

LOCUS OF CONTROL AS A PREDICTOR OF JOB SATISFACTION AMONG THE EMPLOYEES OF TEXTILE INDUSTRY

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Abstract:

Locus of control refers to the perception of contingencies between action and outcomes – to what extent an action produces an outcome. The present study was aimed at studying the relationship between locus of control and job satisfaction among the employees of textile industry. A sample consisting of 124 employees working in textile industry participated in the study. Structured questionnaires were used to gather primary data to assess locus of control and job satisfaction among the employees. The obtained data were analysed with various statistical tools like mean, standard deviation, ANOVA, correlation, regression, and t-test. Results indicated that there was a significant negative correlation between locus of control and job satisfaction. Approximately twenty five per cent of the variance of job satisfaction was explained by locus of control. There was a statistically significant difference between the level of job satisfaction among the internals and externals.

Keywords: *External Locus, Internal Locus, Job Satisfaction, Locus of Control*

INTRODUCTION

According to Julian Rotter (1966), one's behaviour is shaped by rewards and punishments. These consequences of actions determine one's beliefs about the causes for these actions. Locus of control refers to the perception of contingencies between action and outcomes – to what extent an action produces an outcome. Externals believe that their own actions are dependent on factors outside their personal control. The outcomes of behaviour are expected to be controlled by outside forces (Connolly, 1980). According to Rotter there are different types of beliefs in externals-powerful others, luck or chance, and, fate. Externals do not change behaviour as they do not perceive it as a source for altering outcomes (Marks, 1998). Even if they are successful, they attribute their success to ease of task, luck or a helpful hand by a powerful other (Hyatt & Prawitt, 2001).

Internals are more likely to take responsibility for their own actions. They tend to be less influenced by the opinions of others. They have a strong sense of self-efficacy and work hard to achieve their goals. They feel confident in the face of challenges. Externals put the blame on outside forces for their circumstances. They often attribute their success to luck or chance. They do not believe that they can alter their situation through their own efforts. They feel hopeless or powerless in difficult situations.

Studies have revealed the relationship between locus of control and various organisational variables. Lied and

Pritchard (1976) found I-E and Protestant Ethic scales to be significantly correlated, suggesting that internals are more motivated to work than externals are. There was a significant negative correlation between externality of locus of control and internal work motivation (Nair, 1997). Locus of control was found to be significantly related to job involvement. Internals show more involvement (Reitz & Jewell, 1979). Anderson and Schneier (1978) found that internals were more likely to emerge as group leaders, groups led by internals performed better than those led by externals, and internal leaders were more task oriented and external leaders were more socially oriented.

REVIEW OF LITERATURE

An extensive review of the literature revealed that a number of studies have been conducted on the impact of locus of control on job satisfaction. But most of these studies were conducted abroad and only a few studies focused on the relationship between locus of control and job satisfaction in India. Hence there is a need for a study to determine the relationship between these variables.

Jui-Chen and Colin (2008) conducted a study to examine the relationships between locus of control and job stress, job satisfaction, and job performance in Taiwan. Data were collected from accounting professionals. The results indicated that locus of control helps in predicting the level of job satisfaction, stress, and performance. Internals are more

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likely to have lower levels of job stress and higher levels of job satisfaction.

Singh and Dubey (2011) conducted a study on 210 managers from private sector to study the impact of stress and locus of control on job satisfaction. Questionnaires were used to assess stress, locus of control, and job satisfaction. The results indicated that role stress was significantly negatively correlated to satisfaction and locus of control was significantly negatively correlated to satisfaction.

April, Dharani and Peters (2012) examined the effect of locus of control on the level of happiness of an individual. Questionnaires were used to assess the locus of control and level of happiness. The results indicated that a higher level of happiness is achieved by individuals with a balanced locus of control expectancy, a mix of internal and external locus of control, known as 'bi-local expectancy'.

Hans, Nubeen and Ghabshi (2013) conducted a study on locus of control and job satisfaction among the managers in semi-government organisations. Proportionate stratified random sampling was used to select the sample for the study. Questionnaires were administered to assess locus of control and job satisfaction. It was found that the managers were primarily driven by internal locus of control. Most of the employees scored low in job satisfaction.

Biradar (2014) examined the effect of locus of control on job satisfaction. A sample of 150 college teachers was administered questionnaires to assess their locus of control and job satisfaction. Pearson's product moment coefficient of correlation, mean, Standard error of difference between means, and t-test were used for analysing the data. It was

concluded that a significant relationship exists between locus of control and job satisfaction of college teachers.

OBJECTIVE OF THE STUDY

The present study was aimed at studying the relationship between locus of control and job satisfaction among the employees of textile industry.

METHODOLOGY

For the purpose of the study a survey design was used. The present study is a descriptive correlational study that seeks to explore the relationship between locus of control and job satisfaction. Data for the study were collected from employees working in textile industry. For this purpose textile units employing more than 500 employees in Erode were identified. Ten companies employed more than 500 employees. Out of these ten, six companies were selected using lottery method. Questionnaires were distributed to all the 142 supervisors working in these six companies to assess their locus of control and job satisfaction. But for the final study the researcher had considered only 124 questionnaires since 18 questionnaires were incomplete and discarded. The data were analysed with various statistical tools like Mean, Standard Deviation, ANOVA, Correlation, regression and t-test. ANOVA was used to study the significance in differences in the variables among the different demographic groups. The independent sample t-test was used to test the equality of job satisfaction means among the internals and externals.

Table 1: Demographic Characteristics of the Sample

Demographic factors	Classification	Number of Respondents	Percent
Age (in years)	20-30	32	25.8
	30-40	74	59.7
	40-50	18	14.5
Gender	Male	102	82.3
	Female	22	17.7
Education	HSc	64	51.6
	Diploma	32	25.8
	Graduate	11	8.9
	Post Graduate	17	13.7
Experience (in years)	Below 5	23	18.5
	5-10	30	24.2
	10-15	46	37.1
	Above 15	25	20.2
Income (in rupees)	Below 20000	11	8.9
	20000-25000	86	69.4
	Above 25000	27	21.8

Table 2: Mean and Standard Deviation of Research Variables in Different Age Groups

	Age	Locus of Control	Satisfaction
20-30	Mean	12.00	44.47
	N	32	32
	Std. Deviation	1.626	5.565
30-40	Mean	12.04	42.89
	N	74	74
	Std. Deviation	2.017	4.875
40-50	Mean	13.11	40.83
	N	18	18
	Std. Deviation	1.451	4.409
Total	Mean	12.19	43.00
	N	124	124
	Std. Deviation	1.876	5.085
F-Value		2.638(.076)	3.087 (.049)

Measures

Rotter's (1966) internal-external scale was administered to assess locus of control expectancy using 29 questions. Each question has two choices for the participant to choose from: one expresses a typical attitude of internal locus of control expectancy. The other expresses the attitude of external expectancy. The participants were asked to choose the option which they more strongly believe in. One point was scored for each external option chosen by the participant. Minnesota Satisfaction Questionnaire (MSQ) Short Form was used to assess the level of job satisfaction among the employees. Responses were scored as follows: Very Dissatisfied = 1; Dissatisfied = 2; Neither Dissatisfied Nor Satisfied = 3; Satisfied = 4; Very Satisfied = 5.

RESULTS AND DISCUSSION

This section deals with the analysis of the data collected from the respondents. The data were analysed with statistical tools

like mean and standard deviation, ANOVA, Correlation and Regression, and t-test.

Among the 124 respondents, 74 (59.7%) belong to 30-40 years age group; 102 (82.3%) are male; 64 (51.6%) are HSc; 46 (37.1%) belong to 10-15 years' experience group; and 86 (69.4%) belong to 20000 – 25000 Rupees income group.

A higher level of locus of control (Mean=13.11) and a lower level of job satisfaction (Mean=40.83) was observed among the 40-50 years age group. A lower level of locus of control (Mean=12.00) and a higher level of job satisfaction (Mean=44.47) was observed among the 20-30 age group. There was a significant difference in job satisfaction ($F=3.087$ & $p<.05$) among the respondents of different age groups.

A higher level of locus of control (Mean=13.36) and a lower level of job satisfaction (Mean=37.95) was observed among the male respondents. A lower level of locus of control (Mean=11.93) and a higher level of job satisfaction

Table 3: Mean and Standard Deviation of Research Variables in Gender Groups

	Gender	Locus of Control	Satisfaction
Male	Mean	11.93	44.09
	N	102	102
	Std. Deviation	1.941	4.809
Female	Mean	13.36	37.95
	N	22	22
	Std. Deviation	.848	2.786
Total	Mean	12.19	43.00
	N	124	124
	Std. Deviation	1.876	5.085
F-Value		11.448 (.001)	33.236 (.000)

(Mean=44.09) was observed among the female respondents. There was a significant difference in locus of control ($F=11.448$ & $p<.01$) and job satisfaction ($F=33.236$ & $P<.01$) among the respondents of different gender groups.

A higher level of locus of control (Mean=12.55) was observed among the HSc group. A lower level of locus of control (Mean=11.47) was observed among the diploma holders. A higher level of job satisfaction (Mean = 45.18) was observed among the graduates and a lower level of job satisfaction (Mean=41.00) was observed among post graduates. There was a significant difference in locus of control ($F=2.993$ &

$p<.05$) and job satisfaction ($F=3.821$ & $P<.05$) among the respondents of different education groups.

A higher level of locus of control (Mean=13.00) and a lower level of job satisfaction (Mean=39.44) was observed among the above 15 years' experience group. A lower level of locus of control (Mean=11.70) and a higher level of job satisfaction (Mean=47.65) was observed among the below 5 years' experience group. There was a significant difference in locus of control ($F=3.589$ & $p<.05$) and job satisfaction ($F=18.974$ & $P<.01$) among the respondents of different experience groups.

Table: 4 Mean and Standard Deviation of Research Variables in Different Education Groups

Education		Locus of Control	Satisfaction
HSc	Mean	12.55	42.20
	N	64	64
	Std. Deviation	1.573	4.945
Diploma	Mean	11.47	44.91
	N	32	32
	Std. Deviation	2.552	5.450
Graduate	Mean	11.64	45.18
	N	11	11
	Std. Deviation	1.027	3.601
Post graduate	Mean	12.53	41.00
	N	17	17
	Std. Deviation	1.463	4.416
Total	Mean	12.19	43.00
	N	124	124
	Std. Deviation	1.876	5.085
F-Value		2.993 (.034)	3.821 (.012)

Table 5: Mean and Standard Deviation of Research Variables in Different Experience Groups

Experience		Locus of Control	Satisfaction
Below 5	Mean	11.70	47.65
	N	23	23
	Std. Deviation	1.579	3.419
5-10	Mean	12.57	40.73
	N	30	30
	Std. Deviation	1.654	5.711
10-15	Mean	11.74	44.09
	N	46	46
	Std. Deviation	2.235	3.764
Above 15	Mean	13.00	39.44
	N	25	25
	Std. Deviation	1.258	3.630
Total	Mean	12.19	43.00
	N	124	124
	Std. Deviation	1.876	5.085
F-Value		3.589 (.016)	18.974 (.000)

Table 6: Mean and Standard Deviation of Research Variables in Different Income Groups

Income		Locus of Control	Satisfaction
Below 20000	Mean	10.82	50.27
	N	11	11
	Std. Deviation	1.079	2.533
20000-25000	Mean	12.17	43.22
	N	86	86
	Std. Deviation	1.972	4.436
Above 25000	Mean	12.78	39.33
	N	27	27
	Std. Deviation	1.528	4.359
Total	Mean	12.19	43.00
	N	124	124
	Std. Deviation	1.876	5.085
F-Value		4.514 (.013)	25.735 (.000)

Table 7: Correlation among the Research Variables

		Locus of Control	Satisfaction
Locus of Control	Pearson		
	Correlation	1	-.504**
	Sig. (2-tailed)		.000
	N	124	124
Satisfaction	Pearson Correlation		1
	Sig. (2-tailed)		
	N		124

** . Correlation is significant at the 0.01 level (2-tailed).

A higher level of locus of control (Mean=12.78) and a lower level of job satisfaction (Mean=39.33) was observed among the above 25000 income group. A lower level of locus of control (Mean=10.82) and a higher level of job satisfaction

(Mean=50.27) was observed among the below 20000 income group. There was a significant difference in locus of control (F=4.514 & p<.05) and job satisfaction (F=25.735 & P<.01) among the respondents of different income groups.

Table 8: Regression Analysis with Job Satisfaction as Dependent Variable

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504a	.254	.248	4.410

a. Predictors: (Constant), Locus of Control

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	807.150	1	807.150	41.500	.000a
	Residual	2372.850	122	19.450		
	Total	3180.000	123			

a. Predictors: (Constant), Locus of Control

b. Dependent Variable: Satisfaction

Coefficients ^a						
Model	B	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	59.642	2.614		22.820	.000
	Locus of Control	-1.366	.212	-.504	-6.442	.000

a. Dependent Variable: Satisfaction

Table 9: Results of 't'-test for Equality of Means Among Internals and Externals

	LOC	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction	Internals	68	45.00	4.871	.591
	Externals	56	40.57	4.238	.566
t- value		5.339 (.000)			

There was a significant negative correlation ($r = -.504$ & $p < .01$) between locus of control and job satisfaction. This indicates that when the locus of control score is high (external locus) job satisfaction will be low and vice versa. This finding replicates the findings of the studies conducted by Jui-Chen and Colin (2008), and Singh and Dubey (2011).

Regression analysis was done to investigate the relationship between locus of control and job satisfaction. F-Test was statistically significant, which means that the model was statistically significant. The R-Squared is .254 which means that approximately 25% of the variance in job satisfaction was explained by the predictor variable, that is, locus of control. This finding replicates the findings of the studies conducted by Jui-Chen and Colin (2008), and Singh and Dubey (2011).

For the purpose of this study, respondents who scored less than 13 in locus of control were considered to be internals and those who scored above 13 were included under externals. It was found that internals were more satisfied (Mean=45.00) with their jobs than the externals (Mean=40.57). t- test was performed to test equality of means. The results indicated that there was a statistically significant difference between the mean job satisfaction score for internals and externals ($t = 5.339$ & $p < .01$). This finding is consistent with the findings of the study conducted by Jui-Chen and Colin (2008).

CONCLUSION

Locus of control refers to those causes to which individuals attribute their successes and failures. The present study was aimed at studying the relationship between locus of control and job satisfaction among the employees of textile industry. A sample consisting of 124 employees working in textile industry participated in the study. Structured questionnaires were used to gather primary data to assess locus of control

and job satisfaction among the employees. The obtained data were analysed with various statistical tools like mean, standard deviation, ANOVA, correlation, regression and t-test. Results indicated a higher level of locus of control and a lower level of job satisfaction among the 40-50 years age group, a lower level of locus of control score and a higher level of job satisfaction among the 20-30 age group, a higher level of locus of control and a lower level of job satisfaction among the female respondents, a lower level of locus of control and a higher level of job satisfaction among the below 5 years, experience group, and a higher level of locus of control and a lower level of job satisfaction among the above 25000 income group. There was a significant difference in locus of control among the respondents of varied gender, education, experience, and income groups and job satisfaction among the respondents of varied age, gender, education, experience, and income groups. A significant negative correlation was found between locus of control and job satisfaction. Approximately twenty five per cent of the variance of job satisfaction was explained by locus of control. There was a statistically significant difference between the mean job satisfaction among internals and externals. The implication of the study is that managers should select people with internal locus of control.

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