

WORK LOCUS OF CONTROL AS THE DETERMINANT OF WORK LIFE BALANCE AND JOB SATISFACTION IN GAZETTED ADMINISTRATIVE OFFICERS

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ABSTRACT

Objective: To find the predictive relationship of locus of control with work life balance and job satisfaction.

Study Design: Correlational study.

Place and Duration of Study: Department of Psychology, University of Gujrat, Sialkot Sub-campus, from May 2017 to Dec 2018.

Methodology: A sample of 150 Gazetted administrative offices of 17 grade and above was collected from various government organizations of Gujrat and Sialkot City, Punjab, Pakistan. The sample age ranges from 30-60 years. Work locus of control scale, work life balance scale and Minnesota satisfaction questionnaire were implemented to measure locus of control, work life balance and job satisfaction respectively.

Results: Path analysis was carried out by using Amos Graphic. Model summary revealed that locus of control was a significant predictor of work life balance and job satisfaction ($p \leq 0.001$)

Conclusion: The present study supported the predictive relationship of locus of control with work-life balance and job satisfaction among administrative officers. The findings of the current study will be provided the key information to the policy makers with that they can manage the work-life balance and job satisfaction by working on locus of control.

Keywords: Administrators officers, Job satisfaction, Work locus of control, Work life balance.

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INTRODUCTION

Work-life balance is about creating and maintaining supportive and healthy work environments, which enable employees to have balance between work and personal responsibilities¹, and thus strengthen employee loyalty and productivity. Work life balance always has been a concerning point for those who are concerned with the excellence of official life and its relevance to a wider excellence of life². Today's workers have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they reside. Work-life conflict is a serious problem that impacts workers, their employers and communities. It seems that this problem is increasing over the time due to high female labor force participation rates, increasing

numbers of single parent families, the predominance of the dual-earner family and emerging trends such as elder care. It is further exasperated with globalization, an aging population, and historically low unemployment³. Work life balance is desirable because it can lessen the work burden and increase productivity⁴.

One would suppose a person is satisfied when his or her expectations or desires or requirements have been met. Job satisfaction describes to how much extent an individual is pleased, comfortable or satisfied with his or her job⁵.

Job satisfaction is one of the important factors that have drawn attention of the organization as well as academicians. In view of the rising competition as a result of globalization, managers have placed great importance on the construct of job satisfaction. This may be due to the findings of many studies that job satisfaction is a significant determinant of organizational commitment. Highly satisfied employees will exert extra effort and contribute positively to the

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effectiveness and efficiency of their organizations. Furthermore, job satisfaction will lead to better performance and the employees will be more committed towards their organization.

Job satisfaction is desirable because it is linked with many desirable things like employee empowerment, workplace environment and job loyalty^{5,6}.

Employee job satisfaction in the workplace is one of the important objectives of human resource managers and practitioners for better performance and productivity. Job satisfaction is a psychological state of human mind and it is subjective to individual experience and expectation. Personality often plays an influential role. Control is expressed as a tendency to feel and act as if one is influential. Locus of control can be considered, a combination of one's values, beliefs, past experiences, and cultural influence on one's life and behavior. Individuals with an internal locus of control believe their reinforcements are contingent on their own behavior, capacities, and attributes while individuals with external locus of control believe their reinforcements are under the control of powerful others.

Individuals with high internal locus of control believe that events result primarily from their own behavior and actions. Since they feel that they have choice in their lives and have a control over their circumstances feeling happier, freer, and less stressful. On the other hand, the individuals with an external locus of control are more susceptible to depression as well as other health problems. Under stress, they have the feelings of helplessness, shame, grief and anxiety^{6,7}.

Chen and Silverthorne¹¹ have also stated that these potentials of the persons with inner locus of control have significant influence upon performance of work. In the work-place locus of control can distinguish workers who have faith in that they can control their work and surroundings through their own action who are more or fewer self-reliant. The distinctive change in the faith

of own control among inner and outer, will influence performance level⁷.

Moreover, work locus of control affects job satisfaction. Personal factors are perceived to be more impacting than the professional ones on work life balance. In the same line, Gaus, and Ac conducted research on locus of control, job satisfaction, and occupation pressure between the woman head educators at primary schools. Findings revealed that there was an important correlation among inner locus of control and job satisfaction of the woman head educators at the elementary schools. Researcher found that there is an optimistic relationship among the inner locus of control and job satisfaction. In the same line a study came out with the findings that internal locus of control and satisfaction with work-life balance was correlated. Likewise, another study states that for those with an external locus of control, as they move towards having an internal locus of control the interference of work with their personal life is decreased^{5,9}.

In an international study affirmed that the locus of control and level of job satisfaction among private international school teachers in Sultanate of Oman. The descriptive research design was adopted and simple random sampling was chosen for study. The population comprised of eight private international schools in Muscat. The study identified the phenomena related to locus of control and job satisfaction among teachers. The result indicated that the teachers of private international school were primarily driven by internal locus of control and their level of job satisfaction is high. Male teachers were found to have slightly more internal locus of control compared to the female as the score for male teachers. In the same line, a study on academic members revealed that job satisfaction is linked with satisfaction with work-life balance^{5,8,10}

The current study is being planned to find the relation of locus of control, work life balance, and job satisfaction between administrative officers. Administrative officers face hurdles in

their lives due to environmental factors which affect their jobs as well as their personal life.

METHODOLOGY

Participants

Correlational research design was implied for the current investigation. A sample of 150 administrators of 17 grade and above recruited from various government organizations of Gujrat and Sialkot City, Punjab, Pakistan.

Only those administrators who have 17 grade or above were included. Only administrator working on administrative post in government organization were included. While Non-administrative officers were excluded from this research. Administrators below 17 grade were excluded. Administrators of private organizations were also excluded.

Instruments

Demographic form

The demographic form includes (name, age, education, sex, family structure, family income, earning members, marital status, nature of job, grade, number of siblings, birth order).

Work Life Balance Scale: Hayman¹¹ adapted work life balance scale originally developed by Fisher (2001) was implied. The measure contained of 15 items, planned to measure 3 aspects of work life balance, i.e., work interfering with personal life (WIPL-7 items), personal life interfering with work (PLIW-4 items), and work/personal life enrichment (WPLE-4 items). Cronbach alpha coefficient was 0.93 for work interfering with personal life, 0.85 for personal life interfering with work and 0.69 for work/personal life enrichment.

Work locus of control scale: Work locus of control scale formulated by Spector²⁰ was implied to assess the locus of control of workers. High scores on the work locus of control measure designate externality, while less scores designate internality. The measure has inner constancy (coefficient alpha) of 0.75 to 0.85.

Minnesota Satisfaction Questionnaire (MSQ): Minnesota Satisfaction Questionnaire (MSQ) 21 was implied to measure satisfaction with numerous features of job and job situations. It is 20 items 5-point Likert scale. Cronbach alpha reliability of the scale is 0.90 while test-retest reliability coefficient was 0.89 over one-week.

Procedure

The procedures and materials used were approved and reviewed by advance studies and research board (ASBR), University of Gujrat,

Table-I: Gender, age and family structure of the administrators (n=150).

| Variables | Frequency | Percentage |
|--------------------|-----------|------------|
| Gender | | |
| Male | 114 | 76 |
| Females | 36 | 24 |
| Age (years) | | |
| 30-40 | 100 | 66.7 |
| 41 | 39 | 26 |
| 51 | 11 | 7.3 |

Table-II: Education and working grades of the administrators (n=150).

| Variables | Frequency | Percentage |
|------------------------|-----------|------------|
| Education | | |
| Graduation | 21 | 14 |
| Masters | 104 | 69.3 |
| M.Phil. | 19 | 12.7 |
| PhD. | 6 | 4 |
| Working Grades | | |
| 17 th Grade | 74 | 49.3 |
| 18 th Grade | 52 | 34.7 |
| 19 th Grade | 20 | 13.3 |
| 20 th Grade | 3 | 2 |
| 21 st Grade | 1 | 0.7 |

Pakistan. All suggestions and recommendations regarding amendments in the research procedure were followed. Core ethical principal respect for rights, anonymity and dignity of respondents, competence, integrity responsibility and confidentiality were strictly followed.

Sample was collected from various government organizations located in Gujrat and Sialkot city. After meeting with the heads of institutions of selected organizations (whose authorities and employees have given their consent for participa-

tion in the research) only those administrators were included who were working on 17 grade and above. To identify such administrator researcher took help of the head and administrative staff. For data gathering, concerned organizations establishments were approached with the authority letter, consent form, and copy of all scales. After getting permission, the researcher proceeded further. Considering the convenience of organization and employees, all the data was collected during working hours. All participants were required to sign an informed consent. Further, participants were assured about the confidentiality and anonymity of their responses.

Statistical analysis

All statistical analysis was done through statistical package for social sciences (SPSS, V-20.00) and Amos graphic²¹.

RESULTS

The sample age range was 30 to 60 years (male=114; females=36). Their education was

control, work-life balance and job satisfaction among administrative officers of different organizations. The findings of the present research demonstrated that all core research variables were absolutely connected to one another. Path analysis revealed that work locus of control is a significant determinant of work life balance and job satisfaction in administrators. When work locus of control goes up by 1, work life balance goes up by 0.982. When work locus of control goes up by 1, job satisfaction goes up by 1.688.

Attaining a better stability among work and family responsibilities is a rising concern for current staffs and administrators. There is now rising indication connecting work-life imbalance to reduced fitness and comfort between persons and families. It is not unexpected that there is cumulative interest between organizational investors (e.g. CEOs, HR directors) for presenting work life balance strategies in their administrations^{14,18}.

Furthermore, in any organization, worker

Table-III: Model Fit Summary (n=150).

| p-value | RMSEA | CMIN/DF | CFI | GFI | AGFI | IFI | TLI |
|---------|-------|---------|------|------|------|------|------|
| <0.001 | 0.04 | 1.35 | 0.99 | 0.99 | 0.96 | 0.99 | 0.98 |

from graduation to PhD. For the evaluation of the results descriptive statistics and path analysis

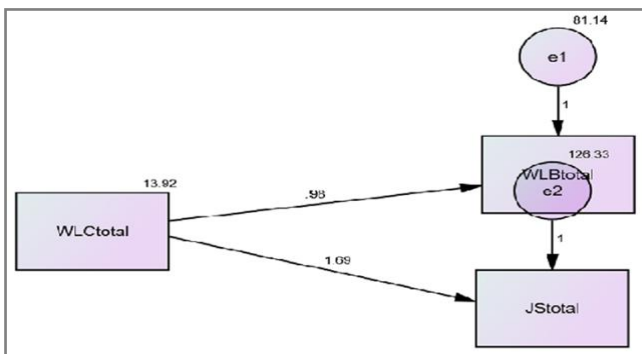


Figure: Path analysis for work locus of control, work-life balance and job satisfaction.

WLCtotal= Work locus of control, WLBtotal= Work life balance, JStotal= Job satisfaction.

were used.

DISCUSSION

The goal of the current investigation was to discover the relations among work locus of

job satisfaction is highly desirable. A contented individual can perform better both at home and workplace as compared to the individual who is not satisfied^{19,22}. In this respect it is significant to discover out the relationship of work locus of control and job satisfaction of workers who are working in various administrative regions. Administrators with high work locus of control are contented with their occupations than the persons with low work locus of control. The findings of the current research are in alliance with the preceding ones. A study revealed that there is a positive correlation between locus of control and job satisfaction²³. Furthermore, higher level of locus of control made the employee more satisfied²⁴. With the same findings another research endorses that there is a relationship between job satisfaction and locus of control²⁵.

Work life balance has numerous advantages for an association. Employees with better work

life balance would be capable to impact efficiently with promises not only at job, rather for family as well. Better work-life balance strategy will enable them to manage job and family problems efficiently. Finding of the pre-sent study revealed that work locus of control which is a behavioral variable, has an important relation with work-life balance. Previous study supported the findings that work-life balance is positively affected by an increased level of control¹⁶ while another study has a contradictory finding that there is no significant relationship between locus of control and work-life balance. Furthermore, internal locus of control and satisfaction with work-life balance were correlated. Moreover, another study endorses the interaction of the three. Locus of control, job satisfaction and work-family conflict are found to be linked and locus of control can result in work-family conflict which can consequently lead to a reduction in job satisfaction.

CONCLUSION

The correlation among the central research hypotheses that work-life balance was meaningfully associated with work locus of control and job satisfaction. The outcomes were also in favor of all hypotheses with a slight variation in demographic and occupation variables of the sample. Administrative officers who maintained work-life balance and work locus of control also showed higher level of job satisfaction. Further, they performed their duties very well at work place as well as at their home settings.

CONFLICT OF INTEREST

This study has no conflict of interest to be declared by any authors.

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