of their actions to themselves i.e. to internal factors. These internal attribution of response-outcome non-contingency are likely to result in personal helplessness, characterised by the belief that an outcome is independent of one's own response. A part of the sample seems to be significantly high in attributing their outcomes to external causes i.e. they believe that outcomes are as likely to happen to themselves as to relevant others. According to Abramson et al. (1980), external attributions of response outcome non-contingency may result in universal

helplessness. In the motivational climate scenario, all factors of MAD (C) seem to be contributing equally to the climate of the organization.

From the correlation matrix a significant correlation is observed between inter-role distance ($r = .1752$; $p = .01$) and management of mistakes. Inter-role distance is the conflict the individual experiences between the different roles he has to occupy e.g. conflict between his organisational roles as an executive and his family role as husband and father. Management of mistakes, a factor of the motivational climate of the organisation is basically the supervisor's attitudes towards subordinate's mistakes - whether it is annoyance, concern or tolerance. The correlational finding is corroborated from the regression analysis, where significant dependence of the inter-role distance on management of mistakes is seen (refer table 3 $r^2 = .03$, $F = 6.75$, Sig. at .01).

Significant dependence of role stagnation (RS) on the problem management aspect of motivational climate is observed from the regression analysis (Table 4 $r^2 = .02$, $F = 4.44$ sig. at .05). Role stagnation is the problem of role growth and becomes an acute problem when an individual has occupied a role for a long time and enters another role in which he may feel less secure. Thus the demand of the new role produces stress in the individual. This aspect of stress is seen to be dependent on the way problems are reviewed in the organisation - are they seen as

challenges or irritants; and the way they are solved - singly by the supervisor or jointly by the supervisor and subordinates.

Significant negative correlation has been found between Role Expectation Conflict (REC) and the Climate of Trust ($r = -.1749$, $p = .01$) in the organisation. Role Expectation conflict, which is the conflicting or contradictory demands from the role and what he actually has to do is dependent on the trust, or its absence, among various members and groups in the organization as seen from the regressions (Table 5 $r^2 = .03$, $F = 6.8$, Sig. at $.01$). There is significant dependence of this role expectation conflict on the problem management aspect of the climate of the organisation (Table 6).

The stress of role erosion is felt by a role occupant when he feels that some functions which he would like to perform are being performed by some other role occupant. This aspect of organizational role stress is seen to be significantly correlated with many factors of the climate. It is negatively correlated with problem management, trust and management of rewards of the organization (Table 2 $r = -.23$ at $p = .001$, $-.17$ at $p = .01$, $-.19$ at $p = .01$) respectively. Rewards reinforce specific behaviours, thereby arousing and sustaining specific motives. Consequently what is rewarded in an organization influences the motivational climate. Role erosion was found to be positively correlated with decision making ($r = .18$ at $p = .01$) aspect of the climate of the organisation. The decision making approach of an organisation can be focussed on maintaining good relations or on achieving results. In addition, the issue of who makes

decisions is important; is it people high in the hierarchy, expert or those involved in the matters about which decisions are made? The correlations of role erosion with the factors of the climate was further corroborated by the findings of the regression analysis where the dependence of role erosion on problem management, trust and management of rewards was confirmed (Table 7,8,9 ($R^2 = .06$, $F = 12.6$, Sig. at .0005, $R^2 = .10$, $F = 11.99$, Sig. at .0001, $R^2 = .11$, $F = 9.53$, Sig. at .0001).

The stress brought about by role overload (RO) was not significantly correlated with any factors of climate. Role overload is experienced by the role occupant when he feels that there are too many expectations from the significant roles in his role set.

The Role Isolation stress refers to a psychological distance between the occupant's role and other roles in the same role set. It is found to be significantly and negatively correlated with problem management and Trust ($r = -.20$ at $p = .01$, $r = -.16$ at $p = .01$) respectively - Table 2). The correlation findings are further emphasized by the significant dependence of this factor of role isolation on problem management and trust (Table 10, 11 $R^2 = .12$, $F = 9.53$, Sig. at .001, $R^2 = .07$, $F = 9.10$, Sig. at .001). Thus the stress the role occupant feels due to role isolation seems to be dependent in the way problems are managed in his organization; whether they are solved by the supervisor, or whether the subordinates are taken into consideration etc. Role isolation also seems to be

dependent on the climate of trust; if trust is present among the people in the organization, there will be less role isolation. French and Caplan (1973) and Kahn et al (1964) came roughly to the same conclusion that mistrust of persons one worked with, was positively related to high role ambiguity and related stress.

Personal Inadequacy (PI) and the stress brought about by it is found to be dependent on interpersonal relationships and management of mistakes (Table 12, 13 $R^2 = .03$, $F = 6.9$, Sig. at $.01$, $R^2 = .06$, $F = 6.37$, Sig. at $.002$). In organizations, interpersonal relation processes are reflected in the way in which informal groups are formed: if they are formed for the purpose of protecting their own interest then a climate of control develops: if people tend to develop informal relationships, a climate of dependency results. Management of mistakes, is the attitude the management takes towards mistakes the subordinates make - is it one of annoyance, concern or tolerance. The inadequacy an individual feels due to his lack of training or skills for effective performance seems to be directly dependent on the above two aspects of the organizational climate. However no correlation with any factors was found.

Self-Role Distance (SRD) is the conflict between the self concept and the expectations from the role as perceived by the role occupant. If a person occupies a role which he may subsequently find conflicting with his self concept, he feels the stress. This factor of stress has shown significant dependence on problem management and trust factors of motivational climate

(Table 14, 15 $R^2 = .02$, $F = 4.03$ Sig. at .05, $R^2 = .05$, $F = 5.08$, Sig. at .01).

Role Ambiguity (RA) takes place when an individual is not clear about the various expectations people have from his role. This factor has shown significant dependence on the same factors that self-role distance has shown i.e. problem management and trust (Table 16, 17). Thus role ambiguity induced stress, is also dependent on the attitude of the organization on solving its problems as well as the degree of trust present among various members and groups.

Finally, Resource Inadequacy (RIn) or the feeling that (i) the role occupant does not have adequate resources to perform the role effectively (ii) that he is not equipped fully (lacks human resources or material resources) for effective performance of the role; has been found to be positively correlated with problem management $r = .24$ at $p = .001$). This is confirmed from the regressions Table 18 ($R^2 = .05$, $F = 12.7$ Sig. at .001). This implies that stress arising due to inadequate resources, internal or external is dependent on the way problems are seen by the organizations - as challenges or irritations.

Learned helplessness is the cognitive state of a being 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. Eight factors which were combinations of attributions of 3 types (attributions are the dimensions for success and failure on a task).

- Internal-external
- Stable-unstable
- Global-specific

Eight factors are:

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

From the correlation table, correlation between the Factor I, i.e. internal-global-stable state and problem management was significant and positive ($r = .18$, $p = .01$). From regression analysis it was found that this factor was also dependent on problem management Table 19 ($R^2 = .03$, $F = 7.41$, $p = .001$). Factor I also showed dependence on the trust factor of motivational climate (Table 20, $R^2 = .05$, $F = 6.17$, Sig. at .005). Thus the internalizing of helplessness, due to stable factors like one's ability or task difficulty in a global manner, i.e. generalizing it to a wide variety of situations may be said to be dependent on the problem solving attitude and trust among individuals in the organization.

The second factor of learned helplessness i.e. internal-global-unstable. is positively correlated with conflict management ($r = .17$, $p = .01$). The attribute toward the management of conflicts - whether they are seen as embarrassing annoyances to be covered up or as problems to be solved, is one of the processes which significantly affects the climate of the organisation. This factor of learned helplessness is negatively and significantly related to management of rewards ($r = -.19$, $p = .01$). This is corroborated from the regression table which shows significant dependencies of the internal-specific-unstable attributions of learned helplessness on management of rewards (Table 21, $R^2 = .03$, $F = 8.5$ Sig. at $.005$). Thus helplessness due to internal factors which are not specific to one situation and which may fade as time passes, seems to be dependent on what is rewarded in the organization. No significant relationships were found for the third factor.

The fourth factor showed no correlation with any factor of the climate but significant dependence on innovation and change factor of the climate was observed. Thus learned helplessness due to internal reasons, the outcome for which individual attributes to himself for a specific situation for a brief period, seem to be directly related and dependent on the atmosphere of change and innovation in the organization (Table 22 $R^2 = .02$, $F = 4.7$ Sig. at $.05$).

The fifth factor External-global-stable is when the individuals ascribes the helplessness to external factors, likely to be present over a period of time, affecting a wide variety of

situations. This also showed no significant correlation with any factors of motivational climate. From the regression analysis however, we can see that it is dependent on the trust factor of motivational climate (Table 23 $R^2 = .02$, $F = 5.22$, Sig. at .05).

The Sixth factor, i.e., External-global-unstable shows that it is dependent on the Orientation and Interpersonal Relationship aspects of the motivational climate. However no significant correlation has been found with any other factors of ORS or MAD (C) (Table 24 and 25 $R^2 = .02$, $F = 5.00$, Sig. at .05, $R^2 = .04$, $F = 4.54$, Sig. at .01).

The seventh factor external-specific-stable, where the individual ascribes his helplessness to external factors, not within him, in specific situations for a period of time, again shows dependence on the Orientation aspect of the climate. Thus if the dominant orientation of an organisation is to adhere to established rules, the climate will be characterized by control; on the other hand, if the orientation is to excel, the climate will be characterized by achievement. This factor of learned helplessness seems to depend on the dominant orientation of the climate.

The eighth factor shows no significant correlation as well as no significant dependence on any of the other factors. This factor is the external-specific-unstable dimension of learned helplessness where the individual attributes his problems to external factors, for a specific time period and situation.

Thus, we see that certain dominant factors of the motivational climate of the organization, affect the stress faced by the individuals in the organization as well as the helplessness they experience. The climate that is created by 'trust' among various members and groups (or its absence) as well as the different perspectives and ways of handling problems, affect the individuals in a significant manner - enough to significantly increase or decrease their stress as well as their learned helplessness. Another salient factor affecting the climate of the organization is the management of rewards - i.e. what is rewarded in the organization has great bearing on its climate which in turn has bearing on the role stress and learned helplessness of individuals. As is evident, only significant results have been discussed.

SUMMARY AND SUGESTIONS

The present study is an attempt to investigate the relationship between organizational role stress, learned helplessness and motivational climate and observe the dependency of the former two variables on the latter.

Motivational climate, the independent variable of the study can be defined as a set of "attributes" which can be perceived about a particular organization and/or its subsystems, and that may be induced from the way that organization and/or its subsystems deal with their members and environment (Schneider 1973). Organizational Role Stress is related to conflicting expectations. The main characteristic of conflict is the incompatibility of some variables relating to the role of an individual which may have some consequences for the individuals role performance. Learned helplessness, the second dependent variable is the cognitive state of a 'being' (of humans or animals) which believes that whatever it does is not going to alter the outcome of the event.

Many studies have been conducted on organizational role stress, and motivational climate and the effect of the climate on various factors of stress. However no study has been reported on the relationship and dependency of stress and learned helplessness on the climate of the organization. The present study is an attempt to fill this void.

The sample comprised of 220 respondents belonging to the middle management of five units of the Engineering Industry. Motivational climate and stress in the organization was analyzed using the instrument MAO-C and ORS developed by Udai Pareek. Learned Helplessness was measured using a scale developed by Pestonjee and Reddy.

Means and S.Ds intercorrelations and regressions were used to interpret the data. From the results, it was observed that role erosion was the highest factor of stress in this group of respondents. One may conclude that by and large the respondents felt that some functions which would be properly belonging to their role are transferred to or performed by some other role holders.

Regarding motivational climate certain dominant factors of the climate of the organization affect stress and learned helplessness of the individuals. The climate that is created by 'trust' among various members and groups (or its absence) as well as 'problem management' or the different perspectives and ways of handling problems, affect individuals in a significant manner - enough to significantly increase or decrease their stress and learned helplessness. Another salient factor affecting the climate of the organization is observed to be management of rewards. Thus what is rewarded in an organization has great bearing on the stress levels of an individual as well as the 'learned helplessness' he experiences.

Executive stress undoubtedly takes heavy toll of human health, as also organizational wellbeing. Therefore each organization has a definite responsibility to reduce stress faced by the executive by first understanding the basis for stress and thereafter identifying coping strategies. In the present study role erosion is high; one may assume then that there is faulty integration in the organization. HRD interventions should be aimed at improving this faulty integration so that the self concept of the executive is raised and his growth need and self-actualization needs are satisfied. Similarly, role expectation conflict is another cause for stress among the executive. Role clarity exercises should be undertaken so that the roles are clearly defined both for the executive as well as other significant persons. Communication exercises may be carried out so that the communication gap between individuals is reduced. By role play the top management may realize the problems faced by the subordinates and reduce the distance between them. A module on stress management may be held and help the individuals in the organization to discuss and analyze the organisational stresses in detail. These data may then be compared with non-organizational stresses and 'enabling' strategies to bridge the gap between the two may be evolved.

Thus effective management of stress involves directing stress for productive purposes, preparing role occupants to understand the nature of stress, helping role occupants to understand their strengths and usual styles and equip them to develop approach strategies of coping with stress.

Functional and dysfunctional coping strategies vis-a-vis the ten role stresses measured by the ORS scale used in the present study are given below:

Coping Strategies for Role Stresses*

Role Stresses	Dysfunctional Strategies	Functional Strategies
1. Self-role distance	:Role rejection, Self rejection	:Role integration
2. Interrole distance	:Role partition, Role elimination	:Role negotiation
3. Role stagnation	:Role fixation	:Role transition
4. Role isolation	:Role boundness	:Role linkage
5. Role ambiguity	:Role prescription	:Role clarification
6. Role expectation conflict	:Role taking	:Role making
7. Role overload	:Role reduction	:Role slimming
8. Role erosion	:Role visibility	:Role development/ enrichment
9. Resource inadequacy	:Role atrophy	:Resource generation
10. Personal inadequacy	:Role shrinkage	:Role linkage

Source: Chapter 12, Organizational Behaviour Processes, Udai Pareek, Rawat Publications, Jaipur, 1988.

Learned helplessness, is the cognitive state of a 'being' 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. Some interventions to

alleviate learned helplessness are suggested as follows:
(Abramson et al 1980).

- 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 then he or she should be trained in the 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.

Another way may be to design the job in such a way so that the individuals will experience reasonable levels of success early in their career. These strategies may be incorporated into training and/or orientation programmes (Martinko and Gardner 1982).

Research by Devellis, Devellis and McLaelley (1969) demonstrated that learned helplessness can be acquired by observing a model. Thus the reciprocal proposition that people can unlearn organizationally induced helplessness (OIH) vicariously appears reasonable. Therefore, if organizations were

to develop programmes to make successful employees more visible and reward success through strategies such as social recognition, learned helplessness might decrease.

Organizational climate has an enormous influence on organizational effectiveness, efficacy and role stress. An achievement climate seems to contribute to effectiveness, satisfaction and a sense of internality; a climate characterized by expert influence seems to contribute to organizational attachment, and a climate characterized by extension seems to contribute to organizational commitment. All these climates foster relatively low levels of role stress. A control climate seems to lower role efficacy, job satisfaction, organizational commitment, organizational attachment and total effectiveness and to foster relatively high levels of role stress. An affiliation climate tends to increase both satisfaction and effectiveness and decrease role erosion and feeling of inadequacy. Thus the organization climate seems to be a decisive factor in deciding the role stress of the individuals and to extrapolate it, their learned helplessness.

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