



LOCUS OF CONTROL - IMPACT ON PLANNED BEHAVIOUR AND DECISION MAKING IN WORKING WOMEN

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ABSTRACT: The term "Locus of control" (LoC) as a concept in psychology was originally developed by Julian Rotter in the 1960s. It refers to an individual's perception of the underlying causes of events (outcomes) in life. The locus of control can be internal or external. It can impact the choices and preferences people exercise in their personal and professional life. Employees tend to attribute their performance, results, or career goal achievement being caused by "significant others" -it could be boss, customer, system etc. Most of the time, employees avoid introspection in case of failure, people with such behaviour have an external locus of control. In contrast, some employees attribute their ability to succeed or fail to their own ability to do or not do the desired action. Employees with such behaviour seem to possess an internal locus of control. Applying the concept of locus of control to gender studies, it is found that a large section of women attributes their lack of career growth to external factors - boss, policies, work environment, family. A very small section of women, attribute their career events to their action Such women are generally more achievement-oriented and self-confident. They seem to rely on capability and calibre. They believe that their career progression is a result of "their inherent characteristics, agency and a desire to seize challenge that leads to intrinsic satisfaction (Carvalho, Costa, Lykke, & Torres, 2018). According to Carvalho et al, 2018 women who achieve career goals downplay the impact of structural enablers and barriers. With this backdrop, the researchers in this article are making an attempt to understand the relationship between locus of control and behaviour at the workplace for employees in general and women in particular. Behaviour at the workplace has been studied with special reference to planned behaviour and decision making that seem to have maximum impact on professional conduct and success for women as well as other employees.

Keywords: Locus of Control, Women, Workplace, Planned Behaviour, Decision Making, India

I. INTRODUCTION:

The modern organisations have greater potential to create a workplace where there is more equality, less prejudice and inclusive gender policies as compared to the traditional ones but is largely dominated by men. This is common for across levels of hierarchy at the workplace. Claudia Fritz et al (2017) also reinforced that women are still in minority as far as leadership roles are concerned, although there are a greater number of women reaching there. Eastern Europe has emerged as an undisputed leader in the space of inclusion of women in leadership roles by creating the leadership pipelines, widely diverse in gender (Catalyst, 2018). Grant Thornton's 2018 rankings have reported 87% of Eastern European businesses with minimum one woman occupying the role senior leadership role, whereas other 36% of businesses have also seen women rising to the senior leadership positions. However, the global data is not very overwhelming indicating that women presence in leadership roles is diminishing. It was also discovered that women across the globe held only 24 % of leadership roles in the organisations, which is again 25% less than the numbers reported in 2017. It was also disheartening to understand that Fortune 500 companies also saw a drop of 25% women representation at the top brass in their system. The year 2018 also saw a drop from 6% to 5% women leader from the previous year and the data is not very encouraging. Studies indicate that women tend to destabilize and undermine themselves resulting in their poor performance as compared to the men in similar roles. This may be a byproduct of their fear conditioning and extinction learning (Baker-Andresen, Flavell, Li, & Bredy, 2013; Baran et al., 2009, 2010; Fenton et al., 2014).

It is needless to say that, the "Glass Ceiling" is still an invisible barrier restricts women from growing organically into senior roles in the organisations. There is no doubt on the fact that men are considered as undisputed business leaders across the globe and the data cited above support the same. According to Noor, Noraini (2002), society and business still have stereotypical gender role expectations. The men are expected to be the breadwinners and women should nurture the family. These limiting mindsets have been seen as the major hurdles to women attaining leadership positions in the organisations (Carli and Eagly, 2016; Eagly and Carli, 2007; Rudman and Glick, 2001). These hurdles tend to not only limit their

opportunities at the workplace but also discourage them to dream big. The very communal nature of women, many a time leads to the bias favouring men for senior leadership positions. (Eagly and Karau, 2002; Heilman, 2001; Lyness and Heilman, 2006). In addition to the above, Eagly and Carli (2007) discussed that women's leadership journey is rather full of struggle and reaching the top echelons is not easy for them in most instances. This labyrinth metaphor is working against women in modern times also (Carli and Eagly, 2016; Kark and Eagly, 2010).

Self-concept refer to the how one thinks about self, how does one evaluate and perceive oneself. According to Baumeister (1999) self-concept is "The individual's belief about self, including the person's attributes and who and what the self is". According to Rogers, one's self-concept influences how one regards oneself as well as one's environment. Self-concept is defined as the value that an individual places on self-characteristics, qualities, abilities, and actions (Woolfolk 2001). An individual develops self-concept through interaction with environment and reflecting on those interactions, it is definitely not a inborn concept. This aspect of self-concept is important because it indicates that it can be modified or changed (Franken 1994). The way individuals view themselves accounts to a large extent for their success. Further, the researcher Kay Diesterhaft (1983) suggested that self-concept and locus of control are closely related to academic achievement, attitudes, ability, and performance. These relationships were stronger for the female group than the male group. According to Sherman et al (2007), both males and females are becoming more external. Females, however, tend to be more external than males on the most locus of control measures cited above. There are also gender differences in perceptions of control across behavioural domains. There are two aspects in which differences in gender can be found - perception control over interpersonal relationships and uncontrollable events in life. Males relate internality to achievement than women do and internality seems to be a better predictor of social adaptation for females than for males. This can be attributed to the social conditioning of men as provider and women as homemaker and caregiver. Therefore, it is imperative to understand the Locus of control in detail to deliberate on the above correlation more resourcefully.

The concept "Locus of Control", was first developed by Julian B. Rotter (Rotter, 1966). According to the researcher, it is a personality dimension that is instrumental in explaining one's behaviour. It refers to a degree of control people perceive their life events that are more likely to impact them. This also leads to believe that they are the masters of their life and every outcome they experience is a result of their own choices and behaviours. Locus of control is defined as a person's tendency to see events as being controlled internally or externally (Rotter, 1966; Lloyd & Hastinhs, 2009; French & Shojaee, 2014). This tendency characterizes a person's perspective about self-independence and control by others (Corsini, 1999). People with an internal locus of control perceive that they are capable of influencing the results expected from their work positively. The same can be enhanced with their continued efforts, improved skills and personal characteristics. Whereas the people with an external locus of control are more likely to attribute their success or failure to various external elements around They are more likely to stress upon the importance of luck or chance rather than their efforts and are said to have an external locus of control orientation (Schultz & Schultz, 2011). It has been observed that people with an internal locus of control exhibit adaptive behaviours (Demellow & Imms, 1999; Peterson et al., 1993 & Rothbaum et al., 1982, Hayadeh, 2004). It does not refer to one situation or context. There is health locus of control, marital locus of control, parental locus of control & Work Locus of Control.

As suggested by Personality and Social Psychology Bulletin (2014), there is a variation in the locus of control as predicted by daily hassles and anxiety, hassles were associated with reports of lower levels of control.

Work locus of control represents the extent to which people attribute rewards at work to their behaviour – People who perform their jobs well generally get rewarded and most people are capable of doing their jobs well if they make effort – Spector -1988(Timble -No 2) (did seminal research on co-relation of work LoC and work criteria) as quoted by Qian Wang. Internal locus of control is predisposed to consider the work environment positively while external locus of control is predisposed to consider the work environment negatively. Internals are more likely to set challenging goals and achieve them compared to the externals. Goal setting itself ensures higher performance. Internals have better social relations and are more considerate at the workplace. Internals are engaged in more problem-focused coping behaviours than externals.

With this backdrop, the researchers are trying to study work locus of control in the context of women. It is the need of the hour with the large number of women joining the workforce and the leakages at various

levels of the career progression makes it imperative to find out what makes women stick around and progress despite all the obstacles.

II. LITERATURE REVIEW:

Study of work locus of control in the context of women is needed with 33%% of women joining the workforce and the leakages at various levels of the career progression makes it imperative to find out what makes few women stick around and progress despite all the obstacles (Das Sonali, Jain-Chandra, Kochhar Sonali, Kumar Kalpana, 2015; Verick, 2011).

The root of locus of control concept lies in the observation by the psychologist that some clients changed their behaviour after certain experiences, which was attributed to their belief systems. (Marks, 1998) . Locus of control, self-efficacy and neuroticism along with self-esteem form the core of the constructs that individual bases one's self-evaluation(Cobb-clark, 2015; Judge & Bono, 2001; Ng, Sorensen, & Eby, 2006). The big five personality traits are neuroticism, extraversion, agreeableness, conscientiousness, and openness to experience. LoC is closely related to neuroticism (Ng et al., 2006).

Locus of control should be considered both a state and trait level construct in future research (Ryon & Gleason, 2014). Generalized locus of control at the highest level in the hierarchical construct (Cobb-clark, 2015; Wang, Bowling, & Eschleman, 2010). It does not refer to one situation or context(Wang et al., 2010). Although Spector (1988) conducted the study with LoC as a single factor later (1992) found the evidence of two-factor structure - internality and externality(Macan, Therese Hoff, Trusty, Micheal L ; Trimble, 1996). There is health locus of control, marital locus of control, parental locus of control. Skinner in his research in 1996 found more than 100 constructs of control(Ng et al., 2006). Self-efficacy is in the context of specific action or behaviour while LoC is a general belief that is stable through the various situation(Cobb-clark, 2015). However, more and more studies find LoC and personality traits to varying with age or life events (Preuss, 2018). In a 20 years longitudinal study over 4 generations, it was found the mean level of personal control became more internal. Internality was seen in young adults while the oldest generation of women was consistently the most external sub-group(Gatz & Karel, 1993) . Locus of control is malleable and is potentially malleable, although there is no direct study to relate the impact of policy intervention in shaping the non-cognitive skills specifically locus of control(Cobb-clark, 2015). Internals are those who believe that they are masters of their fate and, therefore, often are confident, alert, and directive in attempting to control their external environments. They perceive a strong link between their actions and consequences(Ng et al., 2006)

Work settings provide so much opportunity for assessment – from absenteeism to ratings of efficiency, competence, burnout and role attainments – they seem most appropriate areas in which social learning variables could be used (Lefcourt, 1984; Zigarmi, Galloway, & Roberts, 2018). Locus of control is related to job motivation, employee wellbeing, efforts to assert control at work, job satisfaction, turnover, performance, leadership style (Cobb-clark, 2015; Macan, Therese Hoff, Trusty, Micheal L ; Trimble, 1996). A large part of a person's life is spent working. Hence it is reasonable to expect that work tasks, together with the organisational structure in which they are performed, should have a considerable effect on a person's expectations and personality. (Lefcourt, 1984). Work locus of control represents the extent to which people attribute rewards at work to their behaviour – People who perform their jobs well generally get rewarded and most people are capable of doing their jobs well if they make effort. Conversely, individual expectancies and personality may determine behaviours that lead to changes in organizational processes and structures. However, relatively little research is available that is relevant to understanding the interplay between work and personality(Lefcourt, 1984). Spector -1988 did seminal research on the correlation of work LoC and work criteria(Wang et al., 2010). Spector found that the work locus of control has a greater co-relation with organizational variables than general measures of locus of control. Internals tend to be more satisfied with their job and career, more committed to the organization and stay longer(Macan, Therese Hoff, Trusty, Micheal L ; Trimble, 1996).

Internal locus of control is predisposed to consider the work environment positively while external locus of control is predisposed to consider the work environment negatively (Upasna, 2016; Wang et al., 2010). Internals are more likely to set challenging goals and achieve them compared to the externals(Upasna, 2016; Wang et al., 2010). Goal setting itself ensures higher performance. Internals have better social relations and are more considerate at the workplace. Internals are engaged in more problem-focused coping behaviours than externals (Wang et al., 2010). The differences between internal and external subjects may be due to differences in their ability. The strength of the relationship between locus of

control and vocational indecision varies with ability. Internals are ideal and externals are realistic about their assessment about the job market, demand for their skills, obligations to friends and family and cost of training. The reasons for why high ability externals were more indecisive than high ability internals is yet to be studied (Lefcourt, 1984). Internals sometimes report more effort than externals in career planning (Lefcourt, 1984). Internals are more likely to get jobs with high income, skill utilization and influence (Lefcourt, 1984). There is also this question if internals achieves higher career growth than externals or is the locus of control a consequence of career achievement or does this happen simultaneously? (Lefcourt, 1984). Employees with a relatively low locus of control score (internal) were more likely than high scorers (external) to have obtained jobs that were higher on skill utilization, influence and income. (Lefcourt, 1984). It appears that internals tends to gravitate toward jobs that allow them greater opportunities for using their skills and exercising influence (Lefcourt, 1984). Internals seeks out complex jobs, leverage good education and family background, experience, less job stress, experience growth both in career and monetary, job satisfaction and a higher rate of reemployment, have better chances of reemployment, are more satisfied with their jobs, committed to an organization, and chances of working long term full time are higher (Cobb-clark, 2015; Macan, Therese Hoff, Trusty, Micheal L; Trimble, 1996). Internals could show greater job mobility than externals because of the nature of their career planning and job choice. Second, they could acquire such jobs because they perform better than externals through greater effort and work motivation, thus increasing their likelihood of promotion. Internals are more likely to be promoted than externals because they choose task behaviours that approximate more closely the behaviors required for optimal job performance. (Lefcourt, 1984). Locus of control has a direct bearing on the wage outcome. Young people with internal locus of control believe that higher education increases the chances of higher wages(Cobb-clark, 2015).

Internals performed better in participative decision groups than directive leader groups, whereas externals performed better in directive leader groups than in participative groups.

Where skills are rewarded, the internals is better than externals (Lefcourt, 1984). The raters may evaluate performance not based on actual achievement but the basis if exhibited behaviour and attitudes of internals and externals. It may be possible that the rater considers goal-directed, inquisitive and persistent behaviour leads to high performance. (Lefcourt, 1984).

When compared to externals, internals use behavioural rather than emotional responses to stress, display less structuring behaviour in groups, comply less with leaders, and show work-group cooperation, self-reliance, courtesy, and compliance with rules. Externals, on the other hand, might be more effective than internals in situations requiring more responsiveness to influence communications (Lefcourt, 1984).

Internals are more likely to engage in behaviour that changes a stressful situation in a manner that facilitates the achievement of valued goals. Externals experience more stress than internals as their behaviour is less task-directed. Externals may be more predisposed to identify external constraints on their behaviour than internals, who might seek to deny or repress limitations on their behaviour. (Lefcourt, 1984). Internals may be more likely to deny constraints on their behaviour, whereas externals may exaggerate environmental constraints(Lefcourt, 1984).

Locus of control when studies with self-esteem and hopefulness/ hopelessness, has shown that those who have an internal locus of control do not perceive support from family and friends and have a tendency to get into depression and stress. The externals manage stress by interaction with significant others and deal with a stressful situation (Mutlu, Balbag, & Cemrek, 2010). Stress theory states that family reorganization, triggered by parental separation or new partnering, imposes stress on parents and children, results in alteration of emotional bonds and might encourage problematic behaviour in the children(Peter & Spiess, 2016)

It has also been observed that an individual LOC also determines each person's subjective expectations regarding the rate at which return of investment materialises. It suggests that people with internal LoC are more likely to make investments for a secure future as compared to the people external LOC. Whereas the mothers with internal LOC orientation will be prone to investing in the development of skills of child/ children throughout their lives. (Lekfuangfu, Powdthavee, Warrinnier, & Cornaglia, 2018).

According to Deborah Clary et al. four channels through which individuals LoC affects investment decisions are deliberated further. Internal LoC individuals are more forward-looking, they may derive greater utility or satisfaction out of every investment they make, every investment of theirs may result in must superior outcomes as they have the believe in the efficiency of their input. This may lead them to make better investment and decisions around it (Lekfuangfu et al., 2018).

A study using Creates Career Maturity Inventory to measure the involvement in the process of vocational choices, it was found that the internals has better maturity scores than externals and LoC was found to interact with vocational choices as a predictor of maturity, where vocational maturity for non-traditional in case of internals was higher than the externals(Lefcourt, 1984).

Young women who are internally oriented are more likely to choose non-traditional occupations as ideal choices than are externals. These studies do not provide information about the effort subjects expended in making vocational choices. Mastery in a vocation does not co-relate with I-E scale. Non-traditional women occupations have higher occupational prestige. One problem with assessing the contribution of locus of control to vocational decisions is that most studies have not considered the role of scholastic ability in determining both vocational decisions and locus of control.

External locus of control is positively related to role stress factors; indirectly and positively related to emotional exhaustion and negatively related to job satisfaction(Hamwi, Rutherford, Boles, & Madupalli, 2014)Perceived supervisor support and internal locus of control not only have direct effects on job satisfaction but also significantly moderate the relationship between work-family conflict and job satisfaction(Hsu, 2011). Existing western socio-cultural preference was that it is always better to take charge of personal situation. This influenced the development of internal locus of control but considering that internal locus of control may be always beneficial for a person may not be correct always(Marks, 1998). Western culture has always placed a high value on personal autonomy and this value is reflected in the development of Locus of control concept. The belief system in western society is that hard work of the individual has an impact on social achievement(Marks, 1998)

The theory of planned behaviour was developed by Ajzen in the years 1988, 1991, and 2001. The construct focusses on human action. According to this theory, there are three influences or factor that determine human behaviour - the belief about the consequences or attributes of behaviour (behavioural beliefs) or expectations of other behaviour (normative beliefs) and belief about the presence of factors which facilitate or hinder the actual performance of the behaviour (control beliefs) (Sparks, Ajzen, & Hall-box, 2002). Perceived behavioural control can strengthen the intentions which in turn increases the chances of actioning the behaviour, effort and perseverance even in the most unrealistic situation. PCB is the ability to perform a particular behaviour whereas self-efficacy is the belief about one's capabilities to control one's behaviour and events that affect their lives. Perceived control over an outcome or event is independent of the internal or external locus of factors responsible " For instance, fear of flying is an internal factor but people may nevertheless feel that they have little control over it." (Sparks et al., 2002)

A worker's perception of control increases the intensity of the job search and chances of Job to Job transition (Ahn, 2015; Bowles, Gintis, & Osborne, 2001; Cobb-clark, 2015). Externals believe that their search effort does not affect the arrival rate of job offer whereas internals believe that with the increase in search intensity the probability of landing a job increases(Ahn, 2015)

Besides the organizational and job characteristics, personal characteristics (beliefs, value, interest or traits) has an impact on work cognitions and affective inferences as well as job wellbeing and work intentions resulting in organizational role behaviours (can be positive or negative) and job role behaviours (can be positive or negative) (Zigarmi et al., 2018).

An individual's decision about investment in health, education, career, job search etc. depends on the individual's self-belief on the control of the outcome. LoC also helps in understanding the incentive schemes that the organizations can develop for their workers(Cobb-clark, 2015). Moreover, the effect of locus of control on wages mainly operates through education (Piatek, R., & Pinger, 2016). The educated are more future-oriented. unemployment is much less cyclical among those with well-educated parents.

Duration data from German socio-economic panel study reveal that women with an internal LoC return to employment more quickly than women with an external LoC. The effect of LoC on return is mainly related to the differential appreciation of the career costs of longer maternity leave (Berger & Haywood, 2016).

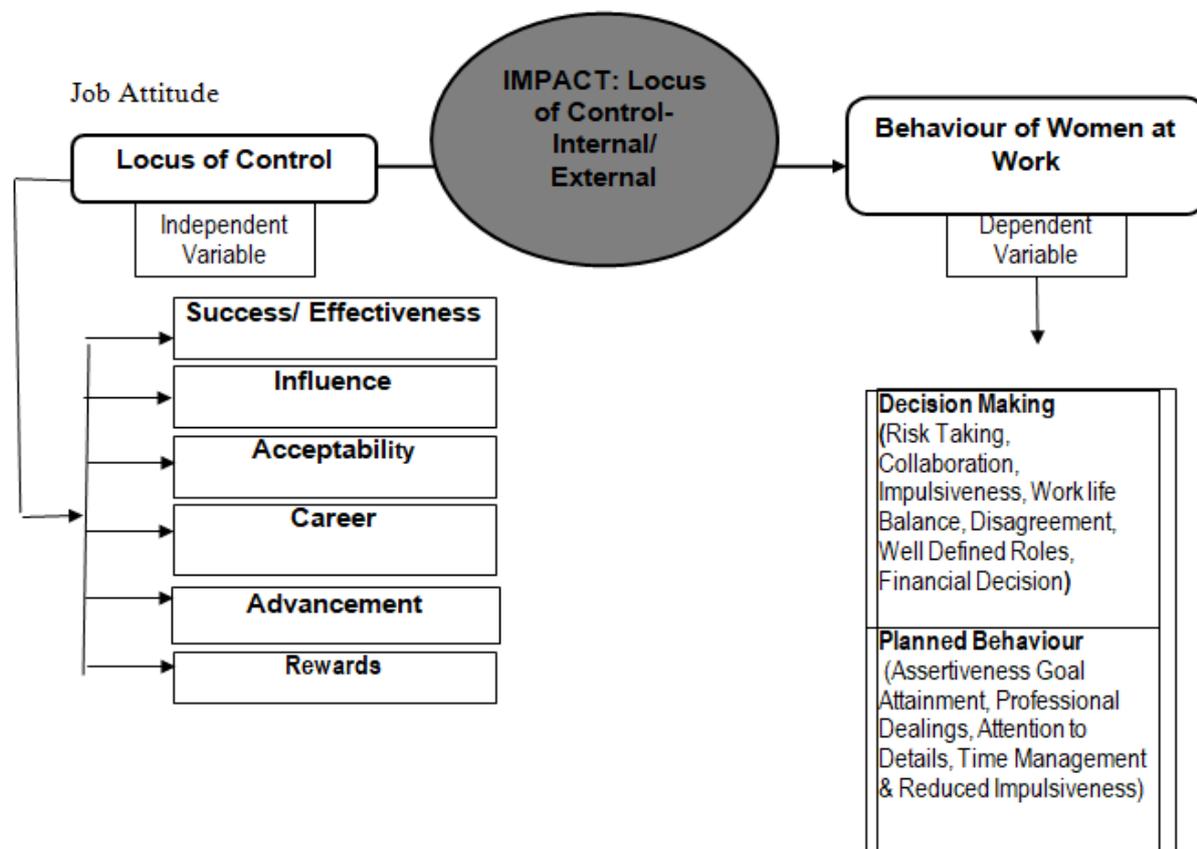
Individuals with an internal locus of control search more widely for employment opportunities and that individuals who believe that their future outcomes are determined by external factors to have a lower reservation of wages (Caliendo, M., Cobb-Clark, D. A., & Uhlendorff, 2015). Further, Internal locus of control was positively associated with favourable work outcomes, such as positive task and social experiences, and greater job motivation(Ng et al., 2006). All the above arguments suggest that women are not an exception to the above.

On similar lines, with a large number of women joining the workforce and aspiring for leadership roles, the researchers are attempting to study their planned behaviour and decision making and its relationship with LOC.

III. RESEARCH DESIGN & METHODOLOGY:

To explore the locus of control and its impact on planned behaviour & decision making in working Women in Mumbai and Pune region of India, survey research methodology was adopted. The data was collected by both primary and secondary method. The questionnaire was prepared by exploring secondary data such as HR blogs, Journals, Research papers, latest interviews of HR professionals in various articles. The questionnaire had two parts. Part A of the questionnaire was to ascertain the Internality/ Externality of the Locus of control. The questions were taken from Udai Pareek’s LOC inventory. The questions with higher factor analysis scores were considered for conducting this study LOCO inventory developed by Udai Pareek having 30 items, with 10 items each for internality, externality (others) and externality (luck) (Singh, Choudhary, & Ojha, 2014). Whereas Part B contained questions based on dimensions of Planned Behaviour and Decision Making for employees in general and working women in particular. The questionnaire was distributed to more than 500 hundred women across levels & sectors. More than 150 responses were received of which 126 responses were considered for research and analysis. The objective of the survey was to identify if the internal locus of control has an impact on two key competencies of a working professional - Decision making and Planned Behavior. While planned behaviour includes Assertiveness Goal Attainment, Professional Dealings, Attention to Details, Time Management time and Decision Making includes Risk-Taking, Collaboration, Impulsiveness, Work-life Balance, Disagreement, Well Defined Roles, Financial Decision. In order for women to move up the career ladder planned behaviour and ability to take decision is important.

RESEARCH MODEL



Data Analysis & Interpretation:

For the purpose of this research data was collected and analysed using SPSS wherein Regression Analysis was used to ascertain the relationship between independent and dependent variables. The results were tabled and analysed as given below:

**REGRESSION ANALYSIS:
I Decision Making**

Table 1.1 - Variables Entered/Removed			Table 1.2 - Model Summary				
Variables Entered	Variables Removed	Method	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
I total	.	Enter	1	.049 ^a	0.002	-0.006	3.609
a. Dependent Variable: decision making							
Table 1.3 - ANOVA							
Model		Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	3.893	1	3.893	0.299	.586 ^b	
	Residual	1627.871	125	13.023			
	Total	1631.764	126				
a. Dependent Variable: decision making							
b. Predictors: (Constant), Total							
Table 1.4 - Coefficients							
Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	27.763	2.871			9.67	0
	I total	0.057	0.105	0.049		0.547	0.586
a. Dependent Variable: decision making							

A regression was taken between Internal LOC and decision making using total values of decision-making scores (considering it is relevant and vital to decision making) and the value of coefficient was not found to be significant. This indicates that for the sample collected and surveyed, **Internal LOC doesn't affect decision making at the workplace.**

II Planned Behaviour:

Table 2.1 - Variables Entered/Removed ^a				Table 2.2 - Model Summary				
Model	Variables Entered	Variables Removed	Method	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	I total ^b	.	Enter	1	.422 ^a	0.178	0.172	2.186
a. Dependent Variable: Planned Behavior				a. Predictors: (Constant), I total				
b. All requested variables entered.								
Table 2.3 - ANOVA ^a								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	129.768	1	129.768	27.144	.000 ^b		
	Residual	597.587	125	4.781				
	Total	727.354	126					
a. Dependent Variable: Planned Behavior								
b. Predictors: (Constant), I total								
Table 2.4 - Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.	
		B	Std.	Beta				

			Error			
	(Constant)	11.718	1.74		6.736	0
1	Itotal	0.331	0.063	0.422	5.21	0
a. Dependent Variable: Planned Behavior						

A regression was taken between Internal Locus of Control and Planned Behaviour using total values of Planned Behaviour scores. The value of the coefficient was found to be significant. This suggests that for the sample surveyed, **Internal Locus of control effects planned behaviour positively at the workplace.**

Table 3.1 - Variables Entered/Removed ^a				Table 3.2 - Model Summary				
Model	Variables Entered	Variables Removed	Method	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	Age (Years): ^b	.	Enter	1	.077 ^a	0.006	-0.002	3.072
a. Dependent Variable: Itotal				a. Predictors: (Constant), Age (Years):				
b. All requested variables entered.								

Table 3.3 - ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.946	1	6.946	0.736	.393 ^b
	Residual	1169.88	124	9.435		
	Total	1176.825	125			

a. Dependent Variable: Itotal
b. Predictors: (Constant), Age (Years):

Table 3.4 - Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.824	0.701		39.688	0
	Age (Years):	-0.305	0.355	-0.077	-0.858	0.393

a. Dependent Variable: Itotal

A regression was taken between Internal Locus of Control and Age of respondents using total values of Internal Locus of control. The value of the coefficient was found to be not significant. This suggests that for the sample surveyed, **Internal Locus of Control doesn't increase with age.**

Further, the researchers have studied the mediating effect of Locus of Control. Since it was found that there is a significant relationship between Locus of Control and Planned Behaviour at the workplace. Other factors such as Age, Role, Marital Status etc have been studied to understand the moderating effect they have/ or don't have on the above relationship. This is again done using regression analysis for example I Total and Age, Product of Moderating effect of & Age (i.e., I total x Age) - As this reflects the moderation.

Table 5.1 - Variables Entered/Removed ^a				Table 5.2 - Model Summary				
Model	Variables Entered	Variables Removed	Method	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	Age (Years);, Itotal, moderatinlage ^b	.	Enter	1	.458 ^a	0.209	0.19	2.168
a. Dependent Variable: Planned Behavior				a. Predictors: (Constant), Age (Years);, Itotal, moderatinlage				

b. All requested variables entered.

Table 5.3 - ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	152.024	3	50.675	10.776	.000 ^b
	Residual	573.691	122	4.702		
	Total	725.714	125			

a. Dependent Variable: Planned Behavior

b. Predictors: (Constant), Age (Years):, Itotal, moderatinlage

Table 5.4 - Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.009	4.779		0.839	0.403
	Itotal	0.594	0.175	0.756	3.392	0.001
	moderatinlage	-0.129	0.084	-1.14	-1.537	0.127
	Age (Years):	3.775	2.268	1.212	1.664	0.099

a. Dependent Variable: Planned Behavior

The regression taken above suggests that Age has a moderating impact on Internal Locus of control and planned behaviour as the value of the coefficient is significant. This indicates that women with a **high internal locus of control seem to show more planned behaviour at work with an increase in their age.**

Similarly, role type, level in the hierarchy does not have a moderating impact on Internal Locus of control and planned behaviour. It means that Internal Locus of control & Planned behaviour are independent of the level of hierarchy at which women operate. Internal LOC doesn't increase with the level of the hierarchy. Further, Internal Locus of control & Planned behaviour are independent of overall performance at work. It was also found that Locus of control & Planned behaviour are independent of Marital status of women at work.

It was also found that Internal Locus of Control & Decision Making are independent of Role Type, Level in the hierarchy, level of performance, being the first child of the parents, that marital status of women at work.

IV. CONCLUSION & DISCUSSION:

Locus of control" orientation is a concept in psychology, originally developed by Julian Rotter in the 1960s that refers to an individual's perception about the underlying main causes of events in her/his life. Individual with Internal LOC belief that their success or failures are an outcome of their action and choices. On the contrary individuals with External LOC seem to attribute their success or failure to luck, the grace of god or external factors. The study highlights the application of LoC in the context of working women wherein women with a high internal locus of control believe that their success is affected by their actions. Hence organisations need to invest in their training, coaching and mentoring and groom them for leadership positions. This will ensure that organisation investments will ensure that there a strong leadership pipeline is built.

Also, the study tried to find out the co-relation between Internal LoC m Planned Behaviour and Decision making, which are two critical traits for career progression for employees in general and working women in particular. Internal control is found to impact success, effectiveness and influence, the major contributors to work efficiency.

Planned Behavior is considered to include - Assertiveness Goal Attainment, Professional Dealings, Attention to Details, Time Management & Reduced Impulsiveness. While decision making attributes considered for the purpose of this research are Risk-Taking, Collaboration, Impulsiveness, Work-life Balance, Disagreement, Well Defined Roles, Financial Decision).

The findings of the study indicate that women with an internal locus of control are generally more achievement-oriented and self-confident, think that they can influence or fix situations, and believe that they can positively affect outcomes at work. Hence following is the conclusion.:

- Internal Locus of control effects planned behaviour positively at workplace
- Internal LOC doesn't affect decision making at the workplace.
- Internal locus of control (LOC) once formed remains the same. It does not change with growing age, marital status, hierarchy.
- Planned behaviour is intrinsic and is impacted by age i.e. women with high Internal LOC seem to exhibit higher planned behaviour. Whereas, marital status, the hierarchy of the working women, level of performance at work, doesn't have any impact on planned behaviour. Interestingly the women exhibiting extraordinary planned behaviour also do not have great decision-making abilities.
- Decision-Making abilities of working women are also not impacted by age, marital status, the hierarchy at which they are operating in organisations.

Table 1: Summary of findings:

	Age	Marital status	Hierarchy	Decision Making	Conclusions
Internal Locus of control	No impact	No Impact	No Impact	No Impact	Internal locus of control once formed, remains the same over the period of time. It does not change
Planned Behaviour	Impacts	No Impact	No Impact	No Impact	Internals LOC women exhibit higher planned behaviour i.e. Planned behaviour is intrinsic, it does increase with growing age.
Decision Making	No impact	No Impact	No Impact	No Impact	Does not change with age, marital status, hierarchy.

Working women with an internal locus of control seem to have a greater planned behaviour than externals and this is in line with results reported on by Seeman (1963, 1967) and Phares (1976), The above researchers suggest that externals and internals have different thought processes, are likely to process information differently and thus indicating contrasting cognitive process. Spector (1982) and Blau (1993) found that people with an internal locus of control have a perceived sense of control over their immediate environment. The resultant is better performance and result which is an outcome of their initiative and proactive behaviour. According to Hershenson, work adjustment concept revolves around three elements namely work personality, work competencies, and work goals. Whereas environmental elements in work settings comprise of behavioural expectations of employees at works, skills requirements for task achievement and goal accomplishments and it also deals with chances of employees utilizing the rewards opportunities available to them. Spector (1998) argues that employees with greater work motivation seem to have Internal LOC as they trust efforts and competence to the fullest. They also have an unconditional conviction that above will result in the achievement of desired rewards.

Further, an organisational commitment which an important element of Planned behaviour has shown a relationship with Locus of Control (Luthans et al., 1987; Spector 1982). Additionally, locus of control also impacts organisational frustration that can also be termed as impulsive behaviour (Storms & Spector 1987). Organizational commitment and frustration seem to affect employees' job satisfaction to a large extent, as coined by Rothmann (2000). It is needless to say that elements will influence individual working habits greatly. There is a long list of research establishing job performance is directly related to locus of control (Broedling (1975) and Majumder et al., (1977). Spector (1982, 1986)). These researchers also coined that Individuals with internal orientation are better performance at work when compared external. Blau (1993 also indicated on similar lines. All the arguments cited above indicate that there is a direct correlation between locus control and work adjustment. the assumption that locus of control should be related to work adjustment and the same is also reinforced by Strauser et al., (2002). Although

women-specific research in general and working women, in particular, has not been carried out. Hence this study has made an attempt to find the co-relations working women specifically.

As suggested by [J Nurs Educ.](#) (1989) a statistically significant relationship was found between an internal locus of control and independent decision-making. The results suggest that locus of control may be an important factor in the degree of independence exercised in decision-making. This is in contrast with our finding that internal LOC doesn't affect the decision making of women at the workplace. The above could be attributed to the glass ceiling, social conditioning, upbringing, family background etc of the women in consideration.

There have been numerous researches done around LOC and its impact on human behaviour at the workplace but there is a dearth of research on women at the workplace. Since women form a major part of the workplace in a modern organisation, it is the need of the hour to explore this concept further and establish insights to create a more gender-diverse workplace and to ensure the effective contribution of women at workplace in the time to come.

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