

Lit Review Tutor Evaluation- Pooja.docx

by Student D13FC5356CF85

Submission date: 06-May-2018 01:14PM (UTC+1000)

Submission ID: 959481253

File name: Lit_Review_Tutor_Evaluation-_Pooja_4788647_1409877289.docx

Word count: 1991

Character count: 11127

Locus of control

An individual can classify successes and failures they experience into two categories, either as the cause of external factors or as the cause of internal factors. The approach one takes in life to tackle the failures they come across distinguishes between a person with internal locus of control and a person with external locus of control. Locus of control is defined as the expectancy that outcomes in life are controlled by one's individual actions, which is internality, or by the forces in the external environment, which is externality (Turnipseed, D. L. 2017). Locus of control stems from social learning theory and Weiner's attribution theory, it highlights a person's perception about successes or failures in his or her life (Knight, B. A. 1995). The purpose of this review is to examine the existing literature around the topic of locus of control and inspect relevant antecedents and consequences related to the concept. Often there is an overlap of locus of control with three other concepts, organisational citizenship behaviour, emotional intelligence and optimism. This essay examines the similarities and differences between these three concepts and the context that these are relevant in. The limitations of the results from the findings are also highlighted to portray further areas of research that could occur in this area.

Locus of control is known as a "person's belief about how much control he or she has over events in his or her life" (Lefcourt, H. M, 1966). Each individual might experience different crucibles in life, the dynamic business environments raise difficult hurdles for people to overcome to remain successful or even retain in the organization. For an organization to be successful it is essential that it maintain good social wellbeing of employees in their company. Employees are the executors of the dreams of the organization, without whom an organization would not be able to function properly and achieve its purpose. Employee with internal locus of control tend to attribute their current position in life to their motivation and hard work, as

these are generally being the driving force for such people (Turnipseed, D, L, 2017).⁸ On the other hand, people with external locus of control tend to believe that the position they are at in their life is due to luck, fate or some other external factor, which they have no control over. Intrinsic motivation assimilates the concept of internal locus of control. “Intrinsic motivation.... is the desire to invest effort based on interest in the work itself”⁴ (Menges, J, I., Tussing D. V., Wihiler, A., & Grant, A. M. 2017). Intrinsic motivation is expected to come from within a person rather than external factors. Employees with high intrinsic motivation are not required to be “pushed” by themselves but rather are “naturally pulled into work”⁴ (Menges, J, I., Tussing D. V., Wihiler, A., & Grant, A. M. 2017). When employees have the interest to be present at work, it is likely that they will develop organizational citizenship behavior,¹⁸ which is the desire, “non-enforceable individual behavior that is not directly linked to the formal reward system, but which promotes effective and efficient organizational functioning” (Organ, Podsakoff, & MacKenzie, 2006).¹ Employees with internal locus of control and intrinsic motivation often tend to be self-oriented, these people believe that their effort and hard work is the ultimate resource for being successful, similarly when things go wrong, they tend to question their self-ability and blame themselves (Menges, Tussing, Wihiler & Grant, 2017). When encountering failure,⁵ people with internal locus of control tend to persist the problem and face the failure as they see the failure as the result of too little effort.² Hence, are more likely to aim for achievement and put effort to improve the situation and also ensure that they do not face the same failure again.¹² However, people with external locus of control, for example believe that the failure in an exam is due to a difficult exam or unfair instructor, since these types of individuals tend to believe that their performance is due to the external factors which are beyond their control, hence see no reason to change their current strategies or hope to improve.

“Organizations are social entities, comprised of individuals in constant interaction, and these

interactions by their nature, involve and invoke emotions which underlie human behavior” (Carmeli & Josman, 2006, p.407). The ability of the organization to manage the employees’ emotions and create an optimal social interaction influences multiple factors of organizational behavior ⁵ such as; emotional intelligence, locus of control and organizational citizenship behavior (Turnipseed, 2017). ¹⁰ The relationship between Emotional Intelligence and Work Locus of Control has been explored in a paper by Turnipseed (2017). Emotional intelligence is “the ability to have the awareness of and control over your own emotions, as well as the awareness of others” (Turnipseed, 2017). Emotional intelligence is portrayed as having positive linkage to the performance at job and an individual’s satisfaction, which are identified to be beneficial (Spector, P, et al., 2002). Individuals who have high emotional intelligence tend to be more adaptable to understanding the requirements at work and the “vague, indefinable informal behavioral expectations” (Turnipseed, 2017), hence are likely to have strong sense of organizational citizenship behavior. Aspect of locus and control and organizational citizenship behavior previously had produced conflicting results, Motowidlo and van Scotter (1996) found ¹⁷ relationships between internal locus of control and citizenship performance. Turnipseed ³ found that there was a positive relationship between work Locus of control and the organization, that is the “willingness to tolerate inconveniences and impositions of work without complaining, maintaining a positive attitude even when things go wrong”. Similarly, another study done by Spector, P, et al., (2002) concludes ³ that there is a positive relationship between an aspect of locus of control which is the internality and well-being at work in the “exclusively western phenomenon”. Spector conducted his study in 24 geographical entities which are spread across five continents, hence, there is a viability in his results as it removes the location bias. In addition, another study conducted by Lefcourt, M, H., (1966) concludes ³ that there is a predictive positive relationship between locus of control and social behavior, learning performances and achievement of an individual. These four

research papers, although from different time frames, portray a pattern in the relationship of locus of control, ¹organizational citizenship behavior and emotional intelligence. Antecedents of locus of control are sense of coherence, self-efficacy, hope and happiness ¹⁶(Bosman, J., Buitendach, J. and Rothman, S., 2005). Sense of coherence, self-efficacy, hope and happiness are the root concepts for the ¹⁹development of the idea of locus of control (Carton, J., Nowicki, S. and Balser, G. 1996). Intrinsic motivation and extrinsic motivation are one of the major antecedents for this concept, as they are the heart to the concept (Menges, J, I, et al., 2017). As a consequence of locus of control, individuals experience different outcomes different ways. Individuals ⁶with internal locus of control tend to view life under positive lens and generally possess high sense of ¹emotional intelligence and organizational citizenship behavior ¹¹(Turnipseed, L, D., 2017). Whereas people with external locus of control tend to have less emotional intelligence and initiative towards organizational citizenship behavior.

The article written by ⁷Spector, P., et al., (2002) explores how locus of control and well-being at work are interrelated and generalizes them in western findings. Although, their article uses a wide measure of 24 geopolitical entities as part of their sample, it only removes the location bias. There are many limitations in the current literature study. Their data does not pinpoint to “specific forms of control” (Spector, P., et al., 2002) that is specific to each country. It is likely that people vary from one country to another, hence having a separate control measure would have transformed the study to be more reliable and interpretable. Generally, people from different countries tend to possess different believes, values, perceptions of autonomy and empowerment. Hence, using the same set of measures to determine the effect ⁶internal and external locus of control could be misleading. In terms of future research, Spector, P., et al., (2002), highlight that direction for future study should be in identifying the “perceptions of control at work and identifying culturally appropriate beliefs”. Identifying these in future research is expected to portray the effect of an individual’s values, beliefs and perceptions on

locus of control (Spector, P., 2002). Therefore, leading to much more reliable conclusions. Turnipseed, L, D (2017) conducted his study on emotional intelligence, ¹organizational citizenship behavior and the role of work locus of control. Limitations in his study are the study overlaps Emotional Intelligence and personality traits and cognitive abilities. Turnipseed L, D (2017) uses a ¹one factor model of locus of control for his study, he could use a two or three factor model as suggested by Oliver, Jose, and Brough (2006). Directions for future study are using a more homogenous sample so that it avoids cross-organizational contamination. The effect of the organization on the ¹locus of control, emotional intelligence and organizational citizenship behavior should be examined. This would lead to the identification of multiple layers of locus of control within an individual. Most literature target a specific sample for their research, which makes it non-generalizable, therefore if there is a cross industry and cross-country sample it will be more relevant for identifying ¹⁵the relationship of locus of control with other concepts.

¹⁴In conclusion this review explains the concept of locus of control; which is the expectancy that ¹outcomes in life are controlled by one's individual actions, which is internality, or by the forces in the external environment, which is externality (Turnipseed, L, D., 2017). ¹The relationship between emotional intelligence, organizational behavior and locus of control are highlighted and portrayed through different studies conducted by various authors. The ¹³limitations and directions for future research in specific with the literature has been provided. Locus of control plays a vital role in each and every individual's life today, how well an individual gains control over it distinguishes the ability of one's potential (Lee, H. 2013).

References

1. Bosman, J., Buitendach, J. and Rothman, S. (2005). Work locus of control and dispositional optimism as antecedents to job insecurity. *SA Journal of Industrial Psychology*, 31(4).
2. Carmeli, A., & Josman, Z. E. (2006). The relationship among emotional intelligence, task performance, and organizational citizenship behaviors. *Human Performance*, 19, 403–419.
3. Carton, J., Nowicki, S. and Balser, G. (1996). An Observational Study of Antecedents of Locus of Control of Reinforcement. *International Journal of Behavioral Development*, 19(1), pp.161-175.
4. Knight, B. A. (1995). The influence of locus of control on gifted and talented students. *Gifted Education International*, 11, 31-33.
5. Lee, H. (2013). Locus of control, socialization, and organizational identification. *Management Decision*, 51(5), pp.1047-1055.
6. Lefcourt, H. M. (1966). Internal versus external control of reinforcement: A review. *Psychological Bulletin*, 65, 206-220.
7. Menges, J. I., Tussing, D. V., Wihiler, A., & Grant, A. M. (2017). When job satisfaction is all relative: how family motivation energizes effort and compensates for intrinsic motivation. *Academy Of Management Journal*, 60(2), pp.695-719.
8. Motowidlo, S. J., & van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79, 475–480.
9. Oliver, J., Jose, P. E., & Brough, P. (2006). Confirmatory factor analysis of the work locus of control scale. *Educational and Psychological Measurement*, 66, 835–851.

10. Organ, D. W. (1998). Organizational citizenship behaviour: The Good Soldier Syndrome. Lexington, MA: Lexington Books.
11. Spector, P., Cooper, C., Sanchez, J., O'Driscoll, M., Sparks, K., Bernin, P., Bossing, A., Dewe, P., Hart, P., Lu, L., Miller, K., De Moraes, L., Ostrognay, G., Pagon, M., Pitariu, H., Poelmans, S., Radhakrishnan, P., Russinova, V., Salamatov, V. and Salgado, J. (2002). Locus Of Control And Well-Being At Work: How Generalizable Are Western Findings? *Academy of Management Journal*, 45(2), pp.453-466.
12. Turnipseed, D. (2017). Emotional intelligence and OCB: The moderating role of work locus of control. *The Journal of Social Psychology*, 158(3), pp.322-336.

ORIGINALITY REPORT

22%

SIMILARITY INDEX

15%

INTERNET SOURCES

17%

PUBLICATIONS

8%

STUDENT PAPERS

PRIMARY SOURCES

1

David L. Turnipseed. "Emotional intelligence and OCB: The moderating role of work locus of control", The Journal of Social Psychology, 2017

Publication

6%

2

files.eric.ed.gov

Internet Source

3%

3

asbbs.org

Internet Source

2%

4

Submitted to Regent Independent School and Sixth Form College

Student Paper

1%

5

dyuthi.cusat.ac.in

Internet Source

1%

6

scholar.sun.ac.za

Internet Source

1%

7

Submitted to The Robert Gordon University

Student Paper

1%

8	Internet Source	1 %
9	Submitted to K12 Incorporated Student Paper	1 %
10	Submitted to Laureate Higher Education Group Student Paper	1 %
11	www.asian-corporate-governance-conference.org Internet Source	1 %
12	en.wikipedia.org Internet Source	1 %
13	Maini, J. J., B. Singh, and P. Kaur. "The Relationship among Emotional Intelligence and Outcome Variables: A Study of Indian Employees", Vision The Journal of Business Perspective, 2012. Publication	<1 %
14	espace.library.uq.edu.au Internet Source	<1 %
15	www.sobiad.org Internet Source	<1 %
16	www.sajhrm.co.za Internet Source	<1 %
17	www.ajol.info Internet Source	<1 %

18

Submitted to Thunderbird Graduate School

Student Paper

<1 %

19

Shaik, Zurayda, and Johanna H. Buitendach.
"The relationship between work locus of control
and psychological capital amongst middle
managers in the recruitment industry of South
Africa", SA Journal of Human Resource
Management, 2015.

Publication

<1 %

20

consortiacademia.org

Internet Source

<1 %

Exclude quotes On

Exclude matches Off

Exclude bibliography On