



ROLE OF LOCUST OF CONTROL IN SATISFACTION WITH WORK-LIFE BALANCE IN THE LIFE OF WORKING WOMEN

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Abstract

Having a sense of satisfaction with work-life balance is ascertained in the present study. The work-life balance is studied with reference to the locus of control phenomenon. 200 working women were taken as a sample, from Pakistan in order to analyze the roles of internal and external locus of control in determining work-life balance. The data is obtained using questionnaires along with the consent form to ensure confidentiality and the purpose of the study was briefed. The responses obtained were analyzed using Descriptive Statistics, Correlation, paired Sample t-test, Reliability analysis and Regression Analysis. The findings of the study demonstrated that women with external locus of control reported higher levels of satisfaction with respect to work-life balance whereas women with an internal locus of control reported slightly lower levels of satisfaction. It was because women with an internal locus of control tend to focus more on a child than work. Whereas women with an external locus of control manage work and family together. But working women with both internal and external locus of control are faced with stress that needs to be addressed.

Keywords: *Locus of control, Internal Locus of Control, External Locus of Control, Satisfaction, Work-life Balance, Working-women.*

Introduction

Society defines the role of women as being confined to the four walls of the house taking care of the child full-time and the needs of the family (Giele, 2008; Johnston & Swanson 2006). History shed light on the role of men as the leader of the family whereas women were seen as the ones under the command of men focusing on the children (Giele, 2008). In past few years, a shift in trend has been noticed, women having children under 18 years of age have been seen working outside (Alger & Crowley, 2012; Bureau of Labor Statistics, 2007).

The cultures are known by the way they give respect to their women. Omori & Smith, (2010) reveal women were considered to be responsible for child-rearing and housing responsibilities, but most of the time women are influenced by family responsibilities. Meanwhile, with the advancement and globalization, the view begins to change. Women are now working side by side with men in every field. They are showing their talents and abilities in multiple ways. Women nowadays are playing a dual role; as a mother as well as an employee. Poduval & Poduval, (2009) highlighted the fact women are seen as playing a super women role in the form of child-rearing (mother) keeping an eye on the child as well as taking care of the responsibilities they have been assigned by the organization they are working in. This dual responsibility could be a reason for the dis-balance and a sort of loss of control over events in between their household practices and work-life balance (Sprung & Jex, 2012).

It is crucial to maintain a balance between the house and the work schedule. Sayer, Bianchi & Robinson, (2004) it is important for parents to give some time to their children to build strong ties. Mothers are seen as primary caregivers as they are the ones who handle the responsibilities and needs of a child in a different manner (Sayer, Bianchi & Robinson, 2004). If there is a state of dis-balance in this dual role it may impact the child (house life) and the job (work-life).

Locus of control (LOC henceforth) is an idea that is related to one's own doing (Sprung & Jex, 2012; Rotter, 1966). This defines the basic idea that over the course of life, certain event happen for two major motives (Friedman, & Sxhustack, 2009). People with an external locus of control (ELOC, henceforth) consider the results are pre-destined whereas people having an internal locus of control (ILOC), henceforth) consider events and results are based on the choices they made, the efforts they put and the dedication they had (Friedman & Schystack, 2009). People who believe that their life controls them may feel dissatisfied, and hopeless usually feel it as a sign of bad luck. It may result in depression. Whereas, people who consider they have control over the event usually have high morale in difficult life situations (Rotter, 1966). This idea reveals that perception can impact the way a person thinks and feel. It helps a person to cater for life problems by creating a balance between what they want and what have done, the same principle is applied to work-life balance.

Review of Literature

The aim of this paper is was to expand the literature by comprehending the influence of LOC in maintaining a balance between work and life within the population of women who are

employed. The aim was to find the difference reported by working women having external or internal loci with a balanced work-life. Women were seen to be homemakers they have to stay at home and fulfil their responsibilities. This idea has been changed, women are now serving as the second hand of a house (Omni, & Smith, 2010). Also, women are contributing more than men in terms of devotion and loyalty towards their job (Alger, & Crowley, 2012). This is the major reason for the identification of the base idea or core belief behind the achievement of work-life balance for a few women; while for others it is not easy.

Murthy, Nigam, & Tapas (2021) highlighted the dissimilarity between women with an ILOC and women with an ELOC and the idea of success in the maintenance of work-life balance. Women with an ILOC consider their work performance correlated with their calibre. They consider their progress in work-life as an inherited characteristic, and they achieve things in order to obtain intrinsic satisfaction (Carvalho, Costa, Lykke, & Torres, 2018). Carvalho et al., (2018) explained the phenomenon of achieving career success help women feel satisfied as if they have crossed a barrier successfully.

Hilbrecht et al., (2008) indicated that women in order to increase their sense of work-life balance (WLB, henceforth) chose to opt for an online job end up being dissatisfied because of an extreme in-congruency between the dual roles. A mess was being observed between the family demands, child-rearing and the demands of the job (Hilbrecht, Shaw, & Johnson, 2008). It is not easy to create a balance between working life even if women opt for work from home option. It is because mothers are seen as playing a multilayered role where they have to manage so many things together with joint attention. Some of the demands of the job require complete focus which may result in negative consequences in the form of physical and psychological dis-balance that may result in affecting the quality of life (Hilbrecht, 2008).

Roddenberry & Renk, (2010) demonstrated that when a woman feels reduced control over an event it may surge their feeling of anxiety. Individual control over the state of mind directly impacts the well-being of an individual. The reason for severe mental health issues is a compromised sense of self-control leading to lower states of emotions such as hopelessness, and worry (Roddenberry & Renk, 2010). The theory of Social learning demonstrated by the psychologist Julian Rotter (Rotter, 1996) highlighted the fact that people who are having an ILC consider the rewards because of their efforts whereas people who are having an ELC consider the reward because of luck and fortune (Rotter, 1966; Roddenberry & Renk, 2010).

Equation	Variables	Parameters	Literature
WLB	ILOC	$\gamma_1 > 0$	Bulger, Mathews & Huffman (2007)
WLB	ELOC	$\delta_1 < 0$	Bulger, Mathews & Huffman (2007)

Materials and Methods

The research utilized a quantitative method. The study is cross-sectional, and the participants are selected randomly. The data are collected through questionnaires designed to assess the IL, ELC and WLB. The population comprised waged women. The sample was

collected from 200 participants whose information was considered complete according to the standard criteria of the study. The age range of the participants varies from 18-48 years. Out of 200 participants, 46.6% of females were married, 50% were unmarried, and 3.4% were divorced. 61.2% of females had 1 child, 23.5% of participants had a child between the ranges of (2-3), whereas 13.2% of participants had children between the ranges of (4-5).

Different scales were utilized to obtain the data. Locus of control was taken as the independent variable whereas WLB was the dependent variable. The questionnaire utilized were having these two main variables. The Likert scale was utilized to obtain the responses from the participants. The work-life balance scale (Valcour, 2007) and Rotter's locus of control scale (Rotter, 1966) were used to collect responses.

On the basis of the underlying model, the hypothesis was generated to highlight the difference that existed between internal and external loci; LOC (θ_i), WLB. The basic idea of the model suggests that preference plays a key role as working women obtain utility directly through participation in their jobs. It involves the behaviour that motivates them to achieve this position, i.e. the non-beneficial incentive for participation represented as P_i . Cobb-Clark et al., (2015) build an argument demonstrating women who have an ILOC as active employees in the working environment. The direct utility was derived from this internally based locus of control women.

$$\frac{\partial^2 U_i}{\partial P_i \partial \theta_i} > 0 \quad (1)$$

Women with ILOC tend to rely on their own participation and efforts than external conditions. They usually focus more on internal content rather than external factors (Lefcourt, 1982). The theoretical idea posed that women with an ILOC would be participating actively. In terms of child-rearing, these women tend to rely on the importance of their own actions and their influence on the children (Lekfuangfu et al., 2018). Thus, women with this type of locus of control usually have a strong desire for homemaking.

$$\frac{\partial^2 U_i}{\partial H_i \partial \theta_i} > 0 \quad (2)$$

This may give rise to the idea that these women prefer homemaking and thus prefer not to put their children in daycare instead they themselves would take responsibility and thus their participation decreases.

To analyze the variables of the study, internal and external locus of control, the following equations were utilized

$$WLB = \gamma_0 + \gamma_1(ILOC) + e_1 \dots \dots \dots (1)$$

$$WLB = \delta_0 + \delta_1(ELOC) + e_2 \dots \dots \dots (2)$$

The first equation highlights the ILOC and WLB as positively correlated. Whereas the second equation of the study demonstrated the external locus of control and work-life balance as negatively correlated. Some of the major terminologies are defined next:

ELOC is an idea of an association of events with one's own luck and fortune (Sprung & Jex, 2012; Friedman, & Schustack, 2009; Cheng et al., 2013). ILOC is an idea of an association of events with personal preferences (Cheng et al., 2013; Friedman, & Schustack, 2009; Sprung & Jex, 2012). Locus of control refers to an idea in which an individual started generalizing things based on certain events (Cheng et al., 2013; Sprung & Jex, 2012; Friedman, & Schustack, 2009).

Working women are the women that are a part of the labour market and thus they intended to work and devote themselves to it (International Labour Organization, 2018).

Results & Discussion

As the purpose of this research is to investigate that the relevance of ILOC is more than ELOC for balance the life of working women, it has used Rotter's Internal-External Control Scale. For the perceived views over the satisfaction levels of the working women within their respective LOC, the Valcour's scale of "Satisfaction with Work and Family Balance" is applied for analysis.

Ho1: Working Women who will be going to report ILOC will demonstrate having a high level of satisfaction than working women with an ELOC.

Ha1: Working Women who will not be going to report ILOC will demonstrate having a high level of satisfaction than working women with an ELOC.

The reliability analysis represents an acceptable level which is why the researcher decided to proceed with the study.

Table 1 Chronbach Reliability Analysis of the tools (N=200)

Scale	No. Of items	Chronbach α
RIECS	29	.76
SWFBS	05	.81

Note: RIECS= Rotter internal-external loci of control scale, SWFBS= social work and a family balance scale.

The KMO and Bartlett's test was analyzed, and the results of the factor analysis revealed that the KMO value is 0.5, whereas the p-value on the Bartlett test is less than 0.5. Both tests revealed a significant value. Also, the Chi-square value on the bartlett test is .969.

Table 2 Factor Analysis for Rotter Internal-External Loci of control scale with respect to KMO and Bartlett's test (N=200).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Sampling Adequacy Measure.		.500
Test of Sphericity (Bartlett's)	Chi-Square	.969
	Dof	1
	Prob.	.000

The descriptive statistics were computed to highlight the association of satisfaction with the work-life balance with the locus of control (both, ILOC & ELOC). The details are described below.

Table 3 Descriptive Statistics: Work and family balance scales and the LOC groups.

	ILOC	ELOC	Total
Satisfaction	(M=18.1, SD=3.07)	(M=18.7, SD=2.84)	(M=18.2, SD=2.99)

Note: M= mean, SD= standard deviation

Table 4 presents the correlation matrices present among the study variables. It is clear that ILOC and ELOC are negatively correlated ((-.996**), showing that the respondents who have more self-believe and work with more caliber do not present an ELOC in any stress.. Whereas, a weak correlation has been observed between work-life balance and internal locus of control (.119) and the correlation between ELOC and work-life balance is seen as having a value of (-.123).

Table 4 Pearson Correlation matrix among Rotter Internal-External Loci of Control Scale, and Satisfaction (work, and family balance) scale (N=200).

Variables	1	2	3	4	5
Rotter Internal-External loci of Control Scale					
1. ILOC	-	-	-	-	
2. ELOC	-.996**	-	-	-	
3. Total Internal External Control	-.751**	.805**	-	-	-
Satisfaction with work, and family balance Scale (SWFBS)					
4. Total on Work, family-scale	.119	-.123	-.129	.271**	-

Paired Sample t-test was run to analyze the difference in scores of satisfaction with WLB based on the ILOC and ELOC scale scores. The mean of participants on the ILOC in comparison with SWFBS is 18.1 with a standard deviation of 3.07, whereas the mean score on the ELOC score in association with SWFBS is 18.7, with a standard deviation score is 2.84. It reveals that the participants reported a higher mean on external locus of control as having satisfaction with work and family balance.

Table 5 Paired sample t-test for Rotter Internal-External loci of control scale and work and family life balance.

Variables	ILOC		ELOC		Total	
	M	SD	M	SD	M	SD
SWFBS	16.82	5.37	16.35	4.19	16.58	4.92

Note RIECS = Rotter Internal-External Loci of Control Scale Grouping, and SWFBS = Satisfaction with work, and a family balance scale, m= mean, SD= standard deviation.

Linear Regression Analysis was analyzed in order to address equation (1) of the econometric model, where the ILOC was considered to be highly correlated with WLB. The predictive role of work-life balance on ILOC assumes that $\gamma_1 > 0$. The linear regression analysis (for the equation $WLB = \gamma_0 + \gamma_1(LOC\ internal) + e_1$ (1) showed that the ILOC was determining work-life balance. The B value is .018* whereas R² is .014.

Table 6 Linear Regression Analysis for Econometric Model Equation I explains the association of work-life balance with Internal locus of Control (N=200).

Variables	B	S.E
Constant	17.9	.305
Internal Locus of Control	.018*	.011
R ²	.14	

Note: B = Unstandardized Coefficients; S.E. Standard Error; Correlation; R² = Correlation Square.

Linear Regression Analysis was analyzed in order to address equation (2) of the econometric model, where the ILOC was considered to be highly correlated with work-life balance. The predictive role of work-life balance on ELOC is $\delta_1 > 0$. The linear regression analysis (for the equation $WLB = \delta_0 + \delta_1(LOC\ external) + e_2$ (2) showed that ILOC was determining the WLB. The B value is -.017* whereas the R² is .015.

Table 7 Linear Regression Analysis for Econometric Model Equation IV explaining the association of work-life balance with External locus of control (N=200).

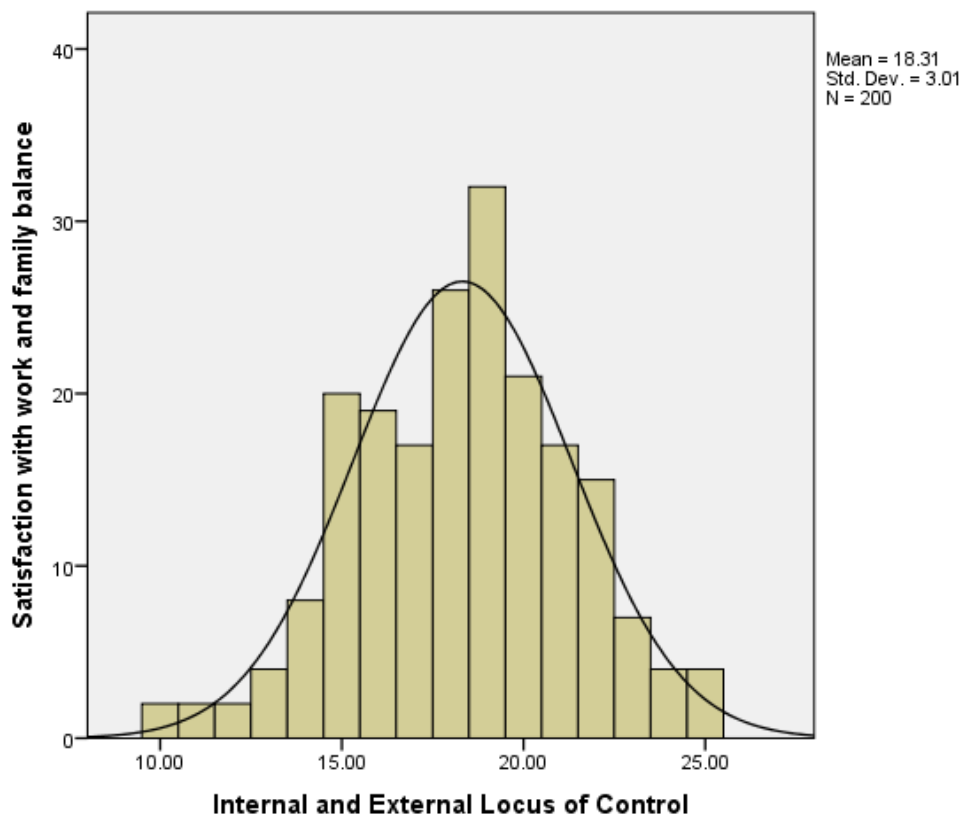
Variables	B	S.E
Constant	18.6	.293
External Locus of Control	-.017*	.010
R²	.15	

Note: B = Unstandardized Coefficients; S.E. Standard Error; Correlation; R² = Correlation Square.

The analysis was done with the help of two sample t-test also known as a Paired-sample t-test. King, et. al. (2009) among others highlight that people who claim luck, fortune or chance behind the events that took place in their lives are more inclined to having stress with higher probability of suffering from mental health issues such as depression, anxiety, stress, fatigue, burn-out (Roddenberry, & Rank., 2010). Whereas people who claim the situations or events to be solely their responsibility are having an ILOC (Cheng, Cheung., & Chio, 2013). However, the present study demonstrated the idea that the internal locus of control was not determining the work-life balance but the external locus of control. The prior studies also revealed the fact that internal locus of control predicts a more positive association with a child considering it as a mother's responsibility. This could be a possible reason, besides other socio-cultural aspects for showing less association with work-life balance because of much involvement in family matters.

Rotter (1966) demonstrated that by determining the LOC, would be helpful in the determination of the outcomes as we tend to generalize our experiences (Rotter, 1966). The way an individual makes predictions could help the researcher in determining which type of locus of control would be more susceptible to stress, the ILOC working women, or the ELOC working women. Roddenberry, & Renk's (2010) believed some personality traits may influence the internal and external loci of control during stress management.

Figure 1 *Demonstrating association of SWFBS and RIELC.*



The theory of social learning also demonstrates an individual's own actions influence behaviour (Sprung, & Jex, 2012). It is because of the reinforcements we tend to learn something on the contrary this experience shapes the way we think about something (Rotter, 1966). The behaviour could be predicted if the internal, as well as external locus of control, could be determined. However, with this sample, the H_0 is statistically rejected and the phenomenon, i.e., Women with an ILOC will not report a high level of WLB than women who were identified as having an external locus of control, hold true. Therefore, according to the results of the current study, it has been known that work-life balance could be known by the way women perceive situations. On the contrary, if women with an ELOC considered being satisfied with WLB it shows they have a statistically robust association with the concepts like fate and chance. It is also highlighted that in order to help working women achieve consistency or balance in their lives, it is crucial to let them know about the way someone experiences an event and thus generalize its findings.

The scope and delimitations of the study include: making use of diverse participants. The participants comprised married, unmarried and divorced marital status along with asking the number of children they have. The results of the study would not be applicable to the population (males and females) who are unemployed and thus have no job. The study would only be applicable to working women as the data is collected from this population. The results would be helpful to generalize anywhere in the world. One of the limitations could be not including those children in the study who are young enough to take care of themselves and thus are not in a stage

to get child-rearing. This probability could also increase self-reporting bias as working women were not asked about the ages of their children or where they left their children when they are on their duties. In order to eradicate self-bias the responses opted in the form of a Likert scale so that the participants (working women) would give responses on the already selected criteria so that the probability of getting emotional responses would be eliminated.

Conclusion

Women are an important pillar of every society. Working Women are playing a crucial role in the promotion of the economy. Women in the present era, are now working shoulder-to-shoulder with men. It is the need of time now to help women take a stand and play their part to make the world progress. Satisfaction with work-life means giving them an environment where they can have better physical and mental health and thus can have better performance. In the present study, a correlation between the hypothesis means that work-life balance is associated with locus of control. Further description of internal and external loci of control varies as the way these women experience life is basically determining how much their thinking would be influenced by those factors. The test and analysis were also consistent with the findings of the study; opening new ways. The study highlight working women with an external locus of control reported highlighter satisfaction than working women with an internal locus of control, in a way they manage their house as well as their jobs. The organizations should take responsibility for proper checks and balance so that the women facing stress, depression, burnout or fatigue could be provided with assistance in the form of counselling to promote stability and well-being.

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