JOB SATISFACTION AND WORK LOCUS OF CONTROL: AN EMPIRICAL STUDY AMONG EMPLOYEES OF AUTOMOTIVE INDUSTRIES IN INDIA

Dr. C. Swarnalatha, Professor & Head Department of Management Studies, Anna University of Technology Madurai, Tamilnadu, India, E-mail: swarna@autmdu.ac.in

Mr. G. SureshKrishna, Full Time Research Scholar, Anna University of Technology Madurai, Tamilnadu, India, E-mail: sureshmailnow@gmail.com

ABSTRACT

Over the past decade job satisfaction has been an extensively researched topic in the organizational studies literature. Modern automotive industries are constantly focused on gaining and maintaining competitive advantages in the marketplace, thus understanding as many variables as possible that lead to improved individual and organizational performance and job satisfaction are of special interests. This study examines the relationship between Job Satisfaction and Work locus of control by examining the variables of job satisfaction. This study investigated the relationship between work locus of control and Job satisfaction with creativity, independence, company, advancement. The study investigated the relationship of these measures in the Indian environment. The data was collected through the distribution of questionnaires among 525 employees of automotive industries selected through a stratified random sampling. The study findings show that there was a positive association between work locus of control and job satisfaction. The result of this study also showed that there is a significant relationship among different variables of job satisfaction. Further implications are discussed in terms of discussion and future researches.

Keywords: Job Performance, Job Satisfaction, Work Locus of Control, Automotive Industries.

1. INTRODUCTION

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment. Organizations represent the most complex social structures known today because of their dynamic nature. Employees are one of the role players in the organization, and it is through their involvement and commitment that the organization
becomes competitive. The concept of job satisfaction refers to the status of balance between employee’s needs and expectations towards work and their satisfaction. The phenomena of job satisfaction and motivation have been of interest to organizational researchers since the 1930s. A degree of employee job satisfaction, which is also the level of motivation and involvement in the performance of tasks, is affected by relations with superiors, clarity of rules in an organization, access to and availability of information on its strategy and development perspectives as well as on developmental opportunities. Extensive research proved that job satisfaction does not happen in isolation, as it is dependent on organizational variables such as pay, size, structure, working conditions and leadership, which constitute organizational climate. Employees were more satisfied when they felt they were rewarded fairly for the work they have done by making sure these rewards were for genuine contributions to the organization and consistent with the reward policies. One of the factors that have been found to be closely related to job satisfaction is locus of control. Locus of control is considered to be an important aspect of personality. The primary purpose of this study is to examine the relationship between work locus of control and various dimensions of job satisfaction to investigate the influence.

2. LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction has been defined and measured both as a global construct and as a concept with multiple dimensions of facets [1]. In general job satisfaction has been defined as “a function of the perceived relationship between what one wants from ones job and what one perceives it as offering” [2]. Employees are to be rewarded in a fair manner and these rewards could include a variety of benefits and perquisites other than monetary gains. Employees with higher job satisfaction were important as they believed that the organization would be of tremendous future in the long run and care about the quality of their work; hence they were more committed to the organization, have higher retention rates and tend to have higher productivity [3]. Job satisfaction is critical to retaining and attracting well-qualified personnel. Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Methodologically job satisfaction is an employee’s affective reaction to a job, based on a comparison between actual outcomes and desired outcomes [4]. On the other hand job satisfaction is defined as a personnel evaluation of conditions present in the job, or outcomes that arise as a result of having a job. Job satisfaction thus has to do with an individual’s perception and evaluation of his job, and this perception is influenced by the person’s unique circumstances like needs, values and expectations. Job satisfaction is generally recognized as a multifaceted construct that includes employee’s feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers [5]. Working conditions like clear staffing policy, clear channels of communication, and staff participation in decision making, security and good governance is having adverse effects on job satisfaction [6]. Work can have an important effect on the total quality of life of the employee [7]. Job satisfaction may also have an impact on employee behavior like absenteeism, complaints and grievances, frequent labor unrest and termination of employment [8]. More satisfied employees have more innovative activities in continuous quality improvement and more participation in decision-making in organizations [9]. Job satisfaction is also found to be positively-related to customer’s satisfaction [10].
2.2 Work Locus of Control

The concept of Locus of control was developed to measure a person’s generalized control belief in the organizational or work settings. The work related concept was initially developed by Spector [11], who showed it is an important and useful personality construct for explaining behavior in the work settings. This belief in personal control is domain specific and may affect many work related factors such as job performance, satisfaction, and turnover and leadership styles. This concept may be reflected in an individual’s context-free behavior; or may be reflected in domain-specific, reflecting to the individual’s workplace, wherein it is called “Work Locus of Control” and has been used in the research here. Locus of control refers to an individual’s perception about the underlying main causes of events in his life. Locus of control has been defined as the belief that an individual has the necessary behavioral skills and the individual will receive their determined reinforcements [12]. Locus of control in the workplace in particular has likewise been linked to employee well-being [13]. Locus of control influences relationship between job stressors and physical, psychological and behavioral outcomes [14]. The term locus of control simply refers to the extent to which one believes that events in one’s life are contingent on one’s own behavior. According to the internal-external locus of control construct, persons with internal expectancies for control of reinforcement believe that their own behavior determine the reinforcement they receive. These persons are called internals. A person with internal locus of control attributes change to himself and to his actions. Similarly a person who believes in external control of reinforcements attributes their outcomes to chance, luck, fate, powerful others and so on. Locus of control is a construct that measures the degree to which individuals believe that they are responsible for the consequences of their behavior. Research found that male culinary arts workers had a higher degree of internal locus of control than female culinary arts workers. Internal locus of control was significantly and positively correlated with employee job satisfaction [15].

3. OBJECTIVES OF THE STUDY

The objectives of the study are as follows

1. Find out the relationship between work locus of control and satisfaction with creativity on the job.
2. Find out the relationship between work locus of control and satisfaction with independence on the job.
3. Find out the relationship between work locus of control and satisfaction with company policies on the job.
4. Find out the relationship between work locus of control and satisfaction with advancement on the job.
5. Find out the relationship between work locus of control and job satisfaction with job in general.

4. PROBLEM DEFINITION

This study is conducted to address certain questions about employee job satisfaction in automotive industries. It would be worth examining the influence of employee job satisfaction in work locus of control. Other questions include: 1. to what extent is the level of
job satisfaction in Indian automotive industries? 2. Is there any relationship between employee job satisfaction and work locus of control? 3. Is there any relationship between work locus of control and variables of job satisfaction?

5. HYPOTHESIS OF THE STUDY

The hypotheses of the study are as follows:

1. There is a significant relationship between work locus of control and variables of job satisfaction (creativity, independence, company, advancement).

2. There is a significant relationship between work locus of control and level of job satisfaction.

6. METHODOLOGY

6.1 Research Framework

This study investigates the relationship between work locus of control and Employee job satisfaction among employees of automotive industries in India. Based on our literature review, the research framework and hypothesis are presented on fig.1.

![Research Framework](image)

**Fig.1 Research Framework**

6.2 Data and Sample

To gather data for this study, a random sample of 525 employees were selected from the population of Automotive Industries in India, number of workforce in these industries was 1205 employees. Of the 525 questionnaires returned, 15 were rejected due to incomplete responses and 510 responses were used for data analysis. Each questionnaire was personally handed and instructions were given to each employee before completing the questionnaire. In terms of demographic findings, (91.76%) of respondents were males, and the remaining (8.24%) were females. While looking at the age group of respondents, it is interested to note that (14%) of them were less than (25) years, whereas (39%) fell into the (25-34) age group, whereas (37%) fell into the (35-44) age group, only (10%) are above this age groups. As for the educational levels of these employees, the majority (77.7%) were secondary education holders, and some of those (16.6%) of these have higher education degree and the remaining (5.7%) of the employees were university certificate holders.
7. MEASUREMENT

7.1 Work Locus of Control

The scale for work locus of control is based on Work Locus of Control Scale (WLCS) [11]. The items were measured using a 6-point scale, with response categories ranging from 1 (disagree very much), 2 (disagreed), 3 (disagreed slightly), 4 (agree slightly), 5 (agreed moderately) and 6 (agree very much). Spector work locus of control scale is a 16-items scale.

7.2 Employee Job Satisfaction

A standard job satisfaction questionnaire, was used to assess the level of job satisfaction among employees. The questionnaire consists of 7-items. A five-point Likert scale was used to measure the responses to each item (from strongly disagree 1 to strongly agree 5).

8. RESEARCH RESULTS

In order to achieve the objective of the study and to test the hypothesis, data about employees were collected. Employees age, gender, and educational level were investigated to see if there any significant the employees and work locus of control. Results showed that there is a significant relationship between age, gender and educational level and work locus of control. The results of the demographic analysis are shown below in Table (1), (2) and (3).

<table>
<thead>
<tr>
<th>Table.1 Demographic variable – Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table. 2 Demographic variable – Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>Less than 25 years</td>
</tr>
<tr>
<td>25 to 35 years</td>
</tr>
<tr>
<td>35 to 44 years</td>
</tr>
<tr>
<td>45 and more</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>Demographic Variable – Education</td>
</tr>
<tr>
<td>----------------------------------</td>
</tr>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Secondary education</td>
</tr>
<tr>
<td>Higher education</td>
</tr>
<tr>
<td>University</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

### 8.1 One-Way Anova

One-way ANOVA helps to know the degree of variance between one variable and other variables. It’s also used to measure how demographic variables will have an impact on particular variable. Table (4) shows the One-way ANOVA between demographic factors and Locus of control.

<table>
<thead>
<tr>
<th>Demographic Variables</th>
<th>Sum of squares</th>
<th>Mean squares</th>
<th>df</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>64.657</td>
<td>15.795</td>
<td>4</td>
<td>57.833</td>
<td>0.039</td>
</tr>
<tr>
<td>Age</td>
<td>0.328</td>
<td>6.321</td>
<td>4</td>
<td>0.640</td>
<td>0.024</td>
</tr>
<tr>
<td>Education</td>
<td>0.684</td>
<td>0.480</td>
<td>4</td>
<td>2.521</td>
<td>0.007</td>
</tr>
</tbody>
</table>

Using One-way ANOVA between demographic factors and Locus of control, the results showed that there is a significant relationship since the value of sig is less than 0.05 for age, gender and education. This shows that there is a significant variance among the groups. To test the significant level of first and second hypothesis table (5) shows the means and standard deviations, and zero-order correlations among the variables of job satisfaction and work locus of control. The results showed the strong relationship between dimensions of job satisfaction and work locus of control and the relationship between work locus of control and level of job satisfaction were positively correlated. All dimensions of job satisfaction were positively correlated with work locus of control. This implies that work locus of control leads to job satisfaction and the relationship between work locus of control and level of job satisfaction exists. Table (6) shows that work locus of control was positively related to employees overall satisfaction with their job.
9. DISCUSSION AND IMPLICATION

This study explores employee job satisfaction in the form of variables like creativity, independence, company and advancement and to examine how these variables correlate with work locus of control and how it leads to Employee job satisfaction. The relationship between demographic factors like age, gender and education and work locus of control showed a significant relationship. The findings revealed there is a positive association exists between variables of job satisfaction and work locus of control. This finding suggests that work locus of control is an antecedent to employee job satisfaction. The findings are consistent with the results of previous studies [16].

10. FUTURE RESEARCH

This study investigated larger sample size to prove the worth of the findings. It is important for future research to go for other regions and forecast a comparison between the job satisfaction factors and work locus of control among the industries. For future research an
environment of not for profit and government organizations in India can be considered for research so that findings can be generalized across the whole population of India. Future research can also adopt different techniques of implementation and other variables can be considered for determining and examining the true relationship that exists between work locus of control and job satisfaction. To extend the study further the potential spillover of outcome variables in the work domain should be examined.

REFERENCES