

A Study on the Locus of Control and Job Stressors Among Software Engineers Working with Different Clients

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Abstract: The main aim for writing the paper is to find out the relationship between locus of control and stress. In the today's competitive world each and every person is dealing with the stress especially software engineers who are working for the clients during strategic alliances. They have to work with different people from different locations which can lead to stress but if the employees have LOC they can overcome any type of problem. The hypothesis framed finds the significance difference between the locus of control, source of pressure and gender. The OSI questionnaire developed by Cooper et al was used to collect the data. The data was collected from 91 software professionals from 5 companies (listed in NASSCOM) working with clients. Data was analysed by means, descriptive, correlation and ANOVA using SPSS software.

Keywords: Locus of control, strategic alliance, Internal and ELOC, stress management, occupational stress and sources of pressure.

I. INTRODUCTION

Global economy and Indian economy are the two most important words used by each and every person now days. Over the past 60 years there are lots of dramatic changes in global economy. The famous economists in 1950s had divided the global economy into “developed” and “developing” economy. The northern countries of the world with industries were known as developed countries and the southern countries of the world (except Japan) were known as non industrialized or developing countries. From 1950s to 1990s most of the manufacturing and development work used to happen in developed countries and the import of developing countries was very high as compared to exports.

The imbalance between the economies started reversing gradually. In 1995 the production of the developed countries was declined by 80% which was in turn showed the acceleration in developing countries. Major developing economies like China, India and Brazil started showing great increase in the GDP which was mainly spurred by the Information Technology (IT) revolution. The total value of the software sector globally in 2014 was around \$6,000 billion. It is equal to about \$850 per person per annum in relation to the total world population of approximately 6 to 8 billion in 2014. In 2014 it is mentioned that World Domestic Product was approximately \$80 trillion, results up to about 7.1% of the global economy. All this was happened with the help of strategic alliances.

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Companies shared their resources (financial, marketing, technology and human resource). In the chapter we are going to talk about the human aspect of alliances.

II. STATEMENT OF THE PROBLEM

IT sector leads to the various strategic alliances in developing countries. Technological support and advancements have reduced the cost of communication, transportation, decreased in trade barriers, increased the world supply of the labour which in turn shifts the 50 percent of the manufacturing to the developing countries from the developed countries and help in the development of the developing economies like China, India, Pakistan, Iraq, Russia, etc. An analysis of available resources from secondary information indicates that IT is a fastest growing sector in India.

Due to the changes and globalization organizations are undergoing strategic alliances and various changes and the new environmental conditions. Increase in the competition and changes organizations and companies are getting affected a lot. Not only profit making but to be a successful organization in the changing and competitive world organizations need to take care of the employees a lot. Most of the organizations are just focusing on the finance and the stock market but the most important part of organization is human. Ken Robinson English author and international advisor on education said “Human Resources are like natural resources; they are often buried deep; you have to go looking for them; they are not just lying around on the surface.” If we are talking about the human resource then there are so many things which are related to human resource management. In this paper we are trying to put the light on the locus of control. The human beings are social animals. They are surrounded with the society and the external pressure. The employees are also working under the external pressure of the colleagues and competition.

III. LOCUS OF CONTROL

“You may not control all the events that happen to you but you can decide not to be reduced by them” is a true saying by Maya Angelou. Locus of control (LOC) as a principle was originated by the Julian Rotter in 1954. Each and every person is controlled by some forces. The forces are both internal and external. When we are talking about locus of control first we will start with the meaning of the terms like control, locus, internal locus of control (ILOC) and external locus of control (ELOC), etc. The term “Locus” means a position where something occurs; it's a position or a place of something.

Control means the power. It's a power to determine the results and the outcomes. Rotter in 1975 stated that there are two types of locus of control. One is ILOC and the other is ELOC.

Internal locus of control: According to Rotter people with the ILOC has the ability to control the outcomes of their actions. These people always feel themselves responsible for the success and failure in their life. They believe in the hard work and believe that all the consequences and outcomes are due to the actions taken by them and their own abilities. They blame themselves for the good and bad things happening in their life.

External Locus of control: According to Rotter people with the ELOC don't have the ability to control the outcomes of their efforts. They believe that whatever happens is not because of themselves but because of the external forces like society, colleagues, and moreover due to the luck and the bad luck.

| Weiner's Attribution Theory as Applied to Motivation | | |
|--|----------------------------|-----------------|
| | Perceived locus of control | |
| | Internal | External |
| Attributions of no control | Ability | Chance/luck |
| Attributions of control | Effort | Task difficulty |

Figure3.1

People with high motivation and less directed by the outer forces are having ILOC. They are more organized, self determined and they have high self efficacy. They are always ready to take the responsibility of their actions with confidence. These people are less influenced by the other people. They are more positive, physically fit and moreover they are more success in their work.

Rotter also discussed that the opposite of ILOC is ELOC and these types of people are less motivated and easily influenced by the external forces. They have less confidence on themselves and they always blame others for their success and failure. They have a negative type of personality and low self efficacy. They are not very much successful in their job profile. They easily feel hopeless and powerless in the difficult situation. As researchers have discussed that with the increasing globalization and competition changes are very important in an organization. Researchers should actually use the terms like innovation, modification, transformation, transition, reconstruction etc. Actually if the organizations want to maintain their position and want to be a success and profit making organizations they have to go through with all the types of changes.

Carter McNamara (MBA, PhD, Authenticity Consulting, and LLC) in his article on internet has discussed that "Globalization has increased the markets and opportunities for more growth and revenue. However, increasingly diverse markets have a wide variety of needs and expectations that must be understood if they are to become strong customers and collaborators." He has also discussed that organization change means organization development. Organization development and organizational development are two

different words. If we are talking about organization change it is the change of nature and scope of the organizations but organizational development means the up gradation of the people working in an organization. But most of the higher level people or management doesn't think about this differentiation. They always think that organization development and organizational development are same and in all these they just discussed about the finance, marketing and technology. And the most neglected is the human resource department. The employees are the first one to get effected by the changes but management doesn't think about that. And this is the main reason for the stress among the employees working with the organization. Now we will discuss the stress among the employees during changes. We have divided the LOC into three parts:

- **Helplessness:** According to the sources people with the ELOC gave a feeling of "helplessness". They think that they are not getting help from anywhere and without any help they cannot perform any task. According to the research people with high ILOC don't have a feeling of "helplessness". They believe on themselves for each and every task and comparatively less stressed due to helplessness.
- **Chance:** Again chance is as same as helplessness. People with high ELOC always look for the chances from outside environment and wait for the better chance to develop. In the contrast people with high ILOC don't wait for chance they always believe on themselves. In the paper we are going to discuss the same with the relation between LOC and job pressure which is a reason for stress.
- **Internality:** This is last and third concept that we are going to discuss in the research paper related to stress. Being the last but not the least we can discuss is internality which means that you are in control of yourself rather than the environment. People with high level of internality have ILOC and with low internality have ELOC.

Gender is another important concept discussed in the paper. We assume that the females are comparatively having more ELOC and males have less ELOC as the females are more soft hearted and more emotional as compared to males. They have more influence of the society, environment on their life. Males are more achievement oriented and self developed as compared to females. Females are more adopted to the society and less achievement oriented and more inclined to the society.

IV. STRESS

Stress is a very well known issue now days in each and every person's life. Low motivation, low morale, poor performance, more leaves, accidents, job dissatisfaction, poor internal communication and conflicts etc are the various results of the stress. **Occupational Stress** is stress involving work. The main reason for the occupational stress can be the difference between the expectations of the workplace and environment and the actual abilities of the employees. Stress not only has the psychological effect among the employees but also.



The physical effect. Various factors like more workload, isolation, harassment, improper communication, less control over the job, improper contribution of the team leads to the high level of stress among the employees. Stress is a very common problems faced by the employees today. There are various reasons for stress like illness stress, performance stress, stress related to work and office when working with clients. Various other reasons for the stress are also there which are related to the work place like achievement in the job, type A behaviour, job pressure, job satisfaction related to work and payment, locus of control, inappropriate SCS, etc.



Figure 4.1

Chusmir and Franks (1988) argued that all the above mentioned problems are related to stress and they have an effect on the efficiency and effectiveness of the organization. Many studies suggested that the changes and the alliances can be very stressful experience for individuals (Elrod and Tippett, 2002; Grant, 1996). Responses to the alliances and the followed changes can be so intensive those individual responses to traumatic changes such as death and grief (Henderson-Loney, 1996; Grant, 1996; Kubler-Ross, 1969).

Stress while working with clients: When employees are working with clients then there will be change in the work culture, in the organization, in the technology, in the timing, office etc. But if actually changes happen we all are not ready to accept the changes and starts with the critics. We all will not be ready to leave the traditional way of working and accept the new changes. Same with the employees also, employees also are not happy and easily agree to accept the changes. If management forces them to accept the changes employees will feel stressed. Stress while working with clients may show the following effects;

- Anxiety may result in the loss of sense of security, sense of competence,
- Threat of their professional identity
- Excessive working due to stress and then work life imbalance
- Threat of financial insecurity
- Lowered concentration skills

Stress among the employees is not good for the employees as well as organizations. The employees should not feel stressed with the changes. Organization should help the employees in managing with stress. Now we will discuss the stress coping strategies.

There are various threats in the organizations that lead to stress. Employees have to face external threats (ET) like global competition, excessive knowledge requirement, continuous changes in job profiles and technologies. Not only ET employees have to go through with internal threats (IT) like anger, isolation, violation and difference in behaviour of the employees. There are various symptoms of stress like not able to focus on job assignments, low productivity, increased irritation, decreased concentration, etc. In various studies it is mentioned that more than 45% of the employees are suffering with stress. More than 25000 employees are facing serious health issues in Japan and around 55% of people are facing stress in US and UK where the work culture is very good.

V. LITERATURE REVIEW

- Lakshman Vijayashree and Mali Vishalkumar Jagdishchandra (2011) discussed in their research paper that there is a positive relation between ILOC and job satisfaction. Authors have discussed that the ELOC is directly proportional to the aggression. And the negative attitudes like aggression leads to the job dissatisfaction. Authors also concluded that the external factors like chance and others are the main reasons for job dissatisfaction.
- Vishal Mali (2013) discussed that the ILOC and the ELOC plays an important role in the employee learning and the employee with ILOC have more confidence upon them and think that they can direct their life in the direction they want to. In the research author has also discussed about the positive relation between the ILOC and academic achievement as well as professional achievement.
- Urska Treven, Ms.C., and Dr. Sonja Treven, (Professor, University of Maribor, Slovenia) in their research paper discussed that stress is a frequently used term in today's life and each and every person is effected by the stress in one and the other way. Any unpleasant experience in the personal or professional life may lead to stress. Authors also discussed that the individual differences like individual self perception, type A and B behaviour, locus of control, gender, positive negative attitude etc, and effect the stress handling ability.
- Dr. L.Vijayashree and Ms. Pallabi Mund in their research paper "Role stress and coping" discussed that personal inadequacy is positively correlated with coping. They have also mentioned that there is a negative correlation between stress coping strategies (SCS) and role ambiguities. Employees with higher ELOC are expected to have higher role ambiguities.

VI. OBJECTIVES

On the basis of the above discussion the objectives of the study will be as follows:

- To identify the highest effective factor in locus of control among employees.
- To study the relationship between LOC and source of pressure while working with clients.
- To study the variation among factors of LOC with respect to gender between individual personal variables with respect to locus of control and occupational stress.

VII. HYPOTHESIS

In the light of the above discussion I propose:

- Hypothesis1: There is a relationship between locus of control and occupational stress while working with clients during alliances.

- Hypothesis2: There is a significant difference between the variables of LOC and source of work pressure with respect to gender.

VIII. METHODOLOGY

The research is conducted with the 91 professionals working with 5 different software companies with the clients in three main groups:

- Working from home company (Offsite)
- Working from client location permanently (Onsite)
- Working from different client locations (Liaisons)

Occupational stress questionnaire developed by Cooper is taken to identify the locus of control, stress. Data is collected by using convenience sampling. SPSS tool is used to analyze the data. The name of the companies is not disclosed due to the privacy issues.

IX. ANALYSES

Table 1: Frequency Table of Demographic Variables

| | | Frequency | Valid Percent |
|---------------------|--|-----------|---------------|
| Age | 20 years - 24 years | 4 | 4.4 |
| | 25 years to 29 years | 16 | 17.6 |
| | 30 years - 34 years | 53 | 58.2 |
| | 35 years and above | 18 | 19.8 |
| Years of Experience | less than 2 years | 2 | 2.2 |
| | 2.1- 4 years | 13 | 14.3 |
| | 4.1- 6 years | 14 | 15.4 |
| | 6.1 years and above | 62 | 68.1 |
| Employee category | working with client from home company (offsite) | 32 | 35.2 |
| | working with client from client location (onsite) | 28 | 30.8 |
| | travelling to different clients locations (liaisons) | 31 | 34.1 |
| Working Shift | Day | 38 | 41.8 |
| | Night | 8 | 8.8 |
| | General | 45 | 49.5 |
| Gender | Male | 48 | 52.7 |
| | Female | 43 | 47.3 |

On the analysis of the above table,

- **Age:** 30 years - 34 years achieved the highest score of 58.2%, 35 years and above achieved the score of 19.8%, 25 years to 29 years achieved the score of 17.6%, and 20 years - 24 years achieved the lowest score of 4.4%.
- **Years of Experience:** 6.1 years and above achieved the highest score of 68.1%, 4.1- 6 years achieved the score of 15.4%, 2.1- 4 years achieved the score of 14.3% and less than 2 years achieved the lowest score of 2.2%.
- **Gender:** Male respondents achieved the highest score of 52.7% while Female respondents achieved

The lowest score of 47.3%.

- **Job category:** working with client from home company achieved the highest score of 35.2%, travelling to different clients locations achieved the score of 34.1% and working with client from client location achieved the lowest score of 0.8%.
- **Working Shift:** General achieved the highest score of 49.5%, day achieved the score of 41.8% and night achieved the lowest score of 8.8%

Table2: Frequencies Table

| Constructs | Cronbach Alpha | No. of Items | Mean | Stdev |
|-------------|----------------|--------------|------|-------|
| Helpness | 0.822 | 5 | 2.68 | 0.8 |
| Chance | 0.767 | 5 | 3.09 | 0.89 |
| Internality | 0.815 | 5 | 3.91 | 0.73 |

With the help of frequencies table it is concluded that internality is the highest effecting factor of locus of control among the employees. The mean value of helplessness is 2.68, for chance it is 3.09 and for internality (ILOC) is 3.91 which is highest among the three factors.

Table 3: Correlation Table

| S. No | Factors of LOC | Source of Pressure (SP) |
|-------|------------------|-------------------------|
| 1 | LOC_Helplessness | .460** |
| 2 | LOC_Chance | .279** |
| 3 | LOC_Internality | 0.011 |

- **LOC_Helplessness:** The above table explained the relation between Type LOC_Helplessness & stress (SP), the above construct states that it is having a positive relation with the value of .460** so it can be concluded that people with high ELOC that is helplessness feels more stress.
- **LOC_Chance:** The above table explained the relation between Type LOC_Chance & stress (SP), the above construct states that it is having a positive relation with the value of .279** so it can be concluded that people with high ELOC that is chance feels more stress.
- **LOC_Internality:** The above table, explained the relation between LOC_Internality & stress (SP), the above construct does not show any significant positive relation with the source of work pressure (SP) so it can be concluded that people with ILOC don't feel much stressed.

From the above table researchers conclude that the employees with ELOC have significant relationship with the job pressure. They feel more job pressure. Internality is a factor of ILOC and has an insignificant relationship with sources of job pressure.

Table 4 ANOVA

| | Employee Category | N | Mean | Std. Deviation | F | Sig. |
|-------------------------|--|----|------|----------------|-------|------|
| LOC_Helplessness | working with client from home company (offsite) | 32 | 2.54 | 0.76 | 0.89 | 0.41 |
| | working with client from client location (onsite) | 28 | 2.69 | 0.92 | | |
| | travelling to different clients locations (liaisons) | 31 | 2.81 | 0.72 | | |
| LOC_Chance | working with client from home company (offsite) | 32 | 2.95 | 0.90 | 1.10 | 0.34 |
| | working with client from client location (onsite) | 28 | 3.06 | 1.00 | | |
| | travelling to different clients locations (liaisons) | 31 | 3.28 | 0.76 | | |
| LOC_Internality | working with client from home company (offsite) | 32 | 4.28 | 0.38 | 17.45 | 0.00 |
| | working with client from client location (onsite) | 28 | 4.05 | 0.55 | | |
| | travelling to different clients locations (liaisons) | 31 | 3.39 | 0.84 | | |
| Source of work pressure | working with client from home company (offsite) | 32 | 3.00 | 1.04 | 0.07 | 0.93 |
| | working with client from client location (onsite) | 28 | 2.99 | 0.91 | | |
| | travelling to different clients locations (liaisons) | 31 | 3.08 | 1.05 | | |

On the analysis of the above table,

LOC_Helplessness: Offsite employees have achieved the lowest mean score of 2.54; onsite employees achieved the mean score of 2.69. Liaison employees who are travelling to different clients locations achieved the highest mean score of 2.81. The analysis of the above table brings out that the F value is 0.89 and Sig value is 0.41. Since the significance value is more than 0.05, the mean difference existing about this dimension is not significant at 5% level.

LOC_Chance: Offsite employees who are working with client from home company achieved the lowest mean score of 2.95, onsite employees who are working with client from client location achieved the mean score of 3.06, and liaison employees who are travelling to different clients locations

achieved the highest mean score of 3.28. The analysis of the above table brings out that the F value is 1.10 and Sig value is 0.34. Since the significance value is more than 0.05, the mean difference existing about this dimension is not significant at 5% level.

LOC_Internality: Offsite employees who are working with client from home company achieved the highest mean score of 4.28, onsite employees who are working with client from client location achieved the mean score of 4.05 and liaison employees who are travelling to different clients locations achieved the lowest mean score of 3.39. The analysis of the above table brings out that the F value is 17.45 and Sig value is 0.00.

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Since the significance value is less than 0.05, the mean difference existing about this dimension is significant at 5% level.

Source of work pressure: Offsite employees who are working with client from home company achieved the mean score of 3.00, onsite employees who are working with client from client location achieved the lowest mean score of 2.99

and liaison employees who are travelling to different clients locations achieved the highest mean score of 3.08. The analysis of the above table brings out that the F value is 0.07 and Sig value is 0.93. Since the significance value is more than 0.05, the mean difference existing about this dimension is not significant at 5% level.

Table 5 Helplessness (LOC) with Respect to Gender

| Helplessness | | N | Mean | Std. Deviation | Std. Error | Sig |
|---|--------|----|------|----------------|------------|-------|
| I have no say in the assignments I get at my work | Male | 48 | 3.2 | 1.05 | 0.151 | 0.024 |
| | Female | 43 | 3.74 | 1.177 | 0.179 | |
| | Total | 91 | 3.46 | 1.138 | 0.119 | |
| I feel like I am only a number at my work | Male | 48 | 2.33 | 0.694 | 0.1 | 0.163 |
| | Female | 43 | 2.62 | 1.25 | 0.191 | |
| | Total | 91 | 2.47 | 1 | 0.105 | |
| My work is just a cog in the machine over which I have little control | Male | 48 | 2.37 | 0.639 | 0.092 | 0.734 |
| | Female | 43 | 2.44 | 1.181 | 0.18 | |
| | Total | 91 | 2.4 | 0.93 | 0.097 | |
| It is useless to try hard, since there is no relation between my efforts and the appreciation for it | Male | 48 | 2.33 | 0.952 | 0.137 | 0.072 |
| | Female | 43 | 2.72 | 1.076 | 0.164 | |
| | Total | 91 | 2.51 | 1.025 | 0.107 | |
| The management does not appreciate good ideas and creativity, since they do the thinking and make the decisions | Male | 48 | 2.29 | 0.944 | 0.136 | 0.034 |
| | Female | 43 | 2.79 | 1.264 | 0.192 | |
| | Total | 91 | 2.52 | 1.128 | 0.118 | |

The above table shows the various factors of helplessness as dimensions of ELOC. Through the above table it is concluded that most of the females have more ELOC and can be justified with the significant value .024 for the statement that “they have no say to the assignments”. It

shows that most of females can't say no to the work given to them. There is a significant difference in the opinion between the males and females related to the appreciation to new and creative ideas.

Table 6 Chance (LOC) with Respect to Gender

| Chance | | N | Mean | Std. Deviation | Std. Error | Sig |
|--|--------|----|-------|----------------|------------|-------|
| Finding another job is like taking part in a lottery | Male | 48 | 2.812 | 1.142 | 0.164 | 0.011 |
| | Female | 43 | 3.48 | 1.334 | 0.203 | |
| | Total | 91 | 3.13 | 1.275 | 0.133 | |
| Success in your work is mainly determined by favourable conditions | Male | 48 | 2.83 | 1.078 | 0.155 | 0.006 |
| | Female | 43 | 3.53 | 1.297 | 0.197 | |
| | Total | 91 | 3.16 | 1.231 | 0.129 | |
| | Male | | | | | |
| | Female | 43 | 3.44 | 1.181 | 0.18 | |
| | Total | 91 | 3.09 | 1.174 | 0.123 | |
| The way my career will develop is something I have little influence on | Male | 48 | 2.97 | 1.279 | 0.184 | 0.223 |
| | Female | 43 | 3.3 | 1.225 | 0.186 | |
| | Total | 91 | 3.13 | 1.257 | 0.131 | |
| Being promoted depends on whether there happens to be a vacancy. | Male | 48 | 3.02 | 1.157 | 0.167 | 0.544 |
| | Female | 43 | 2.86 | 1.355 | 0.206 | |
| | Total | 91 | 2.94 | 1.25 | 0.131 | |

According to the above table top three factors have significance values less than 0.05 which shows that there is a significance difference in the opinion of males and females with respect to chance. Most of the females think that chance plays an important role in the development of the employees. Females are showing more ELOC results as

compare to males. Females think that getting another job depends on the chance. Females believe that there are the chances of being fired if reorganization is there. They don't believe on their competitiveness much, which is big hurdle in the development of the females as compare to males.

Table 7 Internality (LOC) with Respect to Gender

| Internality | | N | Mean | Std. Deviation | Std. Error | Sig |
|--|--------|----|--------|----------------|------------|-------|
| I am in control of my own career | Male | 48 | 3.9167 | 0.70961 | 0.10242 | 0.388 |
| | Female | 43 | 3.7442 | 1.15662 | 0.17638 | |
| | Total | 91 | 3.8352 | 0.94591 | 0.09916 | |
| When I am promoted I owe that to my own efforts | Male | 48 | 3.8125 | 0.86679 | 0.12511 | 0.334 |
| | Female | 43 | 4 | 0.9759 | 0.14882 | |
| | Total | 91 | 3.9011 | 0.9196 | 0.0964 | |
| I owe a promotion to my own abilities | Male | 48 | 3.9792 | 0.99978 | 0.14431 | 0.991 |
| | Female | 43 | 3.9767 | 0.9383 | 0.14309 | |
| | Total | 91 | 3.978 | 0.96584 | 0.10125 | |
| I am fully responsible for the errors I make at work | Male | 48 | 4.0417 | 0.89819 | 0.12964 | 0.069 |
| | Female | 43 | 3.6279 | 1.23488 | 0.18832 | |
| | Total | 91 | 3.8462 | 1.08447 | 0.11368 | |
| Enjoying your work depends on what you make out of it yourself | Male | 48 | 4.1042 | 0.72169 | 0.10417 | 0.104 |
| | Female | 43 | 3.814 | 0.95757 | 0.14603 | |
| | Total | 91 | 3.967 | 0.84919 | 0.08902 | |

The above table explains that there is no significant difference between the opinions of males and females related to internality. Hence null hypothesis is accepted and alternate hypothesis is rejected.

Table 8 Source of Pressure based on Gender

| Source of Pressure | | N | Mean | Std. Deviation | Std. Error | Sig. |
|---|--------|----|------|----------------|------------|-------|
| Insufficient control over your job | Male | 48 | 2.7 | 1.147 | 0.165 | 0.004 |
| | Female | 43 | 3.44 | 1.24 | 0.189 | |
| | Total | 91 | 3.05 | 1.241 | 0.13 | |
| Ambiguity about your responsibilities | Male | 48 | 2.85 | 1.148 | 0.165 | 0.005 |
| | Female | 43 | 3.58 | 1.238 | 0.188 | |
| | Total | 91 | 3.19 | 1.24 | 0.13 | |
| Feeling isolated | Male | 48 | 2.54 | 1.166 | 0.168 | 0.006 |
| | Female | 43 | 3.27 | 1.333 | 0.203 | |
| | Total | 91 | 2.89 | 1.294 | 0.135 | |
| Covert discrimination and favouritism | Male | 48 | 2.68 | 1.132 | 0.163 | 0 |
| | Female | 43 | 3.6 | 1.198 | 0.182 | |
| | Total | 91 | 3.12 | 1.245 | 0.13 | |
| Pursuing a career at the expense of home life | Male | 48 | 2.87 | 1.248 | 0.18 | 0.275 |
| | Female | 43 | 3.18 | 1.451 | 0.221 | |
| | Total | 91 | 3.02 | 1.349 | 0.141 | |
| Being undervalued | Male | 48 | 2.68 | 1.013 | 0.146 | 0.122 |
| | Female | 43 | 3.06 | 1.316 | 0.2 | |
| | Total | 91 | 2.86 | 1.175 | 0.123 | |

In the above table it is discussed that there is a difference in the opinion of the males and females regarding the source of pressure. According to the table 4 out of 6 factors of source of pressure have significant difference. Females feel more stress as compared to males. All the females think that they have insufficient control over their job, there they have ambiguities about their responsibilities, they feel isolated and there is a favouritism and discrimination in the organizations.

X. CONCLUSION

At the end we would like to conclude that employees should also have the ILOC and they should not always blame others for the stress. Employees with the ELOC feel stressed very easily and they are able to cope up with the stress easily. So employees and the organizations both should not neglect the stress while working with clients. At the end it is included that employees working from their own company have comparatively less stress as compare to the employees moving to different client locations. Also the same with gender it can be concluded that most of the females have more ELOC and stress and males have more ILOC and less stress. Employees should work on the stress releasing factors and should have confidence on themselves.

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