

IMPACT OF LOCUS OF CONTROL ON ORGANIZATIONAL ROLE STRESS AND JOB SATISFACTION RELATIONSHIP OF PUBLIC AND PRIVATE SECTOR MANAGERIAL LEVEL PERSONNEL

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Abstract *The purpose of the study is to explore the impact of the locus of control on the relationship between job satisfaction and organizational role stress of 172 managers working in various organizations belonging to public and private industrial sectors. Three validated instruments were used for the present study. The data was analyzed using Descriptive statistics, Pearson product moment correlation and regression analysis. A negative relationship was found between stress and job satisfaction in the present study. Locus of control moderated the stress-satisfaction relationship. By understanding the relationship between these variables the organizations must work on providing job satisfaction to their employees, which will help them to reduce the level of stress and will increase the effectiveness and efficiency of the work in their organization.*

Keywords: *Locus of Control, Organizational Role Stress, Job Satisfaction*

INTRODUCTION

Human Resource management is considered to be the most valuable asset for any organization. Today, organizations are open systems as they affect and are affected by their environment. Now business environment is characterized by international competition, rapid technology expansion, high levels of risk, high employee turnover, and a turbulent external environment. Organizational behavior experts have prescribed various strategies to deal with change of overload and to build organizational capacity for change. In order to keep pace with rapidly changing technologies, international competition and the vast amount of information made available through the Internet and social media, organizations must be in a continuous state of change. This has resulted in increasing stress and reducing the job satisfaction. Today, workplace stress is becoming a major issue and a matter of concern for the employees and the organizations. It has become a part of life for the employees, as life today has become so complex at home as well as outside that it is impossible to avoid stress.

Since the dawn of civilizations, the human beings have been continuously striving for a meaningful survival. The

tremendous societal and technological changes in the past century have seen the human beings going through a total metamorphosis. However, change is not always pleasant; change means a lot of pain, struggle, and loss, as well as joy and victory. In the present times, people manifest their survival efforts mostly by working in fields, factories, or different organizations. All these spheres are undergoing the process of constant change. This study is an attempt to gauge people's involvement in their work, and to establish how it causes anxiety and stress, as well as the related pleasant experience of job satisfaction.

A stressful working environment tends to increase absenteeism and turnover of personnel; therefore it is important to explore the impact of stress on personnel behavior in different context. Role stress occurs when there is gap between perceived role expectations and actual work done. It can be defined as the disparity between an individual's perception about the specific role and what is actually being accomplished by the individual currently performing the specific role (Lambert & Lambert, 2001).

Although job satisfaction is under the influence of many external factors, it remains something internal that has to be done with the way how the employee feels. The tendency to

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respond in general to the environment in a highly positive manner, and with positive emotion, higher level of happiness, alertness and determination towards work lead to higher level of satisfaction. Affective disposition was hypothesized which lead to subjective well-being, and subjective well-being and job satisfaction were hypothesized to be mutually causative.

Wang & Feng (2003) opined that Job satisfaction is the most vital and critical variable in an authoritative conduct also, in an organization. It is the general demeanor of the employee towards the job. The higher the job fulfillment, the more probable specialists will hold an inspirational mentality toward their job and are more prone to be focused towards the organization. Job satisfaction and loyalty lead to higher productivity and profits (Silvestro, 2002)

REVIEW OF LITERATURE

Organizational Role Stress and Locus of Control

In the past three decades, factual researches on the subject of stress are increasing day by day. The expansive associations, different settings, apply their own arrangement of remarkable powers on the person. Through the use of these strengths, the association has the capacity to channelize the singular's conduct towards certain objectives and to direct his/her cooperation towards certain individuals and far away from others.

Stress is uncertain yet important; stress is the result obtained from the opportunities, threats or challenges (Robbin et al. 2006). Stress can be classified into two categories (1) Personal Stress and (2) Occupational Stress. As people no longer have complete control over what is happening in their life they feel stressed (Pareek, 2011). Thus, Locus of control can play a significant part in role stress management. Rahim and Psenicka (1996) conducted a study to understand the moderating effect of locus of control and social support on stress and strain. The study showed that it was a personality variable, locus of control explains the relationship between stress and strain other than social support. It also suggested in order for an organization to grow, it should employ people with internal locus of control.

Srivastava (2009) conducted a study to understand the moderating effect of Locus of control on the relationship between organizational role stress and managerial effectiveness. It was found that organizational role stress was negatively correlated with managerial effectiveness and internal locus of control moderated the relationship between organizational role stress and managerial effectiveness. Mahajan & Kaur (2012), in their study on college professionals found a positive and significant relationship between locus of control and job satisfaction. The study

also compared the gender difference and found that, male teachers with internal locus of control were more satisfied as compared to their female counterparts. Schmitz et al (2000) conducted a study on 361 staff medical attendants to assess the impact of locus of control and business related weight on burnout. The discoveries bolstered the idea that apparent level of control is instrumental in empowering medical attendants to adapt to stretch and burnout.

Organizational Role Stress and Job Satisfaction

Yahaya et al (1994) tried to find out the reason for the employee stress within the organization and its impact on job satisfaction and the employee's willingness to leave the organization and their absenteeism from the work. The result show that the stress of the employees does not directly affect their intention to leave the organization but shows a negative impact on the job satisfaction and a negative impact on the employee to leave the organization.

Rothmann & Coetzer (2002) in a study argued that organizational role stress has a positive relation with job satisfaction and the commitment of the employee towards the organization and that self-regard fundamentally directed the relationship between part stretch fit and occupation fulfillment. Job satisfaction is also described as an attitude towards one's job (Spector, 1997; Weiss, 2002). Once that attitude is in dissonance state, it leads to job dissatisfaction. A common theme of role stress research is to identify its consequences which include job satisfaction, job performance, service quality (Babin and Boles, 1998, Hartline and Ferrell, 1996). Among these consequences of role stress, job satisfaction has been most frequently examined in the hospitality literature. Job dissatisfaction, absenteeism, and turnover intentions are directly caused by role stress Malik et al. (2010).

Locus of Control and Job Satisfaction

Locus of control is the variable of the personality that has been studied widely in various situations like organization. The organizational studies have been dominated by the use of (Rotter's, 1996) I-E (i.e. Internality and Externality) scale of general locus of control. Relationship between I-E and work related variables have been rather humble. Phares (1976) noted that this scale is a rough measure and researchers should develop some domain specific measure.

Locus of control is the extent to which a man acknowledges individual obligation regarding what transpires. Locus of control is separated into two: inward locus of control and outer locus of control. Inner locus of control alludes to discernment that both positive and negative occasions happen

as an outcome of individual acts or deeds that are under control. Outside locus of control alludes to the conviction that something is not an episode with direct connection to the activity of oneself and out of hand (Rotter, 1996). According to Rotter (1996) locus of control concluded as a summed up conviction that individuals contribute to the results of their endeavors and capacities or outer variables, for example, destiny, chance and sickness. Hence, locus of control has two angles: internal and external (Di Zhang & Bruning, 2011). Contemplates demonstrate that people with inner locus of control can adapt better in unpleasant circumstances or then again they have more capacities to embrace themselves with issues and occasions that they are involved in at their work place (Lam & Schaubroeck, 2000). (Meier, et al 2008) found that individuals with an inside locus of control don't endure musculoskeletal torment, indeed they show high occupation control to maintain a strategic distance from physical sicknesses, interestingly individuals who have low employment control endure musculoskeletal torment. Moreover, expanding interior locus of control is connected absolutely to adjustment in upsetting work places.

On the off chance the representatives see that locus of control helps them to pick up accomplishments, they will attempt to be more imaginative, innovative and gainful in their work however in the event that they encounter rehashed disappointments, they end up discouraged and credit their disappointments to different elements such as chiefs, family, low compensation, dastardly supervisor, fortunes and destiny and they choose to exchange for another employment or leave their organization, (Forte, 2005). Along these lines, advancement, work fulfillment, self-regard, expanding personal satisfaction and high pay can build locus of control.

Hamid (1994) has found that people from same socialism have more external locus of control than people from individualistic society. Studies conducted by Spector et al (2001) founded a hypothesis that personality variable play an important role in predicting the various behaviors in the workplace.

Locus of control is a personality variable that has been studied extensively in a wide range of situations including organizations. The organizational studies have been dominated by the use of (Rotter's 1966) I-E (internality and externality) scale of general locus of control.

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

An individual's attitude towards his or her job in terms of the response is job satisfaction (Robbins 1998; Locke 1976). Satisfaction from one's job reduces the chances of

absenteeism, less health issues (McShane and VonGlinow (2000).

Springer (2000) has found that external locus of control leads to job dissatisfaction and Psychological distress. Malik and Sabharwal (1999) have found that externally controlled subjects experienced more stress in role expectation conflict, role overload and role ambiguity.

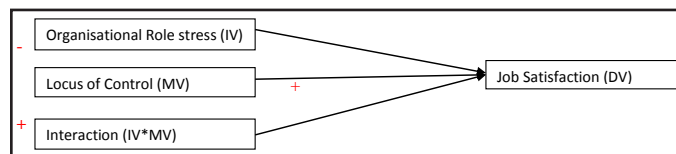
A study done by Vijayashree & Vishalkumar (2011) also found a positive correlation between internal locus of control and job satisfaction. Locus of control has shown a number of organizational relevant factors. It has been seen that when the locus of control is internal, it tends those persons to have more satisfaction with their job as compared to the persons with external locus of control It is seen that their supervisors are on high consideration and initiating structure, face less stress, perceive more flexibility and control and enjoy their work (Spector, 1982; O'Brien, 1983). Mahajan & Kaur (2012) examined the relationship between locus of control of college teachers and their job satisfaction. The study revealed a significant relationship between locus of control and job satisfaction of college teachers. While comparing the gender, the study found male teachers with high job satisfaction possess an internal locus of control as compared to female college teachers with high job satisfaction. Research has shown that people with an internal rather than external locus of control tend to be more satisfied with their jobs (Kircady, Shephard & Furnham, 2002 and Chen & Silverthorne, 2008). Broadly speaking, people who believe that the consequences of what they do are within their reach have a high level of job satisfaction. There is a positive relationship between the locus of control and job satisfaction (Sarita & Agustia, 2009). It implies that a worker indicates work fulfillment in the event that he can carry on as per the sort of work irrespective of both his inward and outside impacts. Locus of control is particularly an important phenomenon that affects job satisfaction. A few specialists have found that locus of control essentially serves as the arbitrator of connections, i.e. pioneer part trade, full of feeling of responsibility, work fulfillment, and turnover goals (e.g. Allen et al., 2005; Lam & Schaubroeck, 2000). The author is of the opinion that locus of control belongs to the core self-evaluation elements of personality, and has a direct impact on job satisfaction. A sense of psychological control is considered to be an important dispositional factor of workplace behaviors. People with a higher internal locus of control are more likely to demonstrate pro-social behaviors as was found by (Hoffi-Hofstetter & Mannheim, 1999). Another study by Vijayashree & Vishalkumar, (2011) on Public Sector Unit (PSU) employees found that there was a positive correlation between internal locus of control and job satisfaction. Withey & Cooper (1989) argued that people with a higher internal locus of control believe their actions can make a difference, and are, therefore, more likely to take

initiative and display a wider set of work behaviors than those specified by the job.

OBJECTIVE

The objective of this study is to find out the impact of locus of control on Organizational Role Stress and Job Satisfaction relationship.

Hypothesized Research Model



Hypotheses:

H1: There is a positive relationship between internal locus of control and job satisfaction.

H2: There is an inverse relationship between internal locus of control and organizational role stress.

H3: Interaction of Internal locus of control with Organizational Role Stress decreases the effect of Organizational Role Stress on Job satisfaction.

H4 (a): There is a positive relationship between external (other) locus of control and organizational role stress.

H4 (b): There is a positive relationship between external (chance) locus of control and organizational role stress.

METHODOLOGY

The sample for this study consisted of Managers at various levels and of region, working in different domains of Delhi-NCR region. Out of 200 questionnaires, 172 of the completed questionnaires were used for the present study. Out of 172 managers, 97 of them were males and 75 were females. The age group of the respondents ranged mostly between 30 to 60 years. 64 of the managers belonged to public sector and 108 belonged to private sector organizations. The respondents belonged to diversified field of specialization viz., IT, HR, Marketing, Finance and Operations.

TOOLS & TECHNIQUES

Locus of Control Inventory (LOCO)

The Loco Inventory scale used in the present study was developed by Levenson (1972) consisting of 30 items, and involves three independent aspects of the locus of control: Internality (10 items), Externality (Others) (10 items) and

Externality (Chance) (10 items). A 5- point scale is used in scoring response ranging from ‘hardly feeling’ (0) to ‘strongly feeling’ (4). An example item is: ‘To a large extent, my career depends on my seniors’. The three dimensions of locus of control are: Internal (I), External (E-O), External (E-C). In the present study all factors of internal locus of control (internal) ($\alpha=0.86$), external locus of control (others) ($\alpha=0.795$), external locus of control (chance) ($\alpha=0.823$) were found to be significant.

Job Satisfaction

This scale by Whisen and (1972) gives the profile in terms of happiness, satisfaction, and control that one feels towards his or her job. It contains 15 statements, 5 on each aspect. A 5-point scale is used in scoring responses ranging from ‘very dissatisfied’ (1) to ‘very satisfied’ (5). Overall effectiveness was found to be significant ($\alpha=0.86$).

Organization Role Stress

The scale developed by Sheldon Cohen (1994) gives the profile in terms of how an individual experiences stress in the job. It contains 10 statements, 5 on each aspect. A 5-point scale is used in scoring responses ranging from ‘never’ (0) to ‘very often’ (4). The overall effectiveness was found to be significant ($\alpha=0.82$).

As seen from Table 1, the instrument used in the study was reliable with coefficients ranging from 0.79 to 0.86.

Table 1: Reliability Coefficient of Instrument

Variables	No. of Items	Cronbach α
Internal Locus of Control	10	0.86
External (Other)	10	0.79
External (Chance)	10	0.82
Organizational Role Stress	10	0.82
Job Satisfaction	15	0.86

Source: The result depicted in this table is obtained after testing the reliability of the instruments using SPSS(Statistical Package for Social Sciences)

Table 2: Mean, SD and Correlations of the Computed Variable under Study

Variables	1	2	3	4	5
Internal Locus of Control	1				
External (Others)	.207**	1			
External (Chance)	-0.131	0.443**	1		
Job Satisfaction	0.489**	0.108	-0.189	1	
Organizational Role Stress	-0.219**	0.538**	0.473**	0.099	1

Mean	27.47	23.61	19.96	48.12	21.62
S.D.	6.107	5.76	6.36	8.05	6.066
Note: N=172; ** p<0.01					

Source: The result is obtained from the sample of population studied & the analysis was done through SPSS

Table 2 shows the mean and SDs of the variables under study. The mean score computed for organizational role stress was 21.62 and the standard deviation was 6.06. The mean for Job Satisfaction was 48.12 with a standard deviation score of 8.05.

It can be observed from Table 2, that there is a positive relationship between internal locus of control and job satisfaction ($r=0.489$) which proves the first hypothesis of our study that there is a positive relationship between internal locus of control and job satisfaction. A person with internal locus of control has more job satisfaction. Higher the internal locus of control greater will be the job satisfaction. The second hypothesis that there is an inverse relationship between internal locus of control and organizational role stress, which is supported by the inverse relationship as observed in table no. 2, ($r= -0.219$), so our second hypothesis is accepted.

To analyse the fourth (a & b) hypotheses that there is a positive relationship between external (chance) locus of control and organizational role stress and that there is a positive relationship between external (others) with organizational role stress, it can be observed from the result obtained in Table 2 that external other shows ($r=0.538$) positive relationship with organizational role stress and External chance shows $r= (0.473)$ positive relationship with organizational role stress. Hence, both the hypotheses are proved.

Table 3 (A): Multiple Linear Regression for a Single Set of Predictors

Model Summary and ANOVA

Model	R	R ²	Adjusted R ²	R ² Change	Standard Error of the estimate
1	0.494 ^a	0.244	0.230	0.244	7.068

Predictors: (constant), Interactive, ILOC, ORS

The third hypothesis of the study that Interaction of Internal locus of control (ILOC) with Organizational Role Stress (ORS) decreases the effect of Organizational Role Stress on Job satisfaction is proven by Table 3 (A) and 3 (B). Table 3 shows that that interaction of Internal locus of control

with organizational role stress led to a positive impact on job satisfaction. (R^2 change= $.244$; $p<0.01$). This proves the third hypothesis of our study. The F-statistics is significant (0.000) suggesting that the proposed model was adequate.

ANOVA

Model	Sum of squares	Df	Mean square	F	Significance
Regression	2707.928	3	902.64	18.067	0.000 ^b
Residual	8393.259	168	49.960		
Total	11101.186	171			

Dependent Variable: JS

Predictors: (Constant), Interactive, ILOC, ORS

Table 3 (B): Multiple Linear Regression for a Single Set of Predictors

Variables	JS=A+B1X1+ B2X2
Job Satisfaction	
Organisational Role stress	-.219
Internal Locus of Control	.413**
Interaction	.201**
R ²	.244
Adj R ²	.230
Change in R ²	.244
Sig. F Change	.000

N=172; ** p < 0.01

DISCUSSION

For any organization to be productive it is important that its employees must feel satisfied at work, so that they can give their 100%. The greater the level of satisfaction of employees, the lesser will be the organizational stress. Locus of control is a moderator between job satisfaction and organizational role stress. The greater the internal locus of control, the higher will be the job satisfaction and thus less organizational role stress. People possessing external locus of control tend to suffer less job satisfaction and more organizational role stress. The locus of control cited by Yang (1986) indicates that Chinese believe in the influence of powerful others are stronger than those of Americans, although scores on internal control and the influence of chance are roughly equal. While developing work locus of control scale, it was found that locus of control correlates significantly with job satisfaction, intention of quitting, perceived influence at work, role stress and perception of supervisory style (Spector, 1988).

Using locus of control, work behavior may be explained by “whether employee perceived their outcome as controlled

internally or externally". Employees who receive internal control feel that they personally can influence their outcome through their own ability, skills or efforts. Employees who perceived external control feel that their outcome is beyond their control; they believe that external forces largely control their outcome. What is important is that this perceived locus of control may have a differential impact on their performance and satisfaction.

The present study aimed to investigate two major aspects. Firstly, it attempted to identify the relationship between organizational role stress and job satisfaction. The second aspect was to examine the moderating effect of internal local of control on the relationship between organizational role stress and job satisfaction. Through this, attempts were made to identify the impact of internal locus of control on the relationship between organizational role stress and job satisfaction. To conduct this research, we collected a data of 172 data observations from different managers & senior level executives from various reputed organizations all across India. Data was collected through a questionnaire, which consisted of 60 carefully designed questions to understand the nature & psychology of the individual. Using this data, we analyzed this data on SPSS using Analysis of Variance (ANOVA) & correlation among various data segments. Using these tests, we have tested our hypotheses and found them to be true. Hence, we were able to support our hypothesis with our results.

CONCLUSIONS

It can be concluded from the present study that the organizations should start understanding the underlying causes leading to stress and thereby, increasing the job satisfaction level of their employees. Factors leading to job satisfaction should be thoroughly assessed to reduce the stress level. The employees should be counselled and trained to focus on their inner strength rather than external factors for reducing their stress and thereby, increasing their job satisfaction level. Present study is having limited potential for generalization in view of limited sample size which makes the predictions of the outcome in a limited manner. Wider inclusion of demographic variables and taking into account the sectoral differences could have given better results. This study also carries the road map for future research by incorporating the other relevant organizational variables.

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