

## Locus Of Control And Job Satisfaction: A Comparative Study Between Male And Female Employees In It Sector Bangalore

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### ABSTRACT

The present study emphasized on the understanding the relationship between job stress, job satisfaction and work locus of control and variation between genders and type of locus of control among the 150 selected IT professionals in Bangalore. The outcome of the study evidence that, internal locus of control leads to higher job satisfaction of the employees in IT sector irrespective of gender variation and external locus of control causes lower job satisfaction. There is existence of negative correlation between job stress and external locus of control on job satisfaction. Besides, the study found insignificant variation in workplace stress, job satisfaction, and work locus of control. The study also observed high job satisfaction of the employees in IT sector with regarding to promotion, supervision, nature of work and support from colleagues and dissatisfaction regarding remuneration and operating conditions.

**Key words:** Locus of Control, job stress, job satisfaction, Job satisfaction in IT sector.

### INTRODUCTION

In every organization job satisfaction is one of the key pushing factors of employee morale, productivity, efficiency and leads to better performance. However, Job satisfaction is a psychological state of human mind which is outcome of individual experience and expectation where personality plays key influencing role. The term locus of control reflects one's values, beliefs, past experiences, and cultural influence one's life and behaviour Khagendra Nath Gangai (2016). Locus of control is outcome of social learning theories first proposed by J.B. Rotter in 1966 in the scale of internality and externality. Internals believes that outcome is result of events, whereas externals believe that outcome is result of in chance" (Doron & Parot, 2006). In American Psychological Association's dictionary, locus of control is defined as a construct that is used to categorize people's basic motivational orientations and perceptions of how much control they have over the conditions of their lives. People with an external locus of control tend to perceive their life outcomes as arising from factors out of their control, in contrast, internal locus of control people perceive their life outcomes as arising from the exercise of their personal abilities and events." While control beliefs may have roots in social experiences, it is proposed that certain individuals are inherently inclined to perceive more control over their external environment than others. As per Strauser (2002), locus of control is an individual's belief regarding their ability to control events in their life, influencing their trajectory toward success or failure. Consequently, an individual's success or failure may stem from their own attitudes or be ascribed to luck or chance [Zheng et al., 2022](#)).

In general, the state of satisfaction or dissatisfaction of employees serves as a sign of motivation, and reflect in efficacy or inefficacy in achievement. Satisfaction ensues when goals are met, while dissatisfaction arises when goals remain unfulfilled. satisfaction exhibit a dual nature, functioning as both cause and effect. Motivation serves as a cause, and satisfaction represents an end state. Nevertheless, instances exist where intense and enduring satisfaction can transform into a source of motivation. - Both motivation and satisfaction are intricately linked to the execution of activities, exerting either positive or negative influences. Sociologist Zamfir Cătălin (2005) delved into the economic influence and identified its fundamental role in entering, sustaining, and departing from the workplace. The satisfaction of employees in the organization is subject matter of his experience on the aspects of salary policy, work allocation, working hours, variable compensation, leave policies, performance appraisal, promotion policy, financial benefits, fringe benefits, support form management, supervisors and colleagues, and recognition etc. (Shaw, 1999).

**REVIEW OF LITERATURE:** Judge et al, (2001) studies revealed the direct and significant impact of LOC on

individual behaviour, performance and job satisfaction in the organizations. Spector et al, (2002) study found high job satisfaction in where employees with internal LOC and are more likely to be successful in an organization. Vijayashree & Jagdishchandra (2011) study stated that there was a positive correlation between internal locus of control and job satisfaction whereas negative correlation between External locus of control and job satisfaction. Dhole and Tipnis (2013) revealed that among all the job satisfaction determinants job stress and locus of control are strong predictors of job satisfaction in manufacturing industry. The study observed negative correlation and job satisfaction. The study of Chhabra (2013) conducted to examine the how locus of control moderates the relationship between job satisfaction and organizational commitment in the IT sector professional and found the positive association between locus of control and organizational commitment. The study also observed strongly positive correlation between internal locus of control and job satisfaction. Hans et al (2014) conducted a study on locus of control and job satisfaction among working teachers in Oman and revealed job satisfaction among the teachers is strong driven by the internal locus of control particularly in female teachers than male. Hsu-I Huang (2006) study found higher degree of internal locus of control in male than female culinary arts workers significant positively correlation with employee job satisfaction. Similarly, Judge, Timothy; Bono, Joyce(2001) found that there is a positive correlation (of 0.32) between internal locus of control and job satisfaction. Pretorius and Rothmann (2001) study found that irrespective of the nature of the work, internal locus of control tend leads to higher job satisfaction due to the way they perceive them. Rose (2003) study found elevated average level of work stress at all levels of working position and staff which significantly affects the work satisfaction of employees [6]. A study conducted by Anderson and Pulich (2001) study evidence that different levels of stress occurs in any organization affects the overall job performance of the employees. Besides, it also causes (Pickering, 2001) elevated illness, absence, and staff turnover, tension has frequently been related to industrial sabotage.

**RESEARCH PROBLEM:**

The job satisfaction of employee is one of the strong determinants of employee performance, productivity, job morale and organizational commitment etc. The highly job satisfied employees contribution gives high contribution in long run sustainability of the organization. On the other hand, job stress is pulling factor job satisfaction in the organization and overall performance of the employees particularly in IT sector. However, levels of job stress and job satisfaction varies as per the personalities of employees such as internal and external personalities and gender wise . Therefore, present study emphasized on the understanding the relationship between job stress, job satisfaction and work locus of control and variation between genders and type of locus of control among the IT professionals in Bangalore.

**OBJECTIVES OF THE STUDY**

- To examine the relationship between job stress, job satisfaction, and work locus of control among the IT sector employees
- To analyze the gender wise variation in job stress, job satisfaction, and locus of control on male and female IT employees.
- To study the correlation between workplace stress, job satisfaction, and work locus of control in IT sector employees

**HYPOTHESES OF THE STUDY:**

The following are the list of null Hypothesis Statements.

**H0<sub>1</sub>:** There is insignificant gender wise variation with regards to their workplace stress, job satisfaction, and work locus of control among IT employees

**H0<sub>2</sub>:** There is insignificant association between workplace stress, job satisfaction, and work locus of control among IT employees

**H0<sub>3</sub>:** There is insignificant relationship between locus of control and job satisfaction.

**RESEARCH METHODOLOGY:** The present study is an explorative study focused mainly on primary data. The study carried with 150 employees working in IT sector of Bangalore. The sample employees are selected by using purposive sampling technique. The primary data on job satisfaction is collected on 36 items under six major choices (Spector 1988) ranging from strongly disagrees to strongly agree. The locus of control data collected on 16 items by using Work Locus of Control Scale by Paul E. Spector (WLCS) under six responses disagree very much, disagree moderately, disagree slightly, agree slightly, agree moderately, agree very much, scored from 1 to 6. Further job stress is measured in 10 item scale used by The American Institute of Stress is a 10-item scale design to assess work-related stress with three response choice, strongly disagree, agree somewhat & strongly agree. The present research assess the interrelationship among the - work locus of control, workplace stress, and job satisfaction these are major research variables of the study.

**TABLE 01: DEMOGRAPHIC PROFILE OF THE EMPLOYEES**

Item	Demographic Profile of the Customers	Responses (Numbers)	Frequency (%)	Cumulative Frequency
Gender	Male	95	63.33	63.33
	Female	55	36.67	100.00
Age	Below 25 years	36	24.00	24.00
	25-35 years	52	42.67	66.67
	35-45 Years	32	21.33	88.00
	Above 45 Years	18	12.00	100.00
Monthly Income	Below 30 Thousands	29	19.33	19.33
	Rs 30-40 Thousands	63	42.00	61.33
	Rs 40-50 Thousands	41	25.33	86.67
	Above Rs 50000	32	13.33	100.00
Education	Graduation	46	30.67	30.67
	Post-Graduation	84	56.00	86.67
	Others	20	13.33	100.00
Years of Experience	Less than 5 years	29	19.33	19.33
	5-10 Years	63	42.00	61.33
	10-15 years	42	28.00	89.33
	Above 15 years	16	10.67	100.00
Source: SPSS				

In the study 63.33 % is male employees while 36.67 % percentage is female employees. The age of customers is as follows 42.67% is in between 25-35 years, 24% percentage is below 25 years, 21.33 % is 35-45 years and 12 % is above 45 years. The 19.33% of employee's monthly income below Rs 30000, followed by 42 % between Rs 30000 to Rs 40000, 25.33% monthly income is between Rs 40000 to Rs 50000 and 13.33% is above Rs 50000. 30.67 % employees educational qualification is graduation and 56 % educational qualification is post-graduation and 13.33% qualification is others (B.Tech & Diploma). 19.33 years of experience of employees is less than five years, 42 % has 5-10 years of experience, 28 % of employees have 10-15 years of experience and 10.67 % has above 15 years. In table 02, In male employees 64.34 % possessed internal locus of control, 26.89 nether internal or external and 8.77 % possessed external locus of control. In female employees 71.64% possessed internal locus of control personality, 14.37 % is neither internal nor external and 14% is possessed external locus of control.

**Table 02: Locus of Control Personalities of selected employees**

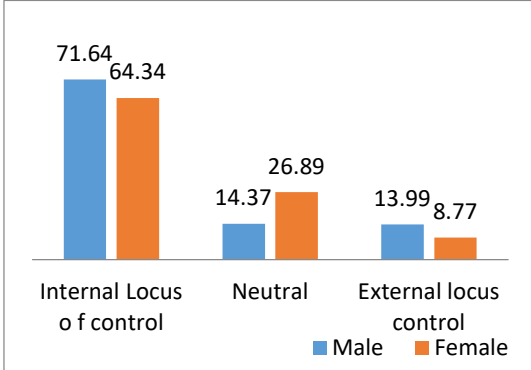
Locus of Personalities Table			Graphical Presentation	
LOC Personalities	Male	Female		
Internal Locus of Control	107 (64.34)	96 (71.64)	Internal Locus o f control	Male Female
Neither Internal nor External (neutral)	22.00 (26.89)	40.0 (14.37)	Neutral	
External locus of control	21 (8.77)	13 (14)	External locus control	
Total	150 (100)	150 (100)		

Table 03: Descriptive statistical reports of subscales in Job satisfaction.

	PERCENTAGE DISTRIBUTION			
	Dissatisfied	Neutral	Satisfied	Total
Remuneration	57 (38.0)	39 (25.82)	54 (36.18)	150 (100)
Promotion	35 (23.56)	24 (16)	91 (60.44)	150 (100)
Supervision	31 (20.60)	27 (18.30)	92 (61.10)	150 (100)
Fringe Benefits	22 (14.62)	50 (33.26)	78 (52.12)	150 (100)
Contingent Rewards	38 (25.63)	30 (20.12)	81 (54.25)	150 (100)
Operating Conditions	47 (31.12)	21 (13.70)	83 (55.20)	150 (100)
Support from Colleagues	10 (6.8)	45 (30.0)	95 (63.20)	150 (100)
Nature of work	14 (9.10)	47 (31.0)	90 (60.0)	150 (100)
Communication	35 (23.59)	39 (25.70)	76 (50.80)	150 (100)
Source: SPSS				

In total employees 38 % employees are dissatisfied with regarding remuneration while 36.18 % is satisfied and 25.82 % is neutral regarding remuneration in the IT companies. In total employees 60.44 % satisfied regarding promotion whereas 23.56 % dissatisfied on promotion and 16 % is neutral. Similarly, 61.10 % satisfied with supervision while 20.60 % dissatisfied and 18.30 % is neutral. Thereafter, 52.12% is satisfied with fringe benefits offered by the IT companies while 14.62 % dissatisfied this particularly observed in non-productive department employees. The study observed 54.25 % of employee's satisfaction while 25.63% is dissatisfied and 20.12% is neutral regarding contingent rewards. The study observed 55.20 % of employees satisfaction while 31.12 is dissatisfied and 13.70% is neutral regarding operating conditions. The study observed 63.20 % of employee's satisfaction while 6.8% is dissatisfied and 30% is neutral regarding colleagues support at work place. Similarly, 60 % of employees satisfaction while 9.10% is dissatisfied and 31 % is neutral regarding nature of work. The study observed 50.80 % of employee's satisfaction while 23.59% is dissatisfied and 25.70% is neutral with communication in the company.

## RESULT DISCUSSION

**H0<sub>1</sub>:** There is insignificant gender wise variation with regards to their work locus of control, job satisfaction, and Job Stress among IT employees

Table A.1. Independent t-test results comparing males and females on work locus of control

Gender	N	Mean	SD	t	df	p
Male	95	60.63	13.062	0.492	63	0.452
Female	55	60.21	12.013			

Table A.2. Independent t-test results comparing males and females on work job satisfaction

Gender	N	Mean	SD	t	df	p
Male	95	189.28	35.698	0.089	63	0.509
Female	55	188.01	34.369			

Table A.3. Independent t-test results comparing males and females on Job Stress

Gender	N	Mean	SD	t	df	p
Male	95	162.83	38.966	-0.23	63	0.623
Female	55	161.01	37.201			

Source: SPSS

In the present study hypothesis are examined through statistics such as Mean, S.D., independent t-test, and Pearson product-moment correlation  $r^2$  through SPSS software. An independent-samples t-test was adopted to examine the gender wise variations regarding work locus of control between male and female (Table A.1). The study found insignificant variation in the mean score for male ( $M = 60.63$ ,  $S.D = 13.062$ ) and female ( $M = 60.21$ ,  $S.D = 12.013$ ) conditions where  $t(63) = 0.4902$ ,  $p = .452$ , which is insignificant at standard level 0.05. This indicates that there is insignificant gender wise variation with regards to their work locus of control. In the similar line, An independent-samples t-test result regarding job satisfaction in females and males presented (see Table A.2). There

was insignificant difference in the score for male ( $M = 189.28$ ,  $S.D = 35.698$ ) and female ( $M = 188.01$ ,  $S.D = 34.369$ ) conditions;  $t(63) = 0.089$ ,  $p = .509$ , which is insignificant at standard level of 0.05. This is a sign that there is insignificant gender wise variation with regards to Job Satisfaction. Similarly, independent-samples  $t$ -test result regarding job stress in females and males presented (Table A.3). The study found insignificant variation in the score for male ( $M = 162.83$ ,  $S.D = 38.966$ ) and female ( $M = 161.01$ ,  $S.D = 37.201$ ) conditions;  $t(63) = -0.23$ ,  $p = .623$ , which implies insignificant at standard level of 0.05. This is a sign that there is insignificant gender wise variation with regards to Job stress. In overall, the independent  $t$ -test result support the assumed hypothesis and proved that there is insignificant gender wise variation with regards to their work locus of control, job satisfaction, and Job Stress among IT employees of Bangalore. Acceptance of  $H_{01}$ .

**H02:** There is insignificant association between workplace stress, job satisfaction, and work locus of control among IT employees

Table A.4. Correlation between work locus of control, job satisfaction, and workplace stress.								
Variables	N= 150		Correlation r			P- value		
	Mean	S.D	Work locus of control	Job Satisfaction	Job Stress	Work locus of control	Job Satisfaction	Job Stress
Work locus of control	60.44	12.523	1	-0.892	0.192		0.000	0.396
Job Satisfaction	188.62	34.988	-0.892	1		0.000		0.384
Job Stress	161.92	37.923	0.192	-0.193	1	0.396	0.384	
** Correlation is significant at the 0.01 level (2-tailed).								

The study examined the *Correlation between the research variables such as Work locus of control, Job satisfaction, and job stress*. The strength and direction of the relationship between the research variables is examined through Pearson's  $r$  parametric test of correlation. The value of  $r$  in Table A.4 represents the statistical reports generated on computing Pearson's correlation coefficient among the variables- work locus of control, job satisfaction, and workplace stress. The correlation strength is weak if the value of  $r$  ranges from 0 to 0.2 and strong if the values range from 0.3 to 1. Acceptance of  $H_{02}$ .

**H03:** There is insignificant relationship between locus of control and job satisfaction.

Table A.5 Independent t-test							
	Work locus of control	N	Mean	SD	$t$	df	$p$
Job satisfaction	Internal Locus of control	95	169.832	36.230	3.892	63	0.003
	External Locus of control	55	144.96	31.596			
Source: SPSS							

An independent-samples  $t$ -test was used to compare Job Satisfaction in an internal and external locus of control groups. The study observed that significant difference in the score for internal locus of control ( $M = 169.831$ ,  $S.D = 36.230$ ) an external locus of control ( $M = 144.96$ ,  $S.D = 31.596$ ) conditions;  $t(63) = 3.892$ ,  $p = 0.002$ , which is significant at standard level of 0.05. This indicates that high job satisfaction among the employees with an internal locus of control personalities than external locus of control. This indicates that there is a significant difference between work locus of control with regards to Job Satisfaction, rejection  $H_{03}$

## CONCLUSION

The study concludes that, internal locus of control leads to higher job satisfaction of the employees in IT sector irrespective of gender variation and external locus of control causes lower job satisfaction. There is existence of negative correlation between job stress and external locus of control on job satisfaction. Besides, the study found insignificant variation in workplace stress, job satisfaction, and work locus of control. The study observed high job satisfaction of the employees in IT sector with regarding to promotion, supervision, nature of work and support from colleagues and dissatisfaction regarding remuneration and operating conditions.

## Declaration of Competing Interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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