

## ASSOCIATION BETWEEN LOCUS OF CONTROL AND WORK SATISFACTION

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### ABSTRACT

**Background:** Work satisfaction or job satisfaction is an important factor for any organization to ensure low employee turnover and promote their company via their employees as a good place to work. As per many researches, there is a direct relationship between Locus of Control (LOC) and Work Satisfaction Level. **Objectives:** The objectives of this study were: (i) to identify the association between Locus of Control of hospitality professionals and years of experience; (ii) to identify the work satisfaction or job satisfaction levels of hospitality professionals; and (iii) to identify the association between Locus of Control and Work Satisfaction levels of hospitality professionals. **Methodology:** The present descriptive research was conducted on 103 hospitality professionals of Delhi-NCR region. The sampling technique was convenience sampling. To measure Locus of Control, two existing tools were used as a reference to develop a new similar tool and to measure the Job Satisfaction levels of hospitality professionals, eNPS i.e., Employee Net Promoter Score was used. Mean, SD, Percentage, z-test and Pearson's Correlation Coefficient were applied for statistical analysis and the data was analysed based on 'years of experience.' **Results:** The results of eNPS showed that 43.69 % of the respondents were Promoters, 40.78 % of the respondents were Passives and 15.53 % of the respondents were Detractors. Mean Job Satisfaction Levels of Hospitality Professionals came out be  $7.94 \pm 1.79$  (out of 10) indicating that mean respondents are Passives. z-test was done at 1% level of significance to test the hypothesis for association between Locus of Control (LOC) and years of experience, for which, null hypothesis was rejected [calculated value of  $z = 4.228$  at 1% level of significance which is greater than 2.58 (critical value of  $z$ )], hence, proving that there is a significant difference in the Locus of Control of hospitality professionals with over 5 years of experience and those with less than 5 years of experience. Pearson's Product Moment Correlation Coefficient was calculated to recognize the association between Locus of Control (LOC) and Work/Job Satisfaction levels, for which the value of  $r = -0.069$  indicating that there is no correlation between the two variables. **Conclusion:** It can be concluded from this study that personality type (Locus of Control) individually is not the deciding factor for job satisfaction levels of hospitality professionals but maybe the result of other factors.

**Key Words:** Locus of Control, Hotels, Hospitality, Experience, Work Satisfaction.

### INTRODUCTION

Locus of control (LOC) is the how people feel they have control on the events which can influence their living conditions. As per psychology, if the person believes that the individual has full control on whatever is happening in his life, then it is referred as internal locus of control. However, on the

contrary, if the person believes that whatever has happened in his life is because of the external factors then it is said to be external locus of control. A person with external locus of control blames external variables in case he fails. Locus of Control influences not only how an individual respond to

the events that happens in his or her life, but also his or her motivation to take action (Cherry, 2019).

Grierson (2018) has mentioned in his study that locus of control is tied to the person's understanding of success or failure. Internal locus of control empowers a person to trust on self and it enables a person to take strong decision and such person does not blame others. However, an individual with external locus of control believes on external factors for his success or failure and becomes reactive to the situations rather than the taking control on the situation.

According to a study done by Joelson (2017), an internal locus of control person credits his abilities and efforts in case of achievements. A person who expects to achieve will therefore be more driven and inclined to pick up new skills. A person with an external locus of control will believe that luck or fate is responsible for their achievement, is unlikely to put in the necessary effort to learn new things. Anxiety is more common in people with an external locus of control because it makes them feel as though they have very little or absolutely no control over the happenings in their lives. External locus of control is not necessarily "bad," nor is an internal locus of control "good." Moreover, the study noted that locus of control is frequently thought of as an innate aspect of personality. Evidence does, however, also suggest that early experiences—including relationships between kids and their parents—have an impact on it. Children were found to have an inclination towards Internal Locus of Control when their parents assist them in learning the connection between the consequences of their actions and encourage them to be more independent.

According to an article by Cherry (2019), many scholars recommend that locus of control develops and becomes internal with age and also men are more inclined more towards internal locus of control compared to women. Also, the research advocated that people with improved life generally have internal locus of control.

Work satisfaction is defined as a sense of accomplishment or self-contentment developed by an employee in an organisation or a professional environment. Job satisfaction is because the employee feels valued or is able to achieve basic needs in the work environment. A person's level of job satisfaction can be used to gauge how much they like or detest their work. An employee's attitude toward the work and the company changes and becomes more positive if they are satisfied, that is, if they recognize that their job helps them achieve their needs and ideals, either directly (by executing it) or indirectly

(by the benefits they receive). To put it succinctly, it's the discrepancy between what a person expects from their work and what they really experience. The unhappiness increases with the width of the gap (Surbhi, 2017).

According to an article written by Bathena (2018), employee satisfaction is directly related with attrition and organization-employee match, and that is the reason why an employee perceives the company positively.

Locus of Control (LOC) is a very critical factor for evaluating job satisfaction. Some of the studies concluded that employees who have an internal locus of control are more satisfied at their workplace because such employees believe in themselves and do not continue in the jobs which are not satisfying to them and also such employees excel in their jobs. A study was conducted to determine work satisfaction levels and stress by associating LOC and social support. It was revealed in the study that even if the stress levels were high on the employees, they were still satisfied at work place as such employees had internal locus of control. And the employees with an external locus were dependent on their managers and supervisors to reduce stress and also they were found to be less satisfied at their workplace. (Mahajan and Kaur, 2012)

Studies have suggested that both internal and external locus of control have an effect on work satisfaction, according to a study carried out in 2006 by Salazar et al. Furthermore, various studies have established that the locus of control and numerous other beliefs connected to one's job is interlinked.

A study, with an objective to determine the connection between locus of control (LOC) of teachers working in college and their work satisfaction was carried out by Mahajan & Kaur (2012). 150 teachers were the samples who were nominated from various colleges located in Amritsar, Punjab, India. The tools used in the study were two scales namely, locus of control and work satisfaction. The statistical analysis was done using Pearson's correlation, Mean, SE, and T-test. The research found out that there was a direct connection between locus of control and work satisfaction of the teachers. The result of the study was that the female teachers were found to have less satisfaction at the workplace and were having more external locus of control.

Singh and Dubey (2011) researched on managers working in different private sector organisation. The sample size of the study was 210. The primary objective of the study was to observe the impact of stress and locus of control on

satisfaction at their workplace. The study concluded that the locus of control was indirectly proportionate to the work satisfaction.

In a study done by Vijayashree and Jagdishchandra (2011) on “Locus Of Control And Job Satisfaction: PSU Employees”, To analyse the objectives hypothesis was framed to find out the association between locus of control and work satisfaction. Tools used in the study was Locus of control organisation inventory and structured questionnaire. For data and statistical analysis ratio, ANOVA and correlation analysis. Research found that locus of control (both internal and external) and work satisfaction was positively correlated.

Another study was conducted on managerial level employees working in hotels and the aim of the research was to examine the association between work satisfaction, turnover intention, locus of control and perception of the organisational structure. The said study was conducted by Lee (2005). Samples in the research were 189 employees at the managerial position working in the hotel in the US. Statistical analysis used in the study was chi-square test and two-way ANOVA. The research found that employees having internal locus of control preferred decentralised organisation whereas employees having external locus of control preferred centralised organisation. Another result indicated that managers in hotels were having internal locus of control.

Various studies carried out on the subject found that the work satisfaction level was inversely proportional to the attrition rate of the employees. Many researches state that there is a connection between locus of control and work satisfaction level. Hence, the research has been done to identify if there is a particular personality type (Locus of Control) prevalent in Hospitality industry, and does that gets affected with years of experience, and at the end to identify if there at all is a significant connection between Locus of Control and Work Satisfaction Level in Hospitality Industry. If at all, Locus of Control affects the work satisfaction level, then the companies may groom their employees to achieve that particular personality type (by providing them with various problem solving situation or self-regulation training) or they may work in order to retain them or to increase their satisfaction level. They can make Locus of control as a base for recruitment process, training program, promotions, etc.

The objectives of the study were:

- To identify the relationship between locus of control of hospitality professionals and years of experience.

- To identify the job satisfaction level of hospitality professionals.
- To identify the association between locus of control and work satisfaction level of hospitality professionals.

## METHODOLOGY

**Research Design:** Descriptive Research (Cross-Sectional Design)

**Locale:** Delhi-NCR, India

**Sampling Design:** Convenience sampling technique was used in collecting data. The data has been collected from hospitality professionals across Delhi-NCR (n=103). Age was not considered as a bar for this study.

**Tool and Technique:** Structured questionnaire was used for collection of Primary Data. For identifying the Locus of Control, a tool developed by Yemem & Clawson, University of Virginia Darden School Foundation, Charlottesville (2003) and Rotter Internal-External Locus of Control Scale were used as reference to develop a Structured Questionnaire. The Locus of Control component of questionnaire has a total of 20 question, out of which 10 were “True” for Internal Locus of Control and 10 were “False” for Internal Locus of Control. For each correct answer 5 points were given.

Scoring: True: Question no. 1, 2, 3, 7, 8, 11, 14, 15, 17, and 18, False: Question no. 4, 5, 6, 9, 10, 12, 13, 16, 19, and 20. The guidelines used to measure the scores were: Strong External Locus of Control (0 to 15), External Locus of Control (20 to 35), Both External and Internal Locus of Control (40 to 60), Internal Locus of Control (65 to 80) and Strong Internal Locus of Control (85 to 100).

For identifying the Job Satisfaction Level, eNPS i.e., Employee Net Promoter Scale which was found in an article written by Davies (2020) was used. Based on the respondents’ answers, employees were classified as follows: Promoters – these are the employees who are satisfied, Passives – they are not satisfied nor dissatisfied and Detractors – they are not satisfied.

The questionnaire was prepared using Google Forms and then it was circulated using sharing links. The data was collected within a month’s time. Final count of the fully filled questionnaire was 103.

**Data Analysis and Statistical Analysis:** Data Analysis was done with respect to “years of experience” (Less than 5 years, and 5 or more years of experience). Mean, S.D., Percentage, z-test and Pearson’s Correlation were calculated.

## RESULTS AND DISCUSSION

**Demographic profile of the respondents:** The collected sample of 103 respondents from Delhi-NCR, India was diverse with regard to age, gender and years of experience. The findings of the same are shown in table below:

**Table 1: Demographic profile of the respondents**

General Information	Number of Subjects (n = 103)	Percentage
Age (Year)		
18-24	28	27.18 %
25-34	70	67.96 %
35-44	4	3.88 %
45 and above	1	0.97 %
Gender		
Male	74	71.84 %
Female	29	28.16%
Experience		
Less than 5 Years	86	83.495 %
5 or More Years	17	16.504 %

It was found that 70 respondents (67.96%) were of the age group 25-34 followed by age groups 18-24 (27.18%), 35-44 (3.88%), and 45 and above (0.97%). As far as gender was concerned, majority of the respondents (71.84%) were males and only 28.16% of the respondents were females. Experience, which was the main demographic factor for this study, it was found that 86 respondents (83.495%) were having less than 5 years of experience and only 16.504% of the respondents were having 5 or more years of experience.

**Association between Locus of Control of hospitality professionals and tenure of the employees:** To understand the association between Locus of Control and tenure of the employees, firstly, the Locus of Control was calculated for each individual. Then Mean, and Standard Deviation was calculated for each groups based on years of experience. The below table shows the Mean Locus of Control along with the Standard Deviation for each group.

**Table 2: Mean locus of control score for each group**

Tenure of the employees	Mean Score $\pm$ Standard Deviation	Inference
5 or more Years of Experience	81.76 $\pm$ 12.11	Between "Internal Locus of Control" and "Very Strong Internal Locus of Control"

Less than 5 Years of Experience	67.62 $\pm$ 14.87	Between "Both Internal and External Locus of Control", and "Internal Locus of Control"
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z-test was applied to test the null hypothesis stating, "There was no significant difference between Locus of Control of hospitality professionals with 5 or more years of experience and Locus of Control of hospitality professionals having a tenure of less than 5 years at 99% level of Confidence." Critical Value of z at 1% level of significance was 2.58. If the calculated value exceeds the critical value then null hypothesis is rejected and if calculated value lies within the critical value limit then the null hypothesis was accepted. Calculated Value of  $z = 4.228$  (at 1% level of significance). Since, Calculated Value of  $z >$  Critical Value of z at 1% level of significance, hence, null hypothesis was rejected. Thus, there was a significant difference in the Locus of Control of hospitality professionals with 5 or more years of experience and Locus of Control of hospitality professionals with a service tenure of less than 5 years. The result was similar to the findings of Sherman and Giles (1981) wherein they found that the teachers with more than 5 years of experience indicated a higher Internal Locus of Control than teachers with less than 5 years of experience.

**Job satisfaction level of hospitality professionals:** To measure the Job Satisfaction Level, a rating scale was used which was known as eNPS (Employee Net Promoter Scale). On the basis of the score, the employees were divided into 3 groups which are discussed in the methodology. The below table reflects the findings across various categories.

**Table 3: Percentage of respondents in each category**

Category	Number of Respondents (n = 103)	Percentage of respondents
Promoters	45	43.69 %
Passives	42	40.78 %
Detractors	16	15.53 %

Majority(43.69%) of the respondents were found to be promoters followed by 40.78% of the respondents as passives. Lastly it can be seen that 15.53% of the respondents are detractors. Mean Job Satisfaction level of hospitality professionals was found to be 7.94  $\pm$  1.79 indicating that mean respondents were Passives.

**Association between Locus of Control and work satisfaction level of hospitality professionals:** To measure the correlation between Locus of Control and Work Satisfaction Level of Hospitality Professionals, Pearson's Correlation Coefficient was calculated which came out to be,  $r = -0.069$ . there was no association between Locus of Control and Work Satisfaction Level and thus, they were two independent variables.

The above result was similar to the findings of Frucot & Shearon (1991), wherein they found that the managerial satisfaction did not have any significant linkage with the locus of control, reflecting an perceived (seeming or stated to be real or true, but not necessarily real or true) difference in culture. Another study by Dhoundiyal and Mathur (2021), found that work satisfaction increases with training in males working in hospitality industry whereas job satisfaction improved in females with the rewards. However, it is contrary to the findings of Mahajan & Kaur (2012) wherein the study revealed a direct association between locus of control and work satisfaction of the faculty members working in college. Among male and female faculty members, female respondents were found to be having a lower job satisfaction level possessed external locus of control.

## CONCLUSION

The results indicated that the Locus of Control of professionals with less than 5 years of experience lies between "Internal Locus of Control" and "Very Strong Internal Locus of Control" whereas that of professionals with 5 or more years of experience lies between "Both Internal and External Locus of Control" and "Internal Locus of Control". Inference can be drawn after comparing it with the results of other researches that Locus of control changes with years of experience and hospitality professionals tend to become more internally oriented with more years of experience maybe because of the training and the experiences they undergo.

The results indicated that respondents were passives. The company needed to convert them to promoters to reduce bad mouthing of the company and reduce employee turnover. Company can take the help of detractors and get to know about the improvements that company can bring in their culture or policy or work practices to achieve higher levels of Work Satisfaction from their employees, in turn reducing employee turnover.

The results indicated that there is no relationship between Locus of Control and Work Satisfaction Level and thus, they

are two independent variables. The result was similar to the findings of a few review of literatures whereas contradictory to the findings of others. Inference can be drawn after comparing it with other Review of Literature that the Work Satisfaction may be the result of some other factors and not necessarily based on Locus of Control

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