

# A Study on Relationship between Levels of Locus of Control on Job Involvement with Reference to Private Sector Bank Employees

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## ABSTRACT

*Locus of Control refers to the extent to which individuals believe they can control events affecting them. Those individuals with internal Locus of Control believe that reinforcements are a result of personal effort, whereas individuals with an external Locus of Control believe that reinforcement occur as a result of forces outside their personal control. Job involvement means the commitment to a particular set of tasks where successful role performance is regarded as an end. In recent years the concept of Job Involvement has steadily gained importance because of its pivotal role is providing a link between performance of employees and the quality of working life. The sample size for this study is 99 and the area of this study is vellore district in Tamil Nadu. The scope limited due to the time and money constraint to private sectors only. This article focuses on the private sector bank employees and the level of locus of control and their impact on Job Involvement.*

## Keywords

*Internality, Externality, Job Involvement, Retention and Stress*

## INTRODUCTION

Locus of Control refers to an individual's perception of main cause of events in life. Internal control is the term used to describe the belief that control of future outcomes resides primarily in oneself while external Locus of Control refers to the expectancy that control is outside of oneself either in the hands of powerful other people or due to fate/chance. Level of involvement is directly related to the achievement of goal. There are different aspects of judging levels of job involvement in a job. For most of the people their family has the most importance in their lives. Some of the research studies predicted too much preference to the family will adversely affects the level of involvement in job because employees bears different sorts of pressure from his or her family. It will have effect

on the Job Involvement of employees. It is also observed from several studies that family preference often boosts up the spirits of an employee and he works with more zeal and zest and involvement in order to support his family by coming in the good books of his seniors through performance.

Here how bank employees tendency of Locus of Control and what extent they involve in their job are evaluated. As mentioned three different levels of Locus of Control is identified among bank employees, namely, external, neither external nor internal and internal. Similarly, the Job Involvement of bank employees is segmented in to two as low and high.

## REVIEWS

Lakshman & Mali (2011) observed positive correlation between internal Locus of Control and job satisfaction as well as between external Locus of Control and job satisfaction. Locus of Control (Baba et al., 2009) was found related to work family conflict and job satisfaction and work family conflict was related to job satisfaction. However, work-family conflict partially mediated the relationship between Locus of Control and job satisfaction. Munir & Sajid (2010) conducted a study to identify the Locus of Control as determinants of organizational commitment and found that participants with more internal Locus of Control are more likely to have high affective and normative commitment whereas participants with more external Locus of Control are more likely to have high continuance commitment. Khan, et al., (2012) conducted a study and reported that the teachers identified with internal Locus of Control reveal low level of stress as contrast to the teachers with external Locus of Control. Further they identified that high internal Locus of Control determines high coping and mediating ability of stress among the teachers and explored that teachers with external Locus of Control were more incline or prone to stress. Coleman and DeLeire (2003) presented a model for Locus of Control and education decisions, where Locus of

Control is not directly viewed as a skill, but rather as a character trait that influences education decisions via an individual's belief about the effect of education on expected earnings. Kasilingam (2009) found that majority of the Indian investors have a belief that the success in their investment activities mainly depend upon their effort and their decision making. But they have not only internal Locus of Control but also external Locus of Control because there is significant correlation between internal and external Locus of Control. Sri Suwarsi, and Nadia Budianti (2009) most Locus of Control employee at Bank X was on external category, with the number of respondents of 21 or 70% of population. Job Involvement on Bank X has been on very high category, indicated by average value of 4.28. Chuang, Kesici and Sahin (2008) explored the variations in democratic beliefs among teachers based on gender and Locus of Control. The study groups comprised of 286 teachers. The results demonstrated that the level of adherence to democratic beliefs on the part of female teachers was significantly higher than those of male teachers, especially in terms of equality and justice. Deepa Marina Rasquinha (2012) found that t value between government and private school male teachers is 2.21, which is significant

Jae Young Seo (2013) found that part-time workers did not have significantly influence on levels of job involvement and perceived distributive justice did not affect part-time faculty job involvement significantly. Mantler and Murphy (2005) studied faculty member's job involvement by randomly selecting 1,000 faculty members from Ten Canadian Universities. The mean level of job involvement was 3.02 (on a scale of 1-5), and the standard deviation of job involvement was .79. There were no significant differences in levels of job involvement by gender or rank. Singh Mishra (1990) found significant relationship among Job involvement, job satisfaction and participation among different category of bank employees. Dr. Nazir Ahmed Gilkar (2012) found Job involvement, sense of participation and job satisfaction are positively correlated and job satisfaction of highly involved and high participating subjects is significantly higher than low involved and low participating subject on all dimension of job satisfaction. Faizan Mohsan (2014) found that employee motivation, employee commitment and job involvement are positively correlated with each other and these relationships are significant.

Nasser S. Al-Kahtani and Zafrul Allam (2013) found mean job involvement of male and female banking personnel of

Kingdom of Saudi Arabia were differ significantly and there is no significant difference among male and female banking employees working in Kingdom of Saudi Arabia on Locus of Control. This findings have been supported by many researchers (Nasir et al. 2004; Padmavathi, 1995; Allam & Reddy, 2007; Nasir & Akhtar, 2009; Shah & Jalees, 2004; Bender et al., 2005; Allam & Harish, 2010; Ayub & Rafif, 2011; Saba et al., 2012; Ukeh and Kwahar, 2012). McShane & Von Glinow (2000) identified that individual characteristics such as sex, age, tenure, education, level of control, and need strength were found related to job involvement. In another investigation Allam and Nasir (2007) conducted a study among bank employees to explore the degree of job involvement among managers and subordinate staff. The findings suggested that bank manager were found significantly higher degree of job involvement than subordinate staff. Researchers, Allam & Rezene (2009) found that married and younger employees found significantly more job involved than their single and older counterparts. However, Ekmekci (2011) suggested that male and married employees were found significantly more involved in their job than female and single counterparts. Al-Kahatani (2012) initiated a study to probe the significant influence on organizational commitment in Saudi public sector organizations with certain demographic variables and job and work related variables. The result shows that job involvement and job satisfaction were found significantly related with organizational commitment.

Kimmons and Greenhaus (1976) reported a significant difference in the job involvement (measured by the Lodahl & Kejner, 1965 scale) of internal versus external oriented individuals as measured by 23 items of the Rotter (1966) scale,  $t = 2.79$ ;  $p < 0.05$ . Job involvement is related to three classes of working variables; personal characteristics, situational characteristics and work outcomes. The situational variables appear to have greater effect on the attitudes of low job-involved persons than on high-job involved person.

Rabinowitz and Hall (1977) have concluded that internality and involvement go hand in hand. Chandhuri (1975) divided 28 bank officers in to four groups in terms of this score on a Locus of Control measure and their evaluation of the organization in which they worked. Reitz and Jewel (1979) investigated the relationships between job involvement (measured by a 45-item Likert-scale by Greene) and Locus of Control (measured by Rotter's

Internal-External scale) for males and females from six different countries. The results indicate that the negative correlations between Locus of Control and job involvement scores imply that internals score higher on job involvement than externals, significantly in the case of males across cultural settings, but only true for females from Yugoslavia. Dailey (1980) Edwards & Walters (1980) Heaven (1994) Knoop (1981); Parasuraman & Alutto (1984) Remondet & Hansson (1991) indicates a positive relationship between internal Locus of Control and job involvement. Batlis (1980) Noe (1988) Reddy & Rahman (1984) indicates a non-significant relationship between internal Locus of Control and job involvement. The relationship seems therefore to be uncertain and needs further investigation. Menon, Sanjay T; Kotze, Elize. (2007) found female personnel reported lower levels of goal internalization, delegated responsibilities, **job involvement**, and organizational commitment compared to male personnel.

**ANALYSIS AND INTERPRETATIONS**

Here, the relationship between two measurement variables is evaluated in three ways. First, the relationship between level of Locus of Control and level of Job Involvement is evaluated using Cross tabulation analysis along with non-parametric Kruskal-Wallis ANOVA test. Second, Job Involvement scores among bank employee groups with different levels of Locus of Control are compared using one-way ANOVA (also called F test). The above analyses are carried out sector-wise (public and private sector), work nature wise (mutual fund, insurance and banking work nature) and for combined sample. Thirdly, a unique impact of Locus of Control on job involvement in the presence of demographic variables is assessed using multiple regression technique for combined sample. The results of the analysis are reported in tabular form and discussed in detail in the following part of this chapter.

Table 1 presents the results of cross tabulation between three levels of Locus of Control and two levels of Job Involvement form Private sector bank employees. From the perusal of the table, it is understood that the level of high Job Involvement increases with increase in the level of Locus of Control and vice versa. The number of cases with high Job Involvement is 67.9 per cent among external Locus of Control group, 74.4 per cent among neither external nor internal LOC group and 78.6 per cent among internal Locus of Control group. That is, number of cases

with high Job Involvement increases with increase in the level of Locus of Control.

**Table 1. LOC and JI among Private Sector Bank Employees**

Level of LOC	Level of Job Involvement		H Value	p Value
	Low	High		
Externality	32.1	67.9	0.84 <sup>NS</sup> (2,N=99)	0.66
Neither Externality Nor Internality	25.6	74.4		
Internality	21.4 (26.3)	78.6 (73.7)		

But the difference in the number of cases across private sector employee groups with three different level of Locus of Control is likely due to chance and not significantly statistically as H value obtained fro KW test is insignificant. So, it is concluded that there is no relationship between level of Locus of Control and level of Job Involvement of private sector bank employees. Hence the hypothesis “there is no significant relationship between Locus of Control and Job Involvement” is accepted.

Table 2 is depicted with F-test results comparing job involvement scores across three different levels of Locus of Control to identify the impact of Locus of Control on Job Involvement of private sector banks employees. As depicted in table, the mean job involvement score is more for internals (Mean = 79.96) compared to that of those among private sector bank employee groups with external (Mean = 78.18) and neither external nor internal (Mean = 78.16) Locus of Control.

**Table 2. One-Way ANOVA test**

Level of Locus of Control	N	F Value	P value
			0.72
Externality	28	0.33 NS	
Neither Externality Nor Internality	43		
Internality	28		
All Sample	99		

It is apparent that the job involvement is almost equal between two LOC groups other than Internals. However, from small and insignificant F value, it is well apparent that job involvement is same for three LOC groups. Very

small F value further indicates that LOC could explain very minimum amount of variance in Job involvement as between sum of square is much less than within sum of square. So, it is deduced that Locus of Control of the private sector bank employees does not have any influence on their job involvement. Hence the hypothesis “there is no significant relationship between Locus of Control and Job Involvement” is accepted.

## CONCLUSION

Banking sectors are facing stiff competition because of entry of new private sector banks. Private sector banks gives more services when compare to public sectors and it needs employees with high caliber to change the banking scenario. The outcome of the study will be very useful for all banks to improve the performance of employees by increasing level of job involvement and Locus of control. Banking industry can use the results of this study to improve retention, examine hiring practices, study and attempt to lower the effects of stress, increase job involvement, and encourage employees to take personal responsibility for their actions among managers.

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