

Relationship between Locus of Control, Resilience and Psychological Empowerment among Corporate Employees in the Private Sector

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ABSTRACT

The contemporary business world operates by constant change and is a whirlwind of tight deadlines, and competitive pressures, characterized by the volatility, uncertainty, complexity, and ambiguity (VUCA) of the modern work environment. Consequently, employees face numerous challenges and uncertainties that impact their well-being and performance, due to which organizations are increasingly recognizing the importance of fostering a supportive and empowering work culture that enables employees to thrive and succeed. Against this backdrop, the present study investigates the relationships among locus of control, resilience, and psychological empowerment among corporate employees in the private sector. This research study employed a survey methodology to collect data from 140 corporate employees, aged between 22-40 years. The results of the study indicate that a shift towards internal locus of control is associated with higher levels of psychological empowerment. Additionally, employee resilience was found to be positively associated with psychological empowerment. The study also found that increased employee resilience is linked with an internal locus of control. Lastly, the potential gender differences in work locus of control was also examined. Ultimately, this study aims to inform interventions and strategies that can strengthen employee well-being, reduce turnover, and enhance overall organizational effectiveness in today's demanding work environment. These findings have implications for human resource management, leadership development, and organizational growth in the corporate sector. Organizations can improve employee well-being, productivity, and job satisfaction, ultimately leading to improved organizational outcomes and success.

Keywords: *Locus of Control, Resilience, Psychological Empowerment, Corporate Employees, Private Sector*

The contemporary business world thrives on the efforts of a diverse group – corporate employees. In the private sector, corporate employees are individuals who are employed by for-profit organizations or companies that are primarily focused on generating profits for their shareholders or owners. Such professionals work in a variety of sectors, including manufacturing, finance, technology, healthcare, and retail, among others. They form the backbone of private-sector organizations, encompassing a wide range of positions from entry-level roles in marketing or finance to senior management within

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engineering or human resources (Bureau of Labor Statistics, U.S. Department of Labor, 2023). Regardless of their specific function or industry, corporate employees share a common experience of operating within a goal-oriented environment that prioritizes efficiency and profitability (Arthur, 2007).

Corporate employees are essential for the success of private sector corporations, and their psychological well-being can significantly benefit organizations in their journey towards organizational success. (Kundi et al., 2021). Thus, they are the focus of the present study. Regardless of specific function, corporate employees face a unique set of challenges, such as high workload and performance pressure that involves consistently meeting aggressive deadlines, exceeding targets, and demonstrating continuous improvement. Lean production-related job intensification also has an impact on employee wellbeing (Huo et al., 2022). As a result of Economic fluctuations, mergers, and technological advancements can lead to feelings of job insecurity and anxiety about career stability among employees that can lead to psychological contract violation and perceived lack of control (De Witte et al., 2015).

Therefore, considering the abovementioned points, this study explores the psychological resources that empower these individuals to function in the demanding and ever-evolving corporate landscape. Its focus is on three key constructs, which are, Locus of control (LOC), Resilience, and Psychological Empowerment (PE) – and investigating how they relate to one another specifically within the context of private-sector corporate employees.

Locus of control (LOC)

The concept known as locus of control (LOC) exists in the discipline of psychology that refers to the degree to which a person feels agency or control with respect to their life. Julian Rotter (1966) established this notion, which suggests that people have different perceptions about the association between their action and what consequences they encounter.

In the realm of organizational psychology specifically, the concept of locus of control has gained significant attention as a fundamental determinant or indicator of individual actions and results in the workplace. The relevance of locus of control in the workplace lies in its potential to influence employees' perceptions of control and autonomy, which in turn impact their attitudes, behaviors, and ultimately, organizational outcomes (Spreitzer, 1995). Thus, it is important for organizations aiming to build a supportive and empowering work environment to comprehend how locus of control shapes employee behavior and outcomes. There are two dimensions to the locus of control construct, the internal and external locus of control. It's also essential to understand that the locus of control is a continuum rather than a dichotomous trait, with people differing in the extent to which they have internal or external control views.

Dimensions of locus of control

Locus of control is classified into 2 types or dimensions.

- 1. Internal locus of control.** It is the belief that the consequences of our actions depend on what we do (Rotter, 1966). So, individuals having an internal locus of control believe that the results of their deeds depend on what “they” do, their efforts and individual choices. They approach obstacles as chances for improvement (Rotter, 1966). These people typically feel happier, compared to those having external locus of control and report lower stress levels (Caprara, 2001). Thus, it does not come as a surprise that such individuals also exhibit higher levels of job satisfaction and job

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motivation (Padmanabhan, 2021; Ng et al., 2006). Moreover, since they believe that they can influence their own destiny through their choices and behaviors, they do take responsibility for their decisions and actions. Naturally, those who have an internal locus of control are more independent, proactive.

- 2. External locus of control.** It is the conviction that factors outside our personal control determine how our activities will turn out (Rotter, 1966). Thus, individuals high in external locus of control mostly attribute the outcome of their actions to outside factors like fate or good fortune. A greater external LOC is also associated with feelings of helplessness or lack of control over one's life, which could be a potential reason why they experience an increased level of stress (Cascio, 2014). Externals may exhibit learned helplessness and may experience lower levels of motivation, self-efficacy, and overall well-being than internals. Moreover, employees with an external locus of control orientation have tendency to perform more compliantly and less independently (Blau, 1993).

Theories of locus of control

- 1. Social Learning Theory.** Julian B. Rotter (1966) is the founder of the Social Learning Theory of Locus of Control. According to him, people develop beliefs about control by means of their experiences with the outside world or environment. He maintained that depending on their experiences of reinforcement and punishment, people can either develop an internal or external locus of control.
- 2. Self-Efficacy Theory.** According to Albert Bandura's theory of self-efficacy (1977), people's perceptions of their ability to control their surroundings and ability to attain specific goals influence their motivation and behavior. Bandura's work on self-efficacy, although not directly related to the locus of control, has implications for comprehending and distinguishing between internal and external attributions of control. Both ideas center on people's perceptions of their capacity to affect and govern their surroundings. While self-efficacy relates particularly to people's ideas about their capacity to carry out particular tasks or accomplish specific goals, locus of control focuses on people's general or overall perceptions about the degree of their control over events. The connection between locus of control and Self-efficacy is related to both having an impact on behavior, thought, and emotion.
- 3. Operant Conditioning Theory.** B. F. Skinner (1953) is credited with developing the theory of operant conditioning. He placed a strong emphasis on how reinforcement shapes behavior. Even though Skinner's work is not specifically focused on the locus of control, it suggests that people's perceptions about control can be influenced by their experiences with reinforcement and punishment in the environment.

Resilience

According to Windle (2011), the process of effectively utilizing both internal and external resources to adjust to stress or to effectively manage major sources of stress is known as resilience. It implies having the ability to recover and bounce back quickly from stressful circumstances or setbacks, retain composure, and endure setbacks. Being resilient involves more than just being able to survive hardship, it also involves having the ability to change, develop, and flourish in the face of difficulty (Fletcher & Sarkar, 2013). Research also suggests that resilience is a multifaceted concept that can have multiple meanings depending on the context (Southwick et al., 2014).

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Predictive factors for resilience encompass a range of biological, psychological, and social variables that contribute to an individual's ability to effectively cope with and bounce back from adversity. An individual can become more resilient through the influence of robustness, positive emotions, and social assistance. (Tugade & Fredrickson, 2004; Pahwa & Khan, 2022). Lastly, although in different context, an individual's locus of control has been identified as significantly correlated with resilience (Felicia et al., 2022). Overall, these predictive factors interact in complex ways to shape an individual's resilience and their ability to adapt and thrive in the face of adversity.

Resilience has been extensively studied in various contexts, including child development, disaster risk reduction, and community well-being. In the context of the workplace, resilience is associated with a number of positive outcomes, including higher job satisfaction and happiness, greater organizational commitment, and improved performance (Youssef & Luthans, 2007; Robertson et al., 2015).

Theories of Resilience

Dynamic Systems Theory. According to this view, resilience develops through people's ongoing, dynamic interactions with their circumstances or surroundings. It highlights how crucial it is to be flexible, adaptable, and able to rearrange in reaction to challenges (Masten & Cicchetti, 2010).

Transactional Model of Stress and Coping. Proposed by Lazarus and Folkman (1984), this model contends that people's cognitive assessments of stressors and coping mechanisms are what lead to resilience. It highlights how coping resources, coping techniques, and evaluation processes influence how people react to adversity.

Biopsychosocial Model. It focuses on the multifaceted ways that social support systems, psychological processes, environmental circumstances, and genetic predispositions interact to shape people's resilience. Thus, this integrated model considers how social, psychological, and biological variables interact to influence resilience (Southwick et al., 2014).

Socioecological Model of Resilience. It emphasizes the importance of the family, community, cultural norms, and societal institutions in promoting resilience at various stages of analysis. Thus, in this model, resilience is taken into consideration in the larger framework of social and ecological systems (Ungar, 2011).

Psychological Empowerment

Psychological empowerment is a psychological construct that represents an individual's sense of control, competence, and self-determination in their work role. It entails the positive experiences and feelings that individuals derive from tasks when their perceptions of meaning, competence, self-determination, and impact are fulfilled (Spreitzer & Quinn, 2001). Although personal resources and psychological empowerment are related to human attributes that motivate, they differ in that personal resources encompass individual traits (e.g., optimism), whereas psychological empowerment concerns the positive experiences individuals derive directly from tasks (e.g., meaning).

This concept is crucial to organizational psychology, especially when it comes to understanding employees' experiences, motivations, and behaviors within the workplace. It includes four key components: meaningfulness, competence, self-determination, and impact

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(Spreitzer, 1995). Meaningfulness refers to the degree to which individuals perceive their work as significant, meaningful and in line with their values and goals. Competence is a reflection of one's self-confidence in one's capacity to carry out duties or tasks successfully. Self-determination refers to a person's perception of independence or autonomy and control over their decision-making and work processes. Impact is a manifestation of people's beliefs about their capacity to change the surroundings and significantly advance their organizations or contribute to it meaningfully.

The notion of psychological empowerment has been studied in various contexts, including employee well-being, organizational change, and leadership. Spreitzer (1995) has emphasized its significance as a predictor of employee attitudes and behaviors, highlighting its potential to enhance creativity, and innovation. Furthermore, Psychological empowerment has been linked to numerous positive outcomes in the workplace, including increased employee engagement and improved Organizational citizenship behavior (Jose & Mampilly, 2015; Thakre & Mathew, 2020). That is why, organizations have looked for a variety of strategies to improve psychological empowerment (Pradhan et al., 2017).

Theories of Psychological Empowerment

Job Characteristics Model. The Job Characteristics Model (Hackman & Oldham, 1976) highlights the value of task significance, autonomy, and feedback in raising employees' psychological conditions and motivation, even though it does not specifically address empowerment. These components closely correspond with those of psychological empowerment.

Self-Determination Theory. The Self-Determination Theory (Deci & Ryan, 1985) investigates people's basic psychological needs for relatedness, competence, and autonomy. It implies that conditions that meet these demands might promote wellbeing, self-control, and intrinsic motivation—all of which are essential components of psychological empowerment.

Sense of Coherence Theory. Feeling of Coherence Theory (Antonovsky, 1987) suggests that people's resilience and general well-being are influenced by their perception of life as understandable, controllable, and meaningful. This feeling of coherence is in line with psychological empowerment's '*meaningfulness*' component.

The rationale for conducting this study lies in the growing importance of understanding the psychological dynamics within corporate environments and their implications for employee well-being and organizational effectiveness. Psychological empowerment, characterized by employees' perceptions of control, autonomy, and competence in their work roles, has been linked to higher job satisfaction, organizational commitment, and performance. Similarly, resilience is crucial for addressing the complexities of modern work environments. Moreover, locus of control, or individuals' beliefs about the extent to which they can control events in their lives, has been shown to influence motivation, decision-making, and well-being. By investigating the relationships among these variables among corporate employees in the private sector, this study aims to provide valuable insights for organizational leaders, policymakers, and practitioners seeking to promote employee engagement, resilience, and effectiveness in today's dynamic workplace contexts.

REVIEW OF LITERATURE

Olaleye & Lekunze (2023) discovered that psychological resilience moderates the relationships between bullying and performance of employees in the workplace. They set out to inquire about the roles that emotional intelligence and psychological resilience play as mediators in the interaction between workplace bullying and worker performance. Results suggested bullying at work has a favorable correlation with psychological resilience, emotional intelligence, and worker performance.

Lee, H. (2023) found through his research an association between self-emotion appraisal and resilience, suggesting that individuals' own evaluations of their emotions significantly impact their resilience levels. However, the study did not find significant evidence to support the notion that psychological safety directly predicts resilience in the workplace. This research sheds light on the complex dynamics of emotional appraisal and its implications for individual and organizational outcomes during times of crisis.

Blaique et al. (2023) sought to investigate the connection between work engagement and organizational learning, as well as to examine the mediating influence of employee psychological empowerment and resilience on this association. The sample was from the Middle East and the study was undertaken during the time of COVID-19 pandemic. A noteworthy positive influence of organizational learning on employee engagement was concluded. Also, both resilience of employee and work involvement were recognized as mediators. This brings to light the importance of cultivating employee resilience and psychological empowerment to enhance engagement at work, especially in the challenging context.

Shams et al. (2022) This study explores how personalized work arrangements, known as idiosyncratic deals (I-deals), can boost academics' psychological empowerment (PE) and influence their work engagement, drawing from the job demands–resources (JD-R) theory. It investigates whether PE acts as a mediator between different types of I-deals and work engagement among academics in higher education. The survey involved academics, and results show that task and work responsibilities I-deals, as well as flexibility I-deals, positively correlate with work engagement, with PE mediating these relationships. Moreover, academics' internal locus of control strengthens the connection between task and work responsibilities I-deals and PE, enhancing their impact on work engagement through PE. While the study didn't find a moderating effect of internal locus of control on the flexibility I-deals–PE relationship, it suggests that internal locus of control boosts the indirect effect of flexibility I-deals on work engagement through PE.

Xiabao et al. (2022) investigated the impact of bricolage and internal work locus of control on social entrepreneurship orientation. Findings revealed noteworthy positive associations among the three above mentioned variables. Further, the study identified a positive mediating effect of bricolage on the connection between social entrepreneurship orientation and internal work locus of control. The study also illustrated the involvement of internal work locus of control as a contributory variable in the association between social entrepreneurial approach and bricolage.

Rania et al. (2021) examined how the four dimensions of psychological empowerment (meaning, self-determination, competence, and impact) relate to employees' performance in the sector of automotive after-sales service. The findings provided valuable insights as they

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revealed that all the four dimensions were significantly associated with and predictive of employees' performance.

Pradhan et al. (2021) undertook the study investigating the correlation between self-efficacy and resilience in fostering workplace well-being. To explore how resilience moderates the relationship between the other two variables was the main objective. The study's conclusions show a favorable correlation between well-being at workplace and self-efficacy, with resilience being shown to moderate this link. Higher levels of self-efficacy and resilience also suggests a more positive outlook on workplace well-being according to authors of the study.

Zhang et al. (2021) examined how transformational leadership influences creative behavior at work, considering the moderating influences of psychological empowerment and internal locus of control. The findings indicate that transformational style of leadership, internal locus of control and psychological empowerment, all exhibit positive relationships and significant impacts on innovative work behavior. However, it was observed that psychological empowerment and internal locus of control did not serve as moderators.

Thakre and Mathew (2020) conducted a study consisting of 120 Indian employees in the service-sector, to investigate the extent to which 'work engagement' and 'psychological empowerment' influence 'organizational citizenship behavior' (OCB). The conclusions of the study suggest that it is vital to clearly define job requirements & expectations, allocate adequate resources, and promote employees' sense of competence, meaningfulness, power to make decisions when it comes to providing customer services and also foster their influence on organizational outcomes. The employees who reported higher levels of 'work engagement' and 'psychological empowerment' demonstrated an increased degree of 'organizational citizenship behavior' (OCB), compared to individuals who reported lower levels of these traits. Moreover, the authors contend that highly empowered employees are better able to overcome rigidity and hence make a significant contribution to their company.

Bose & Pal (2020) inspected the influence of family obligations and perceived familial backing on an individual's resilience in the workplace, with a deeper investigation into their combined impact. Additionally, it explored how some demographic factors affect worker resilience. The findings indicated that age affects resilience significantly. However, while family responsibilities and perceived family support individually demonstrate a notable impact, their combined effect is seen as insignificant. This study sheds light on the complex connections between personal responsibilities, familial support systems, and demographic factors in shaping an individual's resilience within the professional sphere.

Joo et al. (2019) studied the effects of psychological empowerment (PsyEmp), learning goal orientation (LGO), and learning organization culture (LOC) on employee engagement, with a particular emphasis on the mediating roles played by the four dimensions of PsyEmp: meaning, competence, self-determination, and impact. The results of the study revealed that LOC and LGO strongly predicted the degree of job engagement and PsyEmp. Also, PsyEmp was found to have a substantial impact on job engagement. Moreover, the association between job engagement and the two predictors (LGO and LOC) was partially mediated by the four PsyEmp dimensions. In addition, the authors discovered that LGO was more effective than LOC in influencing PsyEmp and work engagement.

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Georgescu et al. (2019) conducted a study investigating the associations between self-efficacy, resilience, personal conduct, and locus of control, involving 41 people (22 years to 58 years old). The main finding was that believing you have control over things (internal locus of control) helps you be more resilient. Moreover, it was found that feeling confident in your abilities (self-efficacy) is linked to better ways of dealing with tough situations. This highlighted that one's self-efficacy and internal locus of control affects how well one handles difficulties.

Hampton et al. (2019) examined the relationship between psychological empowerment (PE) and workplace bullying as well as the intention to leave among nurse leaders. The study found a negative correlation between PE and both bullying incidents and the intention to leave the job. It suggests that PE could potentially serve as a protective factor against the adverse effects of workplace bullying. The findings highlight the importance of ongoing leadership development initiatives aimed at enhancing psychological empowerment among nurse leaders.

Singh & Sarkar (2019) investigated the connection between employees' innovative behavior and the empowering structure, exploring the role of psychological empowerment as a mediator in this relationship. The findings supported the notion that structural empowerment positively influences innovative behavior, with psychological empowerment partially mediating this association. This study offered a significant insight into the crucial role of psychological empowerment in linking structural empowerment to innovative behavior.

Muduli & Pandya (2018) explored the relationship between Psychological Empowerment and Workforce Agility. The researchers conceptualized 'Psychological Empowerment' as a crucial employee cognition for improving 'workforce agility'. The study's findings highlight that a company's efforts to develop worker adaptability or agility must take psychological empowerment into consideration. Furthermore, among the four components of psychological empowerment, 'effect' has the greatest influence on workforce agility. This is followed by 'self-determination', 'meaning' and 'competence'.

Zigarmi et al. (2018) conducted a study to explore the connections between four psychological constructs within individuals: work-specific locus of control, work passion, motivational regulation, and work intentions. Relevant to work locus of control, the results showed that there was a direct, although weak, correlation between an external locus of control and obsessive passion and an inner locus of control and harmonious passion.

Turnipseed (2018) aimed to establish connections between the four dimensions of emotional intelligence (EI): Perceiving, understanding, using emotions and managing emotions, as proposed by Mayer and colleagues (2008) and organizational citizenship behavior (OCB), considering the moderating impact of locus of control. The findings suggest that locus of control enhances the relationship between EI and OCB directed at individuals, that is, OCB-I, but does not influence the link between EI and OCB directed at the organization, or OCB-O.

Kašpárková et al. (2018) analyzed through their research that resilience levels and perceived job performance exhibited a clear positive correlation. In this relationship, work engagement

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was found to partially mediate. However, it was not discovered that work satisfaction acted as a mediator in this relationship.

Li et al. (2015) examined the complex relationships that exist between psychological empowerment and R&D professionals' performance on the job. It specifically examined the mediating function of intrinsic work motivation and the possible moderating influence of locus of control in this relationship. 209 R&D staff members and their direct supervisors at a well-known foreign-funded R&D institute in China completed questionnaires as part of the study. The investigation looked into the relationships between these factors using correlational analysis. The goal of the study was to comprehend how, in the context of R&D activity, psychological empowerment and locus of control (LOC) interact with intrinsic motivation. The results indicated a strong positive correlation between task performance, contextual performance, and innovation performance of R&D professionals and psychological empowerment. Moreover, locus of control was found to influence the association between psychological empowerment and contextual as well as innovative performance.

Jose & Mampilly (2015) explored the connections among 'Perceived Supervisor Support', 'Psychological Empowerment' and 'Employee Engagement' in the context of Indian Workplaces. The data was taken from three service sector companies located in South India. The results of the study demonstrated that perceived supervisor support and psychological empowerment both positively impacted employee engagement. Perceived supervisor support specifically had a positive impact on psychological empowerment. Moreover, it was discovered that the interaction between 'perceived supervisor support' and 'employee engagement' was totally mediated by psychological empowerment.

The existing literature has advanced our understanding of the individual constructs of resilience, psychological empowerment, and locus of control in various contexts. However, a notable gap in the research lies in the direct examination of the interrelationships between these constructs, particularly within the corporate sector. Understanding the complex interactions among these constructs is crucial for developing comprehensive strategies to enhance employee well-being, job satisfaction, and organizational effectiveness. Therefore, this study aims to bridge this gap by examining the relationships among resilience, psychological empowerment, and locus of control specifically within the corporate context, providing valuable insights for organizational practitioners and contributing to the advancement of knowledge in the field of organizational behavior.

Objectives

- To examine the potential gender differences in work locus of control among corporate employees.
- To investigate the relationship between locus of control and psychological empowerment within the corporate context.
- To examine the association between employee resilience and psychological empowerment among corporate employees.
- To explore the association between locus of control and employee resilience among corporate employees.

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Hypothesis

- **Hypothesis 1 (H1).** There would be a significant difference in work locus of control between male and female employees in the corporate sector.
- **Hypothesis 2 (H2).** There would be a positive relationship between an internal locus of control and psychological empowerment among corporate employees.
- **Hypothesis 3 (H3).** Employee resilience would be positively associated with psychological empowerment among corporate employees.
- **Hypothesis 4 (H4).** There would be a positive relationship between an internal locus of control and employee resilience among corporate employees.

METHODOLOGY

Aim

To investigate the relationships of locus of control, employee resilience, and psychological empowerment among corporate employees in the private sector.

Sample and its selection

Purposive sampling technique was employed to collect responses precisely from those individuals who are corporate employees from the private sector. The sample size for this research study consisted of 140 employees. Participants were aged between 21 and 40 years, with 68 males and 72 females included in the sample. The selected age range (21-40 years) typically represents individuals who are in the early to mid-career stages, where they may be establishing themselves professionally and going through various work-related experiences. Moreover, targeting individuals within this age range was done with the consideration that they may make recruitment easier since people in this age group are more likely to be actively employed or engaged in the workforce, making them readily available for participation in the study.

Description of tools employed

Brief Resilience Scale (BRS).

This scale is used to assess the ability of individuals to bounce back or recover from stress. It was developed by Bruce W. Smith and his colleagues (2008). It was designed to measure resilience as a unitary construct. The BRS consists of six items. A five-point Likert scale, ranging from 1 = 'strongly disagree' to 5 = 'strongly agree', was used to score each item. Items 1, 3, and 5 are worded positively while items 2, 4, and 6 are stated negatively. Negatively phrased items are reverse coded to score the items. The degree of resilience is then determined by calculating an average score. Moreover, BRS has been found to have good internal consistency reliability, with Cronbach's alpha values ranging from 0.80 to 0.91. The scale's test-retest reliability was also found to be good with correlations ranging from 0.62–0.69. In terms of validity, the BRS has demonstrated strong criterion validity, with validated measures of mental health, optimism, well-being, self-efficacy, and self-esteem. It also has good convergent and discriminant validity, with positive correlations with resilience measures and negative correlations with measures of depression and negative affect. Thus, the Brief Resilience Scale (BRS) is a reliable and valid tool for measuring resilience.

Work Locus of Control Scale (WLCS).

Developed by Paul E. Spector (1988), WLCS consists of 16 items aimed at assessing control beliefs of individuals in the workplace or whether an individual thinks control is in the hands

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of others or resides in them. Half of the questionnaire's items are composed in each direction, external and internal. Six response options make up the summated rating format with the scores ranging from 1 to 6 ("1" indicating "disagree very much" and "6" indicating "agree very much"). The final score, which spans from 16 to 96, is the sum of all the components. The scores on the internally written items must be reversed before adding because high scores on the scale indicate externality and low represents an internal locus of control. Moreover, it is a domain-dependent locus of control scale with a correlation to the generic locus of control of approximately .50 to .55. The scale's validity has been determined by the WLOC scale, LOC measures, and organisational variables. Additionally, there is proof of its strong predictive validity. Cronbach's alpha score was found to be 0.80–0.85 and test-retest reliability 0.57–0.60, making WLCS a reliable instrument.

Psychological Empowerment Instrument (PEI).

This instrument is a self-report measure that assesses employees' perceptions of their empowerment in the workplace, considering feelings of competence, meaningfulness, self-determination, and impact. It was developed by Spreitzer (1995). The questionnaire comprises 12 items. The items are rated on a 7-point Likert scale, with higher scores reflecting a greater degree of psychological empowerment. Cronbach's alpha coefficients on the scale range from 0.82 to 0.92, indicating a high degree of internal consistency. Strong Test retest-reliability has also been reported. The dimensions' validity estimates typically fall around 0.8. Additionally, it has been demonstrated that the scale has strong construct validity as it is associated with other variables like job performance, organizational commitment, and job satisfaction.

Procedure

Survey methodology was employed to carry out the data collection process in this study. A survey questionnaire was created by combining all three scales mentioned above (WLCS, PEI, and BRS). The survey was administered through a mixed approach, partially digitally and partially offline, to maximize participation and accessibility for all participants. Participants were provided with clear instructions and asked to respond to the questionnaire honestly and to the best of their ability. There was no time restriction in place. Additionally, all of the respondents were assured of confidentiality and anonymity. Appropriate statistical techniques, including descriptive statistics, correlation analysis, and t-test analysis, have been applied to examine the survey data. After analysis, the findings were interpreted and discussed in the context of the study's theoretical framework.

Statistical Analysis

The Statistical Package for the Social Sciences (SPSS) software by IBM was used for the analysis of data. To find out if there would be any differences in work locus of control between male and female respondents, an independent samples t-test was run. This statistical analysis identifies if there exists a statistically significant difference between the averages of two distinct groups (Field, 2013). Furthermore, to investigate the connections between work locus of control, psychological empowerment, and resilience, Pearson's correlation (r) analysis was utilized. It was selected due to its potential and effectiveness in determining the direction and strength of linear correlations between variables (Field, 2013).

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RESULTS AND INTERPRETATION

Table 1. Descriptive statistics of work locus of control, psychological empowerment and resilience (N=140)

	Gender	N	Mean	Std. Deviation	Std. Error Mean
WLCS	Male	68	47.32	8.362	1.014
	Female	72	44.46	8.822	1.040
PE	Male	68	61.72	11.922	1.446
	Female	72	61.08	10.877	1.282
Resilience	Male	68	20.44	3.174	.385
	Female	72	19.46	3.331	.393

Table 1 depicts the demographic details of the participants and descriptive statistics. Total number of participants in the study were 140, including 68 males and 72 females.

Table 2. Mean, SD and t scores on comparing males and females on Work Locus of control

				Levene's Test for Equality of Variances	t-test for Equality of Means					95% Confidence Interval of the Difference		
		Mean	SD	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
WLC S	Male	47.32	8.36	.15	.690	1.97	138.00	.050	2.865	1.455	-.011	5.741
	Female	44.46	8.82									

An independent-samples t-test was conducted to compare the levels of Work Locus of control for Male and Female corporate employees (Table 2). There were significant differences ($t(138) = 1.97, p = 0.050$) in the scores with mean scores for Male ($M = 47.32, SD = 8.36$) was higher than and Female ($M = 44.46, SD = 8.82$). The magnitude of the differences in the means (mean difference = 2.865, 95% CI: -0.011 to 5.741) was marginally significant. This suggests that there is a marginally significant difference in the levels of Work Locus of Control between male and female corporate employees.

Table 3. Pearson's Correlation Analysis for Work locus of control, Psychological Empowerment and Resilience

	WLCS	PE	Resilience
WLCS	1	-.330**	-.283**
PE	-.330**	1	.218**
Resilience	-.283**	.218**	1

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

Further, correlation coefficient was calculated to analyze the relationship among the study variables. Pearson product correlation of Work Locus of Control and psychological empowerment was found to be negative and statistically significant ($r = -.330, p < .001$).

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This shows that an increase in psychological empowerment would lead to a lower level of Work Locus of Control in the corporate employees (Table 3). This finding indicates that as the score for Work Locus of Control decreases, reflecting a shift towards internal locus of control, there is a corresponding increase in psychological empowerment.

Moreover, the Pearson product correlation of employee resilience and psychological empowerment was found to be positive and statistically significant ($r = .218, p < .001$). This shows that an increase in employee resilience would lead to a higher psychological empowerment in the employees (Table 3). However, it is important to note that the correlation coefficient of .218 indicates a weak to moderate positive relationship. This suggests that while there is a statistically significant association between the two variables, the strength of the relationship is not very strong.

Furthermore, Pearson product correlation of Work Locus of Control and employee resilience was found to be negative and statistically significant ($r = -.283, p < .001$). This shows that an increase in employee resilience would lead to a lower level of Work Locus of Control in the corporate employees (Table 3). This result suggests that as employee resilience increases, there is a corresponding decrease in Work Locus of Control, indicating a shift towards internal locus of control.

DISCUSSION

The aim of this study was to investigate the relationships among locus of control, employee resilience, and psychological empowerment among corporate employees in the private sector. The objectives included examining potential gender differences in work locus of control, investigating the relationships between locus of control and psychological empowerment, exploring the association between employee resilience and psychological empowerment, and examining the relationship between locus of control and employee resilience.

The rationale behind this study stemmed from the significance of understanding the factors that influence employees' perceptions of control and empowerment in the workplace. Many research studies examined the association between locus of control and job satisfaction over time and found it to be significant. (Padmanabhan, 2021). As far as 'resilience' in the workplace is concerned, it has been demonstrated that employee resilience has a positive correlation with organizational resilience (Liang & Cao, 2021). This justifies having a resilient workforce being a great advantage in this VUCA environment of businesses. Moreover, 'Psychological Empowerment' has been recognized by many scholars as a crucial employee cognition that strengthens workforce agility, yet another advantage to thrive in the dynamic world of workplaces (Muduli & Pandya, 2018). All in all, Locus of control, resilience, and psychological empowerment are among the key constructs that have been extensively studied in organizational psychology due to their implications for employee well-being, job satisfaction, and organizational performance (Spreitzer, 1995; Luthans et al., 2006). By investigating these relationships, this study aimed to contribute to the existing literature and provide insights for organizations that aim to enhance employees' psychological empowerment and resilience in the corporate setting.

Firstly, an independent-samples t-test was conducted to examine whether there is a significant difference in the levels of Work Locus of Control (WLC) between male and female employees in the corporate sector. The results revealed a marginally significant

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difference (since the p-value falls on the standard limit of .05) in the levels of Work Locus of Control between male and female corporate employees (Table 2). Thus, *H1* is partially supported. Some previous research has also highlighted the influence of gender on perceptions of control in the workplace (Arora, 2023) and in general as well (Akhtar & Saxena, 2014). This gender disparity in locus of control may result from innate gender traits or from shifting perspectives of the current environment, as more women are assuming roles that were earlier dominated by men (Arora, 2023). The marginally significant p-value suggests that there may be a tendency towards a difference in Work Locus of Control between male and female employees, but further research with a larger sample size may be warranted to confirm this observation with greater certainty. Nonetheless, this finding highlights the importance of considering gender differences in organizational research.

Next, a statistically significant negative correlation ($r = -.330$, $p < .001$) was found between the Work Locus of Control subscale and the psychological empowerment scale (Table 2). So, considering the scoring direction of the Work Locus of Control measure, higher scores indicate a greater external locus of control (belief in external factors influencing work outcomes), whereas lower scores represent a stronger internal locus of control (belief in one's ability to control work outcomes). Therefore, corporate employees with higher scores on the Work Locus of Control scale, indicating a more external locus of control orientation, are likely to exhibit lower levels of psychological empowerment. So, Employees who perceive themselves as having control over their work-related outcomes are more likely to feel empowered in their roles, contributing to their overall well-being and job satisfaction.

Moreover, the correlation between employee resilience and psychological empowerment was found to be positive and statistically significant ($r = .218$, $p < .001$). This suggests that an increase in employee resilience would likely lead to higher psychological empowerment among corporate employees (Table 2). However, considering that a correlation coefficient of .218 falls within the range of a weak to moderate correlation. This implies that while there is a positive link between employee resilience and psychological empowerment, other factors may also influence the level of psychological empowerment among employees. Therefore, the impact of employee resilience on psychological empowerment, although statistically significant, may not be the sole determinant of high levels of psychological empowerment in the workplace. Hence, *H3* was partially supported. Although the correlation coefficient indicates a weak to moderate positive relationship, this finding aligns with previous research highlighting the importance of psychological empowerment partially mediating the relationship between resilience and job burnout (Tian et al., 2015). So, employees who demonstrate higher levels of resilience may be slightly better equipped to overcome challenges and setbacks in the workplace, which can possibly lead to greater feelings of empowerment.

Furthermore, the correlation between Work Locus of Control and employee resilience was found to be negative and statistically significant ($r = -.283$, $p < .001$). This suggests that an increase in employee resilience would lead to a decrease in the level of Work Locus of Control among corporate employees (Table 3). Again, considering the scoring direction of the Work Locus of Control measure, higher scores indicate a greater external locus of control, whereas lower scores represent a stronger internal locus of control. This indicates that as employee resilience increases, there is a corresponding decrease in Work Locus of Control, indicating the tendency towards internal locus of control. So, individuals with a more internal locus of control orientation may exhibit higher levels of resilience in the face

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of adversity. However, it is important to note that the correlation coefficient of $-.283$ indicates a weak to moderate negative relationship between Work Locus of Control and employee resilience, suggesting that other factors may also influence the level of Work Locus of Control among employees. Hence, *H4* was partially supported. Previous research has linked internal locus of control with Psychological Capital (encompassing resilience), suggesting a potential positive relationship between internal locus of control and resilience (Shaik & Buitendach, 2015). So, employees who perceive themselves as having control over their work environment are slightly more likely to approach challenges with a proactive and resilient mindset.

The significant relationships observed in this study underscore the importance of understanding the factors that contribute to employee empowerment and resilience in the corporate setting. By identifying the correlates of the study variables, organizations can develop targeted interventions and strategies to promote employee well-being and organizational effectiveness. In today's dynamic and competitive business environment, organizations are increasingly recognizing the importance of fostering a supportive and empowering work culture. Psychologically Empowered employees are more likely to be engaged, and committed to their work, leading to improved job performance and organizational outcomes (Joo et al., 2019). Similarly, resilient employees are better equipped to navigate change and uncertainty, contributing to organizational agility and adaptability (Luthans et al., 2006).

The present study has a number of implications for both theory and practice. The study advances our theoretical knowledge of the connections among psychological empowerment, employee resilience, and locus of control. Practically, the findings have several implications for organizations and human resource management. First, organizations or businesses can benefit from promoting an internal locus of control among their employees, as this can lead to increased psychological empowerment and resilience. This can be accomplished through coaching, mentoring, and training initiatives that emphasize fostering employees' self-assurance and independence. Secondly, companies can also benefit from cultivating a psychologically empowered culture in which staff members feel appreciated, engaged, and empowered to make choices. They can also aim to encourage internal attributions of control and autonomy in decision-making processes. Increased motivation, productivity, and job satisfaction may result from this. Additionally, even if resilience is not the sole determinant of psychological empowerment, it is a useful tool that helps employees overcome obstacles and accomplish their objectives. Through training programs or Resilience Training Workshops, mentorship, and resources for coping with stress, organizations can foster employee resilience.

Limitations and Suggestions for future research

Despite being relevant in the present context, this study has several shortcomings. The study's statistical power and its capacity to identify minor effects may have been limited or constrained by the comparatively small sample size. Additionally, the study only examined the relationships between work locus of control, employee resilience, and psychological empowerment, leaving out other potentially relevant variables like job satisfaction, organizational commitment, and turnover intentions.

Several suggestions for future research can also be made on the basis of the results of this study. First, to improve the statistical power and generalizability of the results, this study

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could be repeated in the future with a bigger and more varied sample. Second, further research might examine the possible moderating or mediating impacts of additional variables on the links between work locus of control, employee resilience, and psychological empowerment. Third, future studies may consider investigating the correlations among work locus of control, employee resilience, and psychological empowerment in diverse industries or contexts in order to determine the generalizability of the findings in this study. Lastly, employing longitudinal or experimental methodologies, future research could investigate the possible causal links among work locus of control, employee resilience, and psychological empowerment.

Therefore, by addressing these limitations and building upon the current research, future studies can contribute to a more comprehensive understanding of the factors that influence employee well-being and organizational outcomes.

CONCLUSION

In conclusion, this study aimed to investigate the relationships between locus of control, employee resilience, and psychological empowerment among corporate employees in the private sector. The results and findings of the study suggest that individuals' beliefs about control play a significant role in shaping their sense of empowerment and resilience in the workplace. Specifically, the study found that employees with a more internal locus of control orientation tend to experience higher levels of psychological empowerment and resilience. The findings also emphasize the value of building resilience as a resource or tool for enhancing employee effectiveness and well-being resilience. These findings have important implications for practitioners, researchers, and policymakers alike. Practitioners can create focused treatments and training programs aimed at improving employee empowerment and resilience. Organizations can enhance employee performance and well-being by cultivating an internal locus of control and resilience in the workplace. For researchers, this study highlights the need for further investigation into the mechanisms that underlie the connections among the study variables. Future studies can examine longitudinal timelines, comparative studies, and mediating and moderating factors. Moreover, policymakers can also design initiatives and policies that assist the creation of supportive work environments, in the context of economic fluctuations, mergers, and technological advancements, by considering the significance of resilience and locus of control in enhancing employee well-being. Policymakers may help create workplaces that are healthier and more productive by emphasizing employee empowerment and resilience in organizational policies and practices.

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