

Relationship Between Job Satisfaction and Locus of Control Among Private Sector Employees

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ABSTRACT

People of this generation confront numerous challenges as a result of the pandemic; unhappiness with one's job is a common cause for all employees to quit an organisation, and studying those elements can assist us in contributing to job satisfaction and locus of control. The present paper focus on examining the locus of control and job satisfaction among the employees who are under the age of 20-30 years and are working in private sector. To measure the locus of control and job satisfaction the Rotter's locus of control scale and Job Satisfaction Scale was used and through snowball sampling 79 samples were analysed after removing 6 outliers. The analyse was done by using descriptive statistics, correlation and t-test. The result of the present study indicated that there is no significant relationship between the job satisfaction and locus of control and the Mann Whitney U (t test) indicated that there is no significant difference in the job satisfaction with respect to the gender such as in male and females. The study concluded there being no relationship between the individual's job satisfaction and locus of control. This study may be expanded to a bigger group to generalise the feelings.

Keywords: *Locus of Control, Job Satisfaction*

Job satisfaction and locus of control determines or proves one's experience in the workplace and their impact on various outcomes. Job satisfaction is defined as the level of contentment and fulfilment an individual experiences in their job and locus of control is the individuals perception of the extent to which they can control events and outcomes of their lives. Job satisfaction contributes and explains the overall well-being and locus of control will help us to know and create a positive work employee happiness and engagement. Both the variable influences the employee motivation and retention. Satisfied employees are more likely to be productive, committed and less likely to turnover. Understanding this concept help the organizations to design motivational strategies and interventions that align with employee's belief and preferences. In this paper the Job satisfaction and locus of control was measured in a population where the male and females were under the age of 20-30 years and worked in a private sector. People of this generation face many problems after pandemic, dissatisfaction with one's job is a common reason for all the employees to leave an organization and by examining those factors will help us contribute to job satisfaction and locus of control. While looking through this topic and the perspective which rare people

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might hold, there were very few papers which disapproved the relationship between the locus of control and job satisfaction. Job satisfaction and locus of control can vary across each individual due to their personal traits, experiences and cultural factors. Exploring these variables allow researchers to better understand individual differences and their implications for employee behaviour and well-being and will also help the organization tailor their managements practises to accommodate the diverse needs and foster more inclusive work environment.

REVIEW OF LITERATURE

Hani et. al (2020) when conducted a study on ‘The moderation effect locus of control on the relationship between job demand and job satisfaction among nurses’ through cross-sectional-quantitative method. The result proved that the locus of control had a significant moderating effect on the relationship between job demand and satisfaction, external locus of control had a negative effect on the job demand and job satisfaction relationship, whereas internal locus of control positively buffered this correlation

Singh et. al (2018) conducted empirical evidence on the ‘Role of life events stress and Locus of control (external) in job satisfaction on 210 managerial personal of first level from different private sector organizations in India through accidental sampling. The results showed that the positive life events stress would be significantly positively related to job satisfaction and did not confirm another hypothesis that the negative life event stress would be significantly negatively related to job satisfaction among managerial personal of first level.

Gangai et. al (2016) research on ‘Association of locus of control and job satisfaction in employees’ after critical analyse found that the locus of control are more satisfied with their jobs and proved there being a relationship between the job satisfaction and locus of control. A study on ‘Work locus of control and the multi dimensionality of job satisfaction’ by Tillman et. al (2010) findings showed that the employees who believe the can control their reinforcements through their own behaviour experienced higher levels of job satisfaction.

Chhabra B & Mohanty (2016) a study on ‘Moderating role of locus of control in the relationship between job satisfaction and organisational citizenship behaviour’ indicated that the locus of control played a important role in moderating the relationship between job satisfaction and organizational behaviour.

Palaniswamy (2015) conducted a study on ‘Locus of control as a predictor of job satisfaction among the employees of textile industry’ on 124 employees working in textile industry indicated higher level of locus of control and a lower level of job satisfaction and significant negative correlation was found between locus of control and job satisfaction and there was a statistically significant difference between the mean job satisfaction.

Hans et. al (2014) ‘A study on locus of control and job satisfaction in private international schools on sultanate of Oman’ on teachers and analysed the concept through three aspects gender, age and years of experience. Gender wise male found to have higher locus of control when compared to female teachers but when coming to job satisfaction both were found to be having equal score. When looking through the age aspects the job satisfaction was found to be higher and among all the ages. It was found that the individual control is high when compared to chance and powerful others and also the score was high for job satisfaction.

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Neha Mahajan & Jasdeep Kaur (2010) conducted research on 'Relation Between Locus of Control of College Teachers and their Job Satisfaction' proved that there exists a relationship between locus of control and job satisfaction of male and female college teachers and reported that there was a higher job satisfaction when compared to female teachers to male teachers and possess a better locus of control. And it was also founded that the locus of control was independent of sex differences.

Kirkclady et. al (2002) research on the topic 'The influence of type A behaviour and locus of control upon job satisfaction and occupational health' which was conducted on 332 managerial level staff showed external locus of control with negative consequences for job satisfaction.

Rodriguez et. al (2001) showed a significant positive correlation between age and job demands, job dissatisfaction and gender and exists a significant negative correlation between age and social support and a significant positive correlation between support and job control. More the external locus of control the higher is job satisfaction. Low control produced increase job dissatisfaction.

METHODOLOGY

Aim: To study the relationship between locus of control and job satisfaction

Objective of the study

- To study the relationship between the locus of control and job satisfaction among private sector employees.
- To study the gender difference in the job satisfaction among males and females.

Hypothesis

1. Ho1: There is no significant relationship between the locus of control and job satisfaction among the private sector employees
2. Ho2: There is no significant difference between job satisfaction among females and male

Variables:

- Locus of control
- Job satisfaction
- Demographic details - Age and Gender

Operational definition

- **Locus of control:** A construct that is used to categorize people's basic motivational orientation and perceptions of how much control they have over the conditions of their lives.
- **Job satisfaction:** The attitude of a worker toward his or her job, often expressed as a hedonic response of liking or disliking the work itself, the rewards.

Sample

- The experiment was conducted on the sample of 85 in which 44 male and 41 females were taken under the age of 20-30 after the analysis, 6 outliers were removed and the analyse was done on 79 samples in which 42 males and 37 females were taken.

Sampling design

- Purposive sampling method

Inclusion criteria

- Employees who were working in private sector and those who were under the age of 20-30 years were included in the study.

Exclusion criteria

- Unemployed individuals and individuals who were employed but above the age of 30 were not taken as sample.

Assessments tools

Job Satisfaction Scale

Job Satisfaction Scale (JSS) is a scale which is used for measuring the job satisfaction of the employees. The scale has been constructed by following the scale published by Dr Amar Singh and Dr T. R. Sharma (1986) technique of job satisfaction scale. This scale consists of 30 job statements. The statements which start from positive attitudes were scored as 4, 3, 2, 1, 0, and the negative statements carry a weightage of 0, 1, 2, 3, 4.

Locus of control

The locus of control (lcs) is a 29- item questionnaire developed by Rotter, Julian B (1996) a self-report or interviewer administered test that measures an individual's level of internal and external control, the degree to which the individual interprets events as being a result of their own actions or external factor. For each item the respondent must select the statements they agree from 'a' or 'b; option. Scores range from 0 to 1, lower scores indicate internal control and higher scores indicating external control.

Statistical analysis

The sample was further analysed through descriptive statistics, correlation and t- test using the SPSS software version 2.0.

RESULTS AND DISCUSSION

The purpose of this study was to understand the relationship between the job satisfaction and locus of control among the employees under the age of 20-30 years who are working in private sector. The participants reside in the states in India. The data was collected through purposive sampling by sharing the google forms using the Job satisfaction scale (Dr Amar Singh &Dr T. R. Sharma, 1986) and Rotter's locus of control scale. A total of 85 samples were collected in which 6 outliers were removed and the statistical analyses was done on a sample of 79 in which 37 were female participants and 42 were male participants. The data analyse was done by using the SPSS software 2.0.

Descriptive statistics

Table 1 Mean and standard deviation of job satisfaction and locus of control

Variables	N	M	SD
Job satisfaction	79	71.56	5.54
Locus of control	79	18.41	2.83

The above table shows the mean and standard deviation of the sample population consisting of 79 individual's job satisfaction being 71.56 and 5.546 respectively where the maximum

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and minimum score was 59 and 86. The mean of locus of control was found to be 18.41 representing as having external locus of control as an average and the standard deviation was found to be 2.826. In the sample the people's score in job satisfaction was found to be higher and the population had external locus of control as an average.

Table 2 Showing the test of normality

Variables	Statistic	df	Sig.
Job satisfaction	.966	79	.035
Locus of control	.989	79	.722

From the above table we can infer the normality of the distribution. The job satisfaction seem to be not normally distributed since the value of significance in the Shapiro – Wilk is found to be 0.722 which is greater than 0.05. and the significance of the variable locus of control is found to be 0.035 which is smaller than 0.05 indicating that its normally distrusted.

Ho1: There is no significant relationship between the locus of control and job satisfaction among the private sector employees.

Table 3 Showing the spearman's corelation value

Variables	N	M	SD	r	p
Job satisfaction	79	71.56	5.54		
Locus of control	79	18.41	2.83	-.046	.690

The above table shows the significant value of job satisfaction and locus of control. The significant value was found to be 0.690 which is greater than 0.05 indicating that there is no significant relationship between the locus of control and job satisfaction among the private sector employees. Hence the null hypothesis is accepted, which is contradicting to the study of Gangai et. al (2016). The result was also contradicting to the study by Oi- Ling Siu and Carly L Cooper (1998) where it focused on proving the role of locus of control in job satisfaction. The sample population was those who had external locus of control as an average and the relationship between job satisfaction was found to be not significant.

Ho2: There is no significant gender difference between job satisfaction among females and male

Table 4 Test statistics table showing the result of the Mann- Whitney U (t- test)

			MALE	FEMALE	Sig
	Mean	Sd	Mean Rank		
JSSUM	71.56	5.54	37.88	42.41	.380

The above table 4 shows the values of the t- test analysed where the significant value was found to be 0.380 which is greater than 0.05 indicating that there is no significant gender difference between job satisfaction among female and males which was even supporting to the existing study of E. Sharon Mason (1994) whose result indicated that the men and women did not differ from one another in their satisfaction at work. This can also be supported by the study which was conducted by Smith D.B. & Plant W.T. (1982) in which it was concluded that either no significant sex differences in job satisfaction exist or that if found there are not psychologically meaningful.

CONCLUSION

The relationship between the locus of control and job satisfaction was analysed with the various analytical tools using the data collected through Google forms. From the above the tests, it was understood that there is no significant relationship between the locus of control and job satisfaction and the study was conducted on working individuals from the working class and individuals under 30-20 years of age. This study can further be done on a larger population to generalise the feelings.

Limitations

1. Sample Size: The sample size of the participants taken into account might be too small to represent a larger population over a diversified environment.
2. Sample Bias: The participants of the study could be leaning towards a particular ideology, after they knew about the study, they are participating in it leading to a sampling Bias.
3. Demographic Limitations: The participants of the study could be from a particular demographic region who could be biased towards a particular job environment, thus affecting the study.
4. Personal Interest: the participants of the study could be having their own personal bias towards the work environment they are in irrespective of the positive and negative factors affecting the study.
5. Lack of Control: There are other factors affecting the participants of the study that do not lie within the study environment such as personal situations and emotions at the time of sampling. The participants cannot be expected to be in a neutral mindset regarding the study.
6. Data Collection and Measurement: The questionnaire-based study might not have exact questions that the participants do have an answer for thus limiting their participation and the data collected via them. Also, the measuring variables might be confounding.
7. Ambiguity: For some of the questions in the study, the participants might have conflicting ideas where they are limited to choose but give one answer and for some of the questions, the participants might not have encountered such a situation yet but are forced to choose an answer leading to the results affecting the study.

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Conflict of Interest

The author(s) declared no conflict of interest.

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