

**Relationship between Work related well-being,  
Job satisfaction and Work locus of control.**

Marta Polak

Submitted in partial fulfilment of the requirements of the BA Hons in Psychology at Dublin  
Business School, School of Arts, Dublin.

Supervisor: Barbara Caska

Head of Department: Dr S. Eccles

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Department of Psychology

Dublin Business School

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## Abstract

Current study aimed to investigate the relationship between well-being in a workplace, job satisfaction and work locus of control. A questionnaire was used with items of work related well-being, job satisfaction and work locus of control. Items of length and type of current employment were added. 92 part-time students participated in current study. Subjects of this study came from various cultural and professional backgrounds.

The results indicated that internal work locus of control was strongly related with high level of job satisfaction and work related well-being. It was found that the higher level of well-being within organisation the higher level of job satisfaction. Length and type of employment were not found to have an effect on work locus of control.

# 1. Introduction

## *1.1 Overview*

Attention given to work-related well-being of employees, job satisfaction and other aspects of work has increased dramatically in the past few years. Employers have recognised that pay is no longer a main source of work satisfaction and motivation. Numerous other psychological aspects are currently taken into account, including sense of autonomy and control over one's job. If an employee is not satisfied with the workplace's culture and the job that he is responsible for, it is likely to have a negative effect on his job performance. In the process, the growth of the organisation might be affected. The organisation would not be able to accomplish its main goal, which is a consistent increase of profit. Similarly, the level of satisfaction within an organisation is also linked to the employees' belief in how much control they have over their own work outcomes and how much it is influenced by external factors like peers, supervisors and also luck or fate. If employees feel that they can determine the path of their careers in the organisation, the level of satisfaction and organisational overall well-being is going to be higher. In their meta-analysis, Judge and Bono (2001) found that internal locus of control strongly relates to job performance and job satisfaction matching Spector's results from nearly twenty years earlier (Spector, 1986). Although both studies measure relation between work locus of control and job outcomes, only a few variables they take into consideration. Work-related well-being is not one of them, but with the growing importance of this aspect of a job, it shouldn't be left out.

The current study aimed to investigate a relationship between work locus of control and two variables of work-related well-being and job satisfaction. Relation between the two work

outcomes mentioned above will be also analysed. Work locus of control will be also analysed from the externality and internality site in relation to work outcomes. Additional variables of length of employment and type of current employment will be investigated in relation to employees' sense of personal control within the organisation.

## *1.2. Well-being*

The British Office for National Statistics published the Well-Being Programme in 2012, which set out well-being indicators regarding many different aspects of one's life including work. Staff well-being is an increasingly important subject in the workplace. In the simplest way, well-being is a level of personal happiness and overall life satisfaction. It is also a good work-life balance.

Well-being plays a significant role in our work and careers and more and more companies pay more attention to it. One could say that well-being within organisation is simply feeling good in the workplace. Keeping everyone happy under one system is never easy. The reported level of stress and dissatisfaction within the work environment appears to increasing over time. In 1997 the "New Labour" government was introduced in UK. Its main interest was work related stress and its impact on both, employee health and industry cost. In 2004, after several years of testing and research, Management Standards were introduced by the HSE. These standards offered guidelines for employers and managers on how to reduce stress in a workplace. Several aspects of work were highlighted which, if poorly managed, could cause or increase employee stress and dissatisfaction level. This included; level of support from the organisation, relationships with managers and co-workers, understanding of job specification and expectation, management of change within the organisation and finally, level of individual control over how the job is carried out.

There is better understanding now, of the crucial role of managers and business owners in determining well-being in a workplace. An increasing body of research confirms that quality of working environment and employee personal engagement are two essential factors in terms of improving the well-being of workers. In today's economy organisations are under pressure to reduce cost while still maintaining and promoting good performance. Stress management and well-being in a workplace are likely to be main areas of interest for business owners for many years to come. There have been numerous studies investigating the impact of work on job - related and non-job related mental and physical health. However there is still a lack of research regarding job-related affective well-being, measuring feelings associated strictly with work environment and its relationship with other work outcomes. The aim of current research is to investigate these dependencies.

### *1.3 Job satisfaction*

Job satisfaction is defined as the all positive and negative attitudes about one's job (Riggio, 2009). In simple terms, job satisfaction could be defined as the extent to which people like their job. There are two main approaches to the study of job satisfaction; the global approach and the facet approach (Spector, 2012). In the global approach, job satisfaction is treated as a single overall feeling towards the job. The facet approach focuses on different aspects of the job such as pay, benefits, relationship with managers and other workers, job conditions and also the nature of the work itself. The second approach is much more varied and focuses more so on individual differences of workers. Although there was little empirical research done regarding job satisfaction prior year 1930, some qualitative studies on the matter were conducted. Freud (1920) and Janet (1907) both argued that, unconscious drives and motives determine emotions displayed at work. It was Elton Mayo though, who led the first programmatic research in work attitudes. He was a frustrated

physician (Landy, 1988a, Trahair, 1984), who consequently sought to find rational explanations for work behaviour. His Hawthorne studies represent a breakthrough in understanding the nature of work behaviour and the importance of motivation and acknowledgment within organisational settings. It is to this day, the most significant research study that shows the importance of job satisfaction (Landy, 1988a, Trahair, 1984). The original purpose of the study was to investigate the relationship between lighting and efficiency. Several different sets of lights, at various intensities, were set up in rooms where electrical equipment was being produced. The amount and strength of illumination provided to workers, with variation of very bright, very dim or combination of both did not proved to have an effect on production. The results of the study were so unexpected and revolutionary, that further investigation revealed many previously unknown aspects of human behaviour in the workplace (Landy, 1988a, Trahair, 1984). The research found that it wasn't lighting that effected worker's productivity or that, at the very least, it wasn't the only factor. The workers' performance was positively affected by the attention they were receiving from the researchers. Productivity improved as a result (Landy, 1988a, Trahair, 1984). These findings can lead to conclusion that in order to be happy and satisfied, employees need to be noticed and appreciated for job they are doing. Happy workers are more likely to come to work than unhappy workers. Since absenteeism is costly to an organisation, employers are urgently looking for a way to decrease a level of it. A study done by Brayfield and Crockett (1955) found a positive relationship between dissatisfaction and work absence. Also turnover is commonly interpreted by managers as a sign of employee low level of well-being and job satisfaction, which was also found in the study.

The aim of the current study is to look at job satisfaction as a whole in relation to work related well-being and also employee sense of personal control.

#### *1.4 Well-being and job satisfaction*

Job satisfaction was by many seen as one of the dimensions of work-related well-being. Going further, in economics, job satisfaction and well-being at work are considered to be the same thing. Employee well-being takes into account physical, emotional, social, environmental, developmental and finally occupational considerations. It is strongly based on feelings. Job satisfaction, taking the facet approach into consideration, is more measurable and focuses on materialistic aspects of work like pay, promotion and office environment (Bowling & Hammond, 2008). In this study two different questionnaires were used to determine work-related well-being and job satisfaction. Job satisfaction was not treated as a dimension of well-being but as strongly influential factor. Job satisfaction proved to be a good predictor of employee well-being and health. Correlation studies show that job satisfaction relates to a variety of physical and mental health variables. Dissatisfied employees reported more physical symptoms, like upset stomach or insomnia, than workers satisfied with their jobs. Dissatisfaction also correlates with work related anxiety and depression (Bowling & Hammond, 2008).

Basing on previous research, the current study investigates the relationship between job satisfaction and work related well-being.

#### *1.5 Locus of control*

Locus of control refers to the perceived control over the event in one's life (Rotter, 1966). People with an internal locus of control believe that they are in responsibility of their own destiny and events of everyday life. People with external locus of control believe that their life events are the result of luck, coincidence or influence of other powerful individuals in

their environment (Hendrickx, Vlek & Calje, 1992). Individuals, who believe that their own success depends on their own efforts, tend to take more responsibility for own actions and seek different ways to resolve difficult situations (Brockhaus, 1982). The study also found that people with internal locus of control also tend to be more active, responsive to challenging situations and more flexible to changes (Brockhaus, 1982). As the things around us change all the time we can either attribute our success or failure to ourselves as the ones in control or to a force outside of our influence. Locus of control describes the degree to which individuals perceive changes around as a result of their own behaviour, or as resulting from an external force taking an action. Previous research indicates that internal locus of control would be considered to be more desirable in work settings and it's strongly connected with high level of job satisfaction in comparison with external locus of control. However, research evidence has showed that both, general and work locus of control are learned and can be modified. Internal work locus of control as with internal general locus of control, was found to be developed alongside development of self-regulatory ability. Many factors have been associated with internal locus of control. Men's locus of control is believed to be more internal than females in relation to personal or professional success (Rotter, 1966). These findings are likely due to cultural and social norms that promote a more aggressive and straightforward attitude in men and more submissive behaviour in women. These differences are rather vague these days. Social hierarchy and structure has changed dramatically within last few decades and gender cannot be considered a reliable indicator of work attitudes anymore. Rotter also suggested that, as people get older, their locus of control tends to become more internal (Rotter, 1966). This may be as a result of gaining of more and more independence and responsibility as we get older. Additionally people holding higher positions within organisational hierarchies also tend to be more internal. Rotter linked these findings

with a strive for success being strongly associated with internality of work locus control (Rotter, 1966).

The aim of current research is to examine the relationship between work locus of control and two job outcomes; job satisfaction and work-related well-being. Previous research suggested that internality of work locus of control will be strongly related with positive results of the two work outcomes. The present research will analyse the actual relationship without specifying its direction due to generalisation of previous research toward individualistic culture.

### *1.6 Well-being and locus of control*

Wellbeing affects performance equally in personal life and in a workplace. Studies in a past has shown that people are happier in work if they are able to use the abilities they believe they have (Schultz & Schultz, 2010). In their job characteristics model, Hackman and Oldham (1976) argued that autonomy is a major component of job satisfaction and positive attitude to work. Spector's meta-analysis (1986) shows that control of one's work and perceived autonomy is positively related to well-being within an organisation and high level of job satisfaction. In fact, Ganster and Fusilier (1989) concluded that control or sense of control is an essential element of organisational well-being. Spector linked locus of control to employee well-being mentioning it in his several studies (Spector, 1988). Internal locus of control is believed to be connected with overall well-being. A perception of control itself could be beneficial, even without actual occurrence of control (Miller, 1980). As suggested by Ganster and Fusilier (1989), the belief that one is control should be, in itself, a highly satisfying feeling.

Based on previous research, the current study will look at the relationship between work locus of control and work related well-being in order to find the direction and strength of this relationship in the given sample.

### *1.7. Job satisfaction and locus of control*

When an employee believes that he or she is creating and controlling their own work role rather than being under influence of supervisors, co-workers or the organisation, they should feel energised, enthusiastic and motivated (Spreitzer, 1995). Previous research suggests that individual locus of control plays a crucial role in work environment. It was found that locus of control relates to various work outcomes like job satisfaction and job performance (Judge & Bono, 2001). The development of a work-related locus of control scale helped to determine in more detail a relationship between internal or external sense of control and work outcomes and attitudes. Organisational psychology places more emphasis today on the importance of internal and external work locus on control in relation to employee behaviour and attitude toward work. Two major reviews explained the importance of work locus of control (Judge & Bono, 2001, Spector, 1982). According to Spector (1982), internal locus of control strongly relates to high level of job satisfaction, job motivation and job performance. In comparison, external locus of control relates to low level of job satisfaction and job motivation and poor performance (Judge & Bono, 2001). Spector's review from 1982 is the first to investigate the relationship between perception of individual control over one's job to actual job outcomes. As the study is over two decades old, more recent research will need to be looked into.

Additionally, Spector (1982) suggested that while "internals" tend to be more satisfied and happier in work environment than "externals", they may have higher turnover intentions. People who believe that are in control of their own destiny and future are more likely to leave

the job they don't find satisfying than people that don't feel responsible for their own destiny. Going deeper, internals tend to actually be more satisfied with their current jobs which paradoxically lead to low turnover percentage in this group (Judge & Bono, 2001). Basing on these findings, it is predicted that internal work-related locus of control will be positively related to high level of job satisfaction as a whole, as well as to its particular aspects, such as, effective communication, good relationships with co-workers and positive views on promotion perspectives.

Most of the research relating to work and general locus of control is carried out in individualistic cultures where external work locus of control is generally seen as a possible indicator of poor performance and motivation (Phares, 1976). Participants of current study are of different cultural backgrounds, with varying degrees of individualism. For this reason, the current research will focus on the relationship between work locus of control and job satisfaction without predicting the direction of the relationship.

### *1.8 Locus of control and individualism /collectivism*

Previous research widely supported the positive relationship between internal work locus of control and work related well-being and job satisfaction. In 1999 Pervin suggested that cross-national and cultural differences may influence that relationship. Individualism and collectivism are one of the components that vary from culture to culture (Spector, Cooper, Sanchez, O'Driscoll, & Sparks, 2002). Going further they could be seen as even one of the key ingredients that make a culture differ from one to another. Individualism can be defined as a tendency for people to see themselves as independent human being, motivated by one's own preferences and personal goals (Trandis, 1995). Collectivism, as opposite of individualism, is a tendency for people to see themselves as a part of bigger group where

group goals are source of personal motivation for each member (Markus & Kitayama, 1998). North America and Western Europe are the areas of the world where nations are considered to be strongly individualistic (Spector et al., 2002). Asia and Latin America are considered to be much more collectivistic (Spector et al., 2002). In individualistic cultures a person is seen as individual human being, responsible for its own presence and future. The individual is seen as being in full control of nearly all aspects of his/hers life. Members of collectivistic cultures value solidarity and harmony with others within a group more than individual thought (Markus, Kitayama, 1991). Additionally collectivism requires accepting control of the group over the actions of individuals. In a study conducted by Lundberg and Peterson (1994) it was found that Americans value work autonomy and independence much more than Japanese. Americans and other individualistic cultures tend to be also more internal in their general and work locus of control than collectivistic Japanese or Chinese cultures (Hamid, 1994). Internality is also linked to well-being and job satisfaction more in individualistic than in collectivistic cultures. In a study done in 1984, Weisz, Rothbaum and Blackburn compared these different views on control in US and Japan. In the individualistic United States, the focus is on primary control whereby the individual gains control over a situation through independent action. In collectivistic Japan, control is understood in a more indirect way, where feeling of being in control is accomplished by the acceptance of the influence of others. The concepts of both, the general locus of control and work locus of control were developed in US and mainly reflect beliefs about primary control. It does not take into consideration secondary control which may be important in other cultures (Spector et al., 2002). Collectivistic nations tend to be more external on their locus of control than individualistic cultures (Spector et al., 2002). Further research revealed that people from the former Soviet bloc nations in Eastern Europe have also a tendency to be more external in their general or work locus of control than Western European countries (Tobacyk & Tobacyk,

1992). These findings could be explained by a dominating system back then, when individual control over many aspects of one's life was strongly limited (Tobacyk & Tobacyk, 1992).

As was previously mentioned, Spector and other researchers found internal work locus of control to be positively related with well-being and job satisfaction. Basing on these findings only, it could be hypothesized that the well-being and job satisfaction would be really low in collectivistic cultures as they are predicted to be more external on their locus of control. In individualistic cultures people are encouraged to be in control of their own work and therefore independence represents an important aspect of well-being within the organisation. External work locus of control is nearly seen there as an indicator of poor adjustment, low job satisfaction and bad performance (Phares, 1976). In collectivistic countries people are expecting to have limited personal control so externality would not necessarily lead to job dissatisfaction or poor well-being.

Basing on the above findings, the current study will focus on overall relationship between work locus of control, job satisfaction and work related well-being without specifying internality or externality of this relationship.

### *1.9 Current study*

The aim of this study is to update the knowledge about all three variables and relationship between them basing on previous research. Current study will aim to improve the evidence of relationship between high level of job satisfaction and work related well-being. Locus of control, along with job satisfaction and organisational well-being are key variable of this study. The current study aims to extend Spector's (1982) and Judge and Bono's (2001) work by summarising the relationship between work locus of control, job satisfaction and work-

related well-being. Weisz, Rothbaum and Blackburn findings about primary and secondary control will also be taken into consideration while looking at the relationship between the variables. Results of this study would help to understand better how type of locus of control can influence employees' attitude towards work and improve methods of increasing and maintaining well-being within organisation. Present study aims to focus on work locus of control and its attribution to well-being in an organisation and job satisfaction. Existing research has looked into improving employee well-being with a lot of aspects being taken into account. There is not enough research with all three variables together, work locus of control, job satisfaction and employee well-being. Current study aim to investigate a relationship between all three variables: well-being, job satisfaction, locus of control. Length of employment will also be measured in relation with work locus of control. Previous research found that length of work experience increased reported level of job satisfaction and work-related well-being (Schultz & Schultz, 2010). There was no research found on whether or not there is a relationship between length of employment and work locus of control. However, previous research found a strong link between work locus of control and job satisfaction and work locus of control and work-related well-being. Basing on this finding it can be hypothesised that length of employment as an indicator of job satisfaction and well-being within organisation, can also influence work locus of control. Differences on work locus of control will be also explored between participants in full-time and part-time employment.

#### *1.10 Hypothesis:*

1. There will be a significant relationship between work-related well-being and work locus of control.

2. Job satisfaction will be correlated with work locus of control.
3. It is hypothesized that work-related well-being will have positive relationship with job satisfaction.
4. It is predicted that length of employment will influence work locus of control.
5. It is hypothesised there will be no difference on work locus of control between participants working part-time and full-time.

## 2. Methods

### *2.1 Participants*

Non-probability, convenient sample of ninety two (N=92) participants were selected for current study. All respondents were part-time mature students of (Hons) Bachelor Degree in Psychology or Diploma in Psychology course in Dublin Business School. All participants were in permanent, full-time or part-time employment. Participants came from various employment backgrounds and were both males and females. The majority of participating part-time students in this study were in full-time employment (N=82), (89%) and had been working in their current jobs for six years or more, (N=48), (52%).

### *2.2 Materials*

The questionnaire in present study contained four sections: measure of work-related well-being using Job-related Affective Well-being Scale, JAWS- (Copyright Paul T. Van Katwyk, Suzy Fox, Paul E. Spector, Kevin Kelloway 1999), a measure of job satisfaction using Job Satisfaction Survey- (Copyright Paul E. Spector 1994, All rights reserved), measure of work locus of control by using Work Locus of Control Scale - (Copyright Paul E. Spector 1988, All rights reserved), demographics consisting of two items, type of current employment and duration of current employment. Appendix A contains full copy of the document with clear statement of consent included.

*Work-related well-being:*

To measure work-related well-being Job-related Affective Well-being Scale, JAWS- (Copyright Paul T. Van Katwyk, Suzy Fox, Paul E. Spector, Kevin Kelloway 1999) was used. It is a 20 statement survey (short version) that describes different emotions that a job can make a person feel. Each item is representing particular emotion, and participants are asked how often they have experienced each feeling at work over the last 30 days. Responses are made with a five-point scale with anchors; Never, Rarely, Sometimes, Quite often, Extremely often or Always. The Job-related Affective Well-being Scale includes a large diversity of emotional experiences, both positive and negative. The scale can be divided into subscales or overall score of all items can be measured with the negative emotions reverse scored. A Cronbach's Alpha –internal reliability was conducted for a total of 20 items based on sample of 92. Total of Job-related Affective Well-being Scale received an alpha score of .934.

*Job satisfaction:*

To measure job satisfaction, Job Satisfaction Survey- (Copyright Paul E. Spector 1994, All rights reserved) was utilized. The Job Satisfaction Survey is a 36 items questionnaire determining job satisfactions among participants, with six answer options from strongly disagree to strongly agree. The scale can be divided into subscales or overall score of all items can be measured. Items are written in both directions, so for total score some items must be reverse scored. A Cronbach's Alpha –internal reliability was conducted for total of 36 items based on sample of 92. Total of Job Satisfaction Survey received an alpha score of .930.

*Work locus of control:*

Work locus of control was measured by using Work Locus of Control Scale - (Copyright Paul E. Spector 1988, All rights reserved) The Work Locus of Control Scale is an 8 items (short version) survey concerns about beliefs about job in general. Participants can choose

from 6 options from disagree very much to agree very much. High score represent external work locus of control and low score represents internal work locus of control. A Cronbach's Alpha –internal reliability was conducted for total of 8 items based on sample of 92. Total of Work Locus of Control Scale received an alpha score of .862. The scale has been shown to relate to numerous work variables, including job satisfaction and job performance. It has been also found to have a relationship with counterproductive behavior and organizational commitment.

#### *Demographics:*

Participants will be also asked to determinate if they are in full time or part-time permanent employment and how long are they in current position with options as follow: under 1 year, 1-3 years, 4-6 years, over 6 years.

#### *2.3 Design*

This study employed questionnaire based, correlational research design. It was carried out as quantitative research. The criterion variables were work-related well-being and job satisfaction. Length of employment was used as predictor variable in relation to work locus of control. Work locus of control was used as predictor variable in correlation with work related well-being and job satisfaction and as criterion variable in relation to length of employment. Type of employment was used as independent variable. T-test was used to see if there are any differences between participants working part-time and full time on dependent variable work locus of control.

#### *2.4 Apparatus*

The data were analysed using IBM SPSS Statistics 21.0.

### *2.5 Procedure*

15 minutes pen and paper, self-administered questionnaires were handed to students during class after previous agreement with a lecturer. Verbal explanation of the purpose of the current study was given to all participants. Questionnaire was fully anonymous. Students were informed that completion of all questions was desirable and would have been highly appreciated. However, there was no obligation and participants were free to leave any single item blank if they wished so.

### *2.6 Statistical Procedure*

Descriptive statistics were used to identify the mean, mode, standard deviation, range and minimum and maximum scores for three scale variables of work-related well-being, job satisfaction and work locus of control. A variety of inferential tests were used to test the hypothesis for present study:

- Pearson's  $r$  Correlation Coefficient was used to test a relationship between work-related well-being and work locus of control.
- Pearson's  $r$  Correlation Coefficient was ran to see if there is a relationship between job satisfaction and work locus of control.
- Pearson's  $r$  Correlation Coefficient was used to test the relationship between job satisfaction and work-related well-being.
- Spearman's rho correlation was run to see if length of employment has an effect on work locus of control.

- Independent sample T-test was run to see if there are any differences on work locus of control between participants working full-time and part-time.

### *2.7 Ethical Considerations*

Ninety two (N=92) participants were presented with a questionnaire and cover letter explaining the purpose of current study. Clear statement of consent was placed on a cover page of the questionnaire. No vulnerable groups were participating. The study did not address sensitive subjects. However participants may have found it difficult to answer questions about their well-being in work if they are not happy in their present workplace. All participants had a right to terminate their participation at any time. Questionnaire was fully anonymous and information about privacy safety was placed on the cover page. No recording devices were used. Participants were informed about the procedure of storage and destruction of data. Data will be kept on a password secured computer for a period of a year. All paper data was shredded. Information about reporting was placed on questionnaire cover sheet. All participants were provided with email address where they could direct any questions or get information about the results of present study.

## 3. Results

### *3.1 Overview of results*

The results of the present study consisted of an analysis of the relationships between the measured variables of work-related well-being, job satisfaction, locus of control, length of current employment and type of current employment. All normally distributed data was entered and various statistical procedures were used including descriptive statistics, independent t-test, Spearman's rho and Pearson's r correlations. Inferential statistics were used to determine the outcomes of previously discussed hypothesis.

### *3.2 Descriptive statistics*

The majority of participants were in full time employment (N=82). Most of the participating mature students were in their current employment for over 6 years (N= 48). The mean, mode, standard deviation, range and minimum and maximum scores were calculated for three scale variables of work-related well-being, job satisfaction and work locus of control. Results of above statistics are presented in Table 1. It was found that standard deviation for work-related well-being was 15.85, mean was 62.40 and mode 36.00. The maximum score for work-related well-being was 94 and minimum was 36 with a range of 58. For job satisfaction a minimum score was 57 and maximum was 178 with a range of 121. Standard deviation for job satisfaction was 29.13, mean score was 117.14 and mode 122. Work locus of control mean score was 26.68 and mode score of 20. Standard deviation for

work locus of control was 8.17. Maximum score for work locus of control was 46 and minimum was 13.

**Table 1:** *Breakdown of Descriptive statistics for work-related well-being, job satisfaction and work locus of control*

Variables	Mean	Mode	SD	Range	Minimum	Maximum
Work-related well-being	62.40	36	15.85	58	36	94
Job satisfaction	117.14	122	29.13	121	57	178
Work locus of control	26.68	20	8.17	33	13	46

### 3.3 Inferential Statistics

#### *Pearson's r Correlation Coefficient*

In regards to testing work locus of control and its relationship with work-related well-being and job satisfaction, a Pearson's r Correlation Coefficient was carried out. The results indicated that there was a strong positive significant relationship between work related well-being and job satisfaction ( $r(76) = .75, p < .01$ ). Therefore the null hypothesis was rejected. These results suggest that work related well-being for participants was strongly linked to job satisfaction. It was also found that there was strong negative relationship between work locus of control and work related well-being ( $r(85) = .52, p < .01$ ) and work locus of control and job satisfaction ( $r(83) = -.67, p < .01$ ). Low score on work locus of control scale represents internality. These results suggest participants with internal work locus of control are more likely to score high on work-related well-being and job satisfaction scales. These findings match with the previous research hypothesis that there would be

significant positive relationship between internal work locus of control and work-related well-being and job satisfaction. Previous research suggested that participants with internal work locus of control are more likely to score high on work-related well-being and job satisfaction scales. The results are displayed in Table 2.

*Table 2: Correlation table*

Variable	Work related well-being	Job satisfaction	Work locus of control
Work related well-being	--		
Job satisfaction	.746**	--	
Work locus of control	-.517**	-.687**	--

Note: \*\* p<0.01 level (2-tailed).

#### *Spearman's rho correlation*

A Spearman's rho correlation found that there was no significant association between duration of current employment and work locus of control ( $\rho(92) = 0.09, p = .420$ ). These results suggest that duration of employment does not affect work locus of control.

#### *Independent Samples T-test*

An independent sample t-test was used to see if there were any differences between participants currently working full-time or part-time in relation to work locus of control. Participants in current full-time employment (mean = 26.76, SD = 8.53) were found to have similar level of work locus of control to participants working part-time (mean = 26.10, SD = 4.35). The 95% confidence limit shows that the population mean difference of the variables lies somewhere between -4.81 and 6.12. An independent samples t-test found that there was no statistically significant difference between work locus of control level of participants

working full-time and participants working part-time ( $t(90) = .239, p = .812$ ). Therefore the null cannot be rejected. These outcomes suggest that type of employment does not seem to affect work locus of control.

## 4. Discussion

### *4.1 Aims of current study*

The aim of the current study was to investigate if there is a relationship between three key variables of work related well-being, job satisfaction and work locus of control. Firstly it was expected that there will be a relationship between work locus of control and work related well-being and work locus of control and job satisfaction. Next it was hypothesized that work related well-being will be positively correlated with job satisfaction. It was also expected that duration of employment would determine external or internal work locus of control among participants. Lastly, the differences in work locus of control were explored between participants in full-time and part-time employment. Majority of hypothesis were supported by significant results.

### *4.2 Summary of results*

The results of the present study consisted of an analysis of the relationships between the measured variables of work-related well-being, job satisfaction, work locus of control, length of current employment and type of current employment. Numerous analyses were conducted in order to address the various aims and objectives of the study.

A strong positive relationship was found between work related well-being and job satisfaction. The results of current study support Bowling and Hammond findings that job satisfaction relates to a variety of physical and mental health variables in work settings.

Bowling and Hammond (2008) found that dissatisfied employees reported more physical symptoms, like upset stomach or insomnia, than workers satisfied with their jobs. Results of current study match with previous research findings.

Previous theory and research investigating the relationship between work locus of control and well-being in a workplace and work locus of control and job satisfaction suggested that internal work locus of control is more favorable and leads to high job satisfaction and well-being within organization. Present data confirms these findings. Internal work locus of control was found to be strongly correlated with the two variables. In their meta-analysis, Judge and Bono (2001) found that internal locus of control strongly relates to job performance and job satisfaction. In their job characteristics model, Hackman and Oldham (1976) argued that autonomy is a major component of job satisfaction and positive attitude to work. Spector's meta-analysis (1986) shows that control of one's work and perceived autonomy is positively related to well-being within an organisation and high level of job satisfaction. Ganster and Fucillier (1989) concluded that control or sense of control is an essential element of organisational well-being. Current study supports these findings.

It was hypothesised that there would be a relationship between work locus of control and work related well-being and work locus of control and job satisfaction. Direction of relationship wasn't specified due to generalization of previous research toward individualistic culture. According to Spector (1982), internal locus of control strongly relates to high level of job satisfaction, job motivation and job performance. In comparison, he argued that external locus of control relates to low level of job satisfaction and job motivation and poor performance. Although current research supports previous findings cultural differences still need to be taken into consideration while looking at perception of control among employees. Previous research widely supported the positive relationship between internal work locus of control and work related well-being and job satisfaction. Pervin (1999) suggested that cross-

national and cultural differences may influence the relationship between work locus of control and work outcomes. Internality is linked to well-being and job satisfaction more in individualistic than in collectivistic cultures (Spector et al., 2002). In 1984, Weisz, Rothbaum and Blackburn compared the view on control in US and Japan. In individualistic United States the focus is on primary control when individual gain control over situation through independent action. In collectivistic Japan, control is understood in more indirect way, where feeling of being in control is accomplished by acceptance of influence of others. Both general locus of control and work locus of control are developed in US and mainly reflects beliefs about primary control. It does not take into consideration secondary control which may be important in other cultures (Weisz, Rothbaum & Blackburn, 1984). Collectivistic nations tend to be more external on their locus of control than individualistic cultures. In individualistic cultures people are encouraged to be in control of their own work therefore independence make for important aspect of well-being within organisation. In collectivistic countries people are expected to have limited personal control so externality would not necessarily lead to job dissatisfaction or poor well-being. Majority of participants of current study were of Irish or Western Europe nationality. Individualistic approach to control in this part of the world could also influence current findings.

Internal work locus of control found to be a good indicator of high level of job satisfaction and employee well-being. These findings can be useful in recruitment processing. Psychometric test can detect future organisational behaviour of potential employees by measuring their perception of personal control with cultural differences taken into consideration.

In relation to length of current employment affecting work locus of control a Spearman's rho correlation was used. It was expected that the longer length of present employment the more internal work locus of control would be for participants. The results indicated that there

was no significant effect as previously expected. These results suggest that amount of time spent in one workplace does not affect work locus of control to be either internal or external. There was no previous research found supporting this hypothesis. Statistical analysis in this study revealed that there was no significant relationship between length of current employment and work locus of control. Therefore hypothesis was not supported and null cannot be rejected. Since a majority of participants were in one group of length of current employment: 6 years or over, current findings cannot be considered as representative. Further research with bigger and evenly distributed sample is needed.

There was no difference found on work locus of control between participants working part-time and those in full-time employment. These findings suggest that type of employment cannot be used as an indicator of externality or internality of work locus of control. The results support previously stated hypothesis. Therefore null can be rejected. Similarly to length of current employment the majority of participants were allocated to one group. Therefore the findings are not representative and further research is needed.

#### *4.3 Limitations*

The main limitation of the current study is that all participants were in higher education and from only one educational institution. The fact that all respondents were in a Psychology course could also have narrowed the diversity of responses. Having a mixed sample from different educational background could perhaps be more representative. Thus, further research should be carried out in different areas. Other institutions, not necessarily educational, like corporations and small businesses could be accessed to create a larger sample size. Additionally, results could be compared between various backgrounds. Participants of current study varied in nationalities, which could have a major influence on

the results. Also the current difficult economic situation in Ireland could have played an important factor in a pattern of participant's responses. The country is still in major recession and this may have affected the responder's answers. The level of unemployment is not getting any lower and career progression possibilities are significantly less promising than they were several years ago. Although the majority of hypotheses were supported by significant results, further research is needed before current study can be replicated for validity.

Organisational culture may also be a potential source of internality and of externality of employees work locus of control. Organisational culture may influence the perceived independence in decisions regarding one's work environment. Employees with internal work locus of control may have better results and more desirable behaviour but only in an organisation that emphasize attributes consistent with internality of work locus of control. Attitudes like that are desirable in individualistic and aggressive cultures (Judge & Cable, 1997).

National culture can also play a moderating role on work locus of control. Culture can strongly influence employee's preference on primary or secondary control. Primary control involves the person making changes to the environment in order to fulfil their needs and desires, whereas secondary control strategies involve the person making changes to themselves in order to reduce the psychological impact of events (Skaff & Gardiner 2003). US and Western Europe countries may possibly hold on to primary control whereas in the Eastern countries secondary control may be favourable (Weisz, Rothbaum, & Blackburn, 1984). This distinction between primary and secondary control may be useful for further research in understanding work locus of control and its attribute to work outcomes like job motivation and organisational well-being.

#### *4.4 Implications for further research*

Additional demographics could have been added to gain more insights of nature of responses. Hierarchical importance of currently held position, character of occupation but also gender, marital status or even nationality could lead to interesting results while looking at the three key variables. In addition, future research could possibly elaborate on relationship between duration of employment and level of work locus of control. Future research could also focus more on nationality and cultural background of participants. A longitudinal study exploring findings of current study on different, more or less specific sample, could lead to interesting results.

#### *4.5 Conclusion*

The aim of current study was to extend Spector's (1982) and Judge and Bono's (2001) work by summarising the relationship between work locus of control, job satisfaction and work-related well-being. Results of this study can help to understand better how type of locus of control can influence employees' attitude towards work and improve methods of increasing and maintaining well-being within the organisation. To conclude, the hypotheses of current study were partially accepted. These findings have shown that work related well-being and job satisfaction are strongly correlated as it was found in previous research. Work locus of control was found to have a strong relationship with well-being in the workplace and job satisfaction. Current research found that internal work locus of control is strongly linked with the two work outcomes which supports previous research. As few of the hypotheses in current study were not supported or only partially supported, a larger and more specific sample size may show different results. This study has provided a baseline for prospective

research to be conducted on topics discussed regarding cultural influences in work locus of control in relation to work-related well-being and job satisfaction.

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## 6. Appendices

### Appendix A - Questionnaire

My name is Marta Polak. I am a student of a final year of BA Psychology in Dublin Business School. Following questionnaire is a part of my final year project.

This is 15 minutes, pen and paper, fully anonymous questionnaire. Data cannot be withdrawn once submitted. Data will be kept on a password secured computer for a period of one year. All paper data will be shredded.

Completion of all questions is desirable and would be highly appreciated. However, there is no obligation and you are free to leave any single item blank if you wish.

Should you have any questions regarding the study, please don't hesitate contact me on

**Please circle a correct**

1. You are in :

- a) full time employment
- b) part time employment

2. Duration of your current employment is:

- a) shorter than 1 year
- b) between 1-3 years
- c) between 4-6 years
- d) longer than 6 years

**Below are a number of statements that describe different emotions that a job can make a person feel. Please indicate the amount to which any part of your job (e.g., the work, coworkers, supervisor, clients, pay) has made you feel that emotion in the past 30 days.**

Please check one response for each item that best indicates how often you've experienced each emotion at work over the past 30 days.	Never	Rarely	Sometimes	Quite often	Extremely often
1. My job made me feel angry.					
2. My job made me feel anxious.					
3. My job made me feel at ease.					
4. My job made me feel bored.					
5. My job made me feel calm.					
6. My job made me feel content.					
7. My job made me feel depressed.					
8. My job made me feel discouraged.					
9. My job made me feel disgusted.					
10. My job made me feel ecstatic.					
11. My job made me feel energetic.					
12. My job made me feel enthusiastic.					
13. My job made me feel excited.					
14. My job made me feel fatigued.					
15. My job made me feel frightened.					
16. My job made me feel furious.					
17. My job made me feel gloomy.					
18. My job made me feel inspired.					
19. My job made me feel relaxed.					
20. My job made me feel satisfied.					

	<b>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</b>	<b>Disagree very much</b>	<b>Disagree moderately</b>	<b>Disagree slightly</b>	<b>Agree slightly</b>	<b>Agree moderately</b>	<b>Agree very much</b>
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

	<b>The following questions concern your beliefs about jobs in general. They do not refer only to your present job.</b>					
	Disagree very	Disagree	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1. On most jobs, people can pretty much accomplish whatever they set out to accomplish	1	2	3	4	5	6
2. If you know what you want out of a job, you can find a job that gives it to you	1	2	3	4	5	6
3. Getting the job you want is mostly a matter of luck	1	2	3	4	5	6
4. Promotions are usually a matter of good fortune	1	2	3	4	5	6
5. Promotions are given to employees who perform well on the job	1	2	3	4	5	6
6. It takes a lot of luck to be an outstanding employee on most jobs	1	2	3	4	5	6
7. People who perform their jobs well generally get rewarded	1	2	3	4	5	6
8. The main difference between people who make a lot of money and people who make a little money is luck	1	2	3	4	5	6

