IMPACT OF LOCUS CONTROL ON JOB SATISFACTION AND JOB STRESS AMONG TEACHERS IN OSOGBO, SOUTH WEST, NIGERIA

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Abstract
Organizational norms are a construct consisting of expected behaviours, languages, principles, and postulations that allow the workplace to perform at a suitable pace. The study examined the impact of locus of control on employee’s job satisfaction and job stress among teachers in Osun State. This was with a view to determining the contribution of locus of control to job satisfaction and job stress, by analyzing the relationship between locus of control and satisfaction among teachers in Osun State Nigeria. Relevant theoretical and empirical literature were reviewed. Primary data were used. Data were collected through a structured questionnaire having three scales including personal data. Four-hundred respondents randomly selected across the primary and secondary in Osun State were used for the study. These respondents cut across different cadres of employees of Osun State. Two hypotheses were tested and the results showed that there was a significant relationship between locus of control and employee’s job satisfaction at 0.05 level of significance ($F_{(1, 398)} = 143.485, P<0.05$). The result also indicated that locus of control significantly predicted employee’s job stress ($F_{(1, 398)} = 37.062, P<0.05$). The study concluded that locus of control has an impact on employee’s job performance and job stress among teachers of Osun State. The study therefore recommended that the ministry of education in Osun State has a duty to organize special training on locus of control for her workforce. Also, during recruitment, locus
of control needs to be one of the factors to be measured. Furthermore, workers need to be exposed to the outside world which in turn will have an impact on their view of the world and thereafter enhance their locus of control.

**Keywords:** Job Satisfaction; Job Stress; Locus of control; Performance; Employee; Teacher.

**Background of the study**

Locus of control is a term in psychology that refers to a person's belief about what causes the good or bad results in his life, either in general or in a specific area such as health or academics. It also refers to an individual's generalized expectations concerning where control over subsequent events reside. In other word, who or what is responsible for what happens. Locus of control formulation classifies the generalized beliefs, concerning who or what influences things along a bipolar dimension from internal to external control. Locus of Control (LOC) is originated by Julian Rotter, in the year 1950 and is classified into two major categories such as Internal and External Locus of control. “Internal control” is the term used to describe the belief that control of future outcomes resides primarily in oneself. On the other hand, “external control” refers to the expectancy that control is outside of oneself, either in the hands of other powerful people or due to fate and/or chance. According to the study of Kabanoff and O’Brien (1980) “Person having an internal locus of control if will be engaged in leisure activities will help to develop more personal control. Because the internals believe in and seek personal control they exhibit less social influence than do externals”. The finding of the study is the extension work of Crowne and Liverant (1963) and the study of Hjelle and Couser (1970). Simply, it can be said that people who develop an internal LOC believe they are responsible for their own success. Those with external LOC believe that fate, luck or outside influences determine their success (Gershaw, 1989). Lack of competence, confidence, and motivation can keep people from taking external control of their lives.

Since most of the working hours are spent at work, it is imperative to find out the various factors that determine job happiness. Evidently, it is all about the gap between reality and expectations, but the issue seems to be much more complicated than it appears. According to many researchers the type of locus of control an individual carries has an effect on the level of job satisfaction. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one’s job; an affective reaction to one’s job; and an attitude towards one’s job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish
the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors.

Some argue that Maslow’s hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life: physiological needs, safety needs, social needs, self-esteem needs, and self-actualization (Rani and Selvarani, 2011). Here for this study five factors were taken into consideration: type of work, co-workers, pay, supervisor and promotion.

Job stress is increasing globally in all countries, organizations, professions, and among employees, employers, families and society in general. Studies show that employees in the United States and other developed countries experienced job stress as a serious issue so that American businesses pay more than $150 billion annually for occupational stress which leads to the absenteeism of employees, loss productivity and low performance (Spector, 2002). Occupational stress has been known as a serious health issue for organizations and employees. Thus, the stressful situations of the workplace due to occupational stress lead to negative consequences like anxiety, headache, stomach distress and cardiovascular disease (Spector, 2002). So, occupational stress can be described as any discomfort that perceived by individuals who their capabilities and resources cannot be coped to demands, events and stressful situations in their workplace.

**Statement of the Problem**

An organisation that requires a major increase in efficiency and productivity must provide a conducive atmosphere in which its employees feel comfortable to achieve the organisation’s objectives by using their knowledge, experience, abilities, and capabilities. Substantially, this cannot be achieved except by analysis and recognition of employees. To have a good knowledge of employees therefore, this study investigated the impact of locus of control on job stress and employee’s job satisfaction among teachers in Osun State.
Objective of the Study
The broad objective of the study was to examine the relationship between locus of control on job stress and employee job satisfaction. To achieve this objective, the relationship between locus of control on employee’s job stress and employee’s job satisfaction among the teachers of Osun State was evaluated.

Research Hypotheses
The research hypotheses formulated for the study are:

1. There is a significant influence of locus of control on employee’s job satisfaction among teachers in Osun State.
2. There is a significant influence of locus of control on employee’s job stress among teacher in Osun State.

Review of Relevant Literature
Herzberg's Theory: Work motivation is concerned with those attitudes that direct a person's behavior toward work-related goals, and this is of particular interest to the HR professional. If one accepts the premise of Maslow's theory, management must concentrate on esteem and self-actualization needs as motivators, assuming that the employee's lower-level needs have been met. In today's labor market, where job security is often tentative, lower-level maintenance needs take on significance greater than that in a tight labor market. The HR professional needs to be sensitive to the importance of securing satisfaction at the lowest motivational level.

However, the research by Frederick Herzberg and his associates suggests that the needs at the top of Maslow's hierarchy are indeed the ones providing the greatest impetus for higher employee performance. He and his colleagues call it the motivation-hygiene theory of worker satisfaction. This theory revolves around two factors: the motivators and the hygiene factors (Herzberg, Mauser, and Snyderman, 1999).

Needs Theory: One of the most widely accepted theories of behavior (one that has had considerable impact on employee performance. The late Abraham Maslow developed the theory that human needs are affected by a priority system of physiological and psychological circumstances. He classified human needs into five categories, according to priority: Physiological needs: food, water, air, rest, and other necessities for maintaining physical well-
being. Safety needs: safety and security in both the physical and the psychological sense. Love and the need to belong: attention and social activity, affectionate relationships with people, and a respected place in the group. Esteem needs: self-respect, strength, achievement, adequacy, and competence. Self-actualization needs: self-fulfillment and the desire to reach one's full potential.

**Job-Demand Control Theory:** In recent years the job Demand-Control Model has been recognized as a famous model to describe how control is related to stress and how can reduce the occupational stress in the organizations (Baker, Israel, and Schurman, 1996). The Job demand-control model (Karasek, 1979) is interactions between psychological demands and decision latitude (control). In fact, it has two main dimensions: demand and control. The first dimension is job demand that refers to the pressures, overload work, conflicts, ambiguities about the responsibilities and required skills in a work place (Park, 2007). The basic premise or the most important strain in this model is when the employees suffer a high amount of stress and demands while they have low amount of control to cope themselves in the stressful situations, so they are more stressed (Kain and Jex, 2010). Additionally, the second dimension is control which has two elements – decision authority (autonomy) and skill discretion (range of skills used) (Panari, Guglielmi, Simbula, and Depolo, 2010). Also, control is viewed as an important factor to decrease the occupational-stress by surrounding and making effective decision over aspects of work like location, time, and what kind of activities and tasks should be done to increase the efficiency and effectiveness of the organizations in an unstressed condition (Spector, 2002).

**Empirical Studies**

Empirical literature related to Locus of Control, Job Satisfaction and Job Stress were reviewed. Mahajan and Kaur (2012) examined the relationship between locus of control of college teachers and their job satisfaction. A sample of 150 teachers was selected from the different colleges of Amritsar city in Punjab, India. Locus of control and job satisfaction scale was used. Statistical techniques like Pearsons Product Moment Coefficient of Correlation, Mean, Standard error of difference between means and T-test were used for the study and the study reveals a significant relationship between locus of control and job satisfaction of college teachers. Among male and female teachers, male teachers with high job satisfaction possess a positive locus of control as compared to female college teachers with high job satisfaction. There is a study related to locus of control and its impacts on Job Satisfaction in public sector organization by Lakshman
Vijayashree and Jagdishchandra (2011). The objective was to identify the type of Locus of control in Public Sector Unit (PSU) in Bangalore and to analyze the impact of different type of Locus of Control on job satisfaction of PSU employees. Hypotheses were made to identify the relationship between different demographic factors. The tool used was Loco Inventory and survey was conducted by administering questionnaire with thirty-five statements. Statistical techniques like the Ratios, ANOVA, and Correlation were used for analysis and the result showed that there was a positive correlation between internal locus of control and job satisfaction as well as between external (other) locus of control and job satisfaction and in case of External (Chance) locus of control and job satisfaction there exists partial positive correlation. Job satisfactions of employees were found high. There was a significant variance between internality and age as well as between externality (chance) and age as per ANOVA table. There was no significant relationship between internality and demographic factors like gender and education. There was no significant relationship between externality (others) and demographic factors like gender, age and education. There was no significant relationship between externality (chance) and demographic factors like gender and education.

A similar study was conducted to identify the relationship between these two variables by Tillman, in (2010). Study focused on Work Locus of Control (WLC) and job satisfaction by examining the relationships between these variables using multiple dimensions of job satisfaction. Herzberg Two Factor theory was employed to hypothesize WLC as a predictor of satisfaction with work on present job, predictor of satisfaction with present pay, predictor of satisfaction for opportunities for promotion, predictor for satisfaction with supervision, predictor for satisfaction with people at work and predictor for the job in general was considered. A sample of 114 accountants was taken up for study from the southeastern part of the United States. Result provided strong support for the proposed associations. It was suggested that WLC had different impact on the WLC job satisfaction dimensions’ relationships. Baba, (2009) also made an attempt to test a mediation model consisting of job satisfaction as the dependent variable, locus of control as the independent variable and work family conflict as the mediator. Data was collected through self-administered questionnaire from 159 single mother employees aged 45 and below and having at least one child. The data were analyzed using correlation and multiple regression analysis and the result of correlation revealed that locus of control was related to work family conflict and job satisfaction and work family conflict was related to job
satisfaction. Results of multiple regression analyses indicated that work-family conflict partially mediated the relationship between locus of control and job satisfaction. It was concluded that single mother employees who believed that they were in control of the events that happened in their lives seemed to be more satisfied with their jobs and seemed to experience less work family conflict. Carrim, (2006) made another study to determine the relationship between call center agents job satisfaction and their locus of control orientation. A sample of 187 call center agents from a municipality in Gauteng participated. The results of a chi square test analysis suggested that call center agents with an internal locus of control appeared to experience significantly higher general extrinsic and intrinsic job satisfaction compared to call center agents with an external locus of control. The result further suggested that the male and female participants did not differ with regard to their general and intrinsic levels of job satisfaction and that participants with post school qualifications experienced lower levels of intrinsic job satisfaction.

Abedi and Khorshidifar (2011) conducted an empirical study to examine the impact of job stress on the relationship between the locus of control and accountants job satisfaction. A sample of 65 senior and regular accountants who work for thirteen different regional municipalities of city of Mashad in east part of Iran was taken up for the study and used different well-known questionnaire methods such as stress diagnostic survey, locus of control, job satisfaction and employees' performance to perform the study. The results indicated that the stress was on an average level for the dominant locus of control factors and job satisfaction and employee performance were in relatively high level. The study also revealed that four important factors of role of ambiguity, quantitative overload, career development and handling other workers' responsibilities played an important role on job satisfaction. Managing career development factor also impacted on the performance of accountants. Similarly, Chen and Silverthorne (2008) also examined the relationship between locus of control and the work related behavioral measures of job stress, job satisfaction and job performance in Taiwan. Subjects were drawn from a pool of accounting professionals and findings indicated that one aspect of an accountant’s personality as measured by locus of control played an important role in predicting in the level of job satisfaction, stress and performance in CPA firms in Taiwan. Individuals with a higher internal locus of control were more likely to have lower levels of job stress and higher levels of job performance and satisfaction. The results also indicated that locus of control played an important role in the overall effectiveness of accountants, even in a non-western culture like Taiwan.
Majorly, findings from studies reviewed showed that people with internal and external locus of control differ in numerous ways, particularly in terms of their cognitive activity and environmental mastery. Because they are more perceptive of their situations, internals seem to exert more control over their lives in part by their knowledge of their environments. That is, internals more readily acquire and utilize information that is relevant to their goal situation even when it seemingly is not relevant. Recognizing that employees operate from an internal or external locus of control, which transcends to different levels of self-accountability, behaviour and performance results across employees will vary. Locus of control in the workplace differentiates employees who believe they can exercise control over their work and their environment through their own actions from employees who are the more or less self-reliant distinguishing difference in the belief of personal control between internals and externals, is therefore expected to affect the occupational stress satisfaction levels.

Methodology
This study employed a descriptive survey research method to obtain data. The population for the study included all teachers, male and female, teaching in the six administrative units of Osun State. Instrumentation is the process of developing, testing, and using measurement devices such as survey, tests, questionnaire etc. Four administrative units were randomly selected for the study. The simple random technique was employed to select 462 respondents for the study, however, only 400 respondents returned the questionnaires sent out. The respondents cut across primary schools, junior secondary schools and senior secondary schools. Standardized research instruments on locus of control and job satisfaction and job stress were used to collect data for the study. Data were analyzed using the Statistical Package for Social Sciences software. For demographic information about the respondents, descriptive statistics tools were used while multiple regression analysis was used to examine research hypotheses. The research hypotheses were examined at 0.05 alpha levels.
Results and Discussion
This consists of socio-demographic characteristics of the respondents and the analysis of the research hypotheses that were examined. Socio-demographic Characteristics of the Respondents

Table 1: Distribution of Respondents by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>209</td>
<td>52.3</td>
</tr>
<tr>
<td>Female</td>
<td>191</td>
<td>47.8</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author’s Fieldwork, 2018

Table 1 shows the summary of the frequency of respondents’ gender with the valid percentages of their responses. It showed that 209 males (with 52.3%) and 191 females (representing 47.8%) workers responded to the questionnaires. The results show a fair distribution with no gender discrimination.

Table 2: Distribution of Respondents by Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29 years</td>
<td>53</td>
<td>13.2</td>
</tr>
<tr>
<td>30-39 years</td>
<td>162</td>
<td>40.5</td>
</tr>
<tr>
<td>40-49 years</td>
<td>102</td>
<td>25.5</td>
</tr>
<tr>
<td>50 years and above</td>
<td>83</td>
<td>20.8</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author’s Fieldwork, 2018

It was showed that table above presents the various frequencies of the respondents’ ages are revealed. This study had 53 (13.2%) respondents whose ages fell below 29 years, 162 (40.5%) were between 30 and 39 years, 102 (25.5%) were between 40 and 49 years of age, while 8 (20.8%) respondents were aged above 50 years.
Table 3: Distribution of Respondents by Marital status

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>36</td>
<td>9.0</td>
</tr>
<tr>
<td>Married</td>
<td>346</td>
<td>86.5</td>
</tr>
<tr>
<td>Divorced/Separated</td>
<td>18</td>
<td>4.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>400</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author’s Fieldwork, 2018

36 (9.0%) of the respondents were single; 346(86.5%) were married; 18(4.5%) of the respondents were divorced/separated.

Table 4: Distribution of Respondents by Education Qualification

<table>
<thead>
<tr>
<th>Education Qualification</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSCE/GCE</td>
<td>77</td>
<td>19.3</td>
</tr>
<tr>
<td>OND/ NCE</td>
<td>115</td>
<td>28.8</td>
</tr>
<tr>
<td>HND/ BSC</td>
<td>133</td>
<td>33.3</td>
</tr>
<tr>
<td>MBA/MSC</td>
<td>75</td>
<td>18.8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>400</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author’s Fieldwork, 2018

17(19.3%) of the respondents were holders of SSCE/GCE; 115(28.8%) were holders of NCE/OND; 133(33.3%) were holders of HND/BSC, while 75(18.3%) were holders of Master’s degree.

Table 5: Distribution of Respondents by Length of Service

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td>28</td>
<td>7.0</td>
</tr>
<tr>
<td>6-10 years</td>
<td>27</td>
<td>6.8</td>
</tr>
<tr>
<td>11-15 years</td>
<td>74</td>
<td>18.5</td>
</tr>
<tr>
<td>16-20 years</td>
<td>166</td>
<td>41.5</td>
</tr>
<tr>
<td>21-25 years</td>
<td>86</td>
<td>21.5</td>
</tr>
</tbody>
</table>
7.0% of the respondents have put up/put in between 0 and 5 years of service, 18.5% have put in between 6 and 10 years in service, 41.5% have put in between 11 and 15 years in service, 21.5% have put in between 21 and 25 years in service while 4.8% have served for 26 years and above.

4.2 Test of Hypotheses
The results of the study on the basis of the research hypotheses formulated are discussed below.

The first hypothesis which stated that there is a significant influence of locus of control on employee’s job satisfaction among teachers in Osun State was tested using multiple regression. The results are shown in table 2.

Table 6. Summary of Regression Analysis of Locus of Control to Employee’s Job Satisfaction

<table>
<thead>
<tr>
<th>Mode</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.515a</td>
<td>.265</td>
<td>.263</td>
<td>2.944</td>
</tr>
</tbody>
</table>

Model

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1243.647</td>
<td>1</td>
<td>1243.647</td>
<td>143.485</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>3449.631</td>
<td>398</td>
<td>8.667</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4693.277</td>
<td>399</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Job Satisfaction
b. Predictors: (Constant), Locus Control

From the table above, $R^2$ is 0.265 which indicates that locus of control contributed 26.5% of the total variation to employee’s job satisfaction. With $F_{(1, 398)}= 143.485$, $P<0.05$, it was concluded that locus of control significantly predicted employee’s job satisfaction, thus the hypothesis was accepted.

The second hypothesis which stated that there is a significant influence of locus of control on employee’s job stress among teachers in Osun State was tested using multiple regression. The results are shown in table 3.
Table 7. Summary of Regression Analysis of Locus of Control to Employee’s Job Stress

<table>
<thead>
<tr>
<th>Mode</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.292\textsuperscript{a}</td>
<td>.085</td>
<td>.083</td>
<td>1.065</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>42.035</td>
<td>1</td>
<td>42.035</td>
<td>37.062</td>
<td>.000\textsuperscript{b}</td>
</tr>
<tr>
<td>Residual</td>
<td>451.403</td>
<td>398</td>
<td>1.134</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>493.438</td>
<td>399</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\subparagraph*{a. Dependent Variable: Job stress}
\subparagraph*{b. Predictors: (Constant), Locus control}

From the table above, R\textsuperscript{2} is 0.085 which indicates that locus of control contributed 85.0% of the total variation to employee’s job stress. With F(1, 398)= 37.062, P<0.05, it was concluded that locus of control significantly predicted employee’s job stress, thus the hypothesis was accepted.

**Discussion of Findings**

The model used reveals the degree of impact of locus of control on employee’s job satisfaction and employee’s job stress. More of the respondents were male (52.3%) compared to female respondents (47.7%). Also, the majority of respondents fell between the age ranges of 30 and 39 years, which shows that a major proportion of the employees are in their career progression period.

The research hypotheses were tested with linear regression analysis. The first research hypothesis predicted a significant relationship between locus of control and employee’s job satisfaction. The findings show a significant predictive relationship between locus of control and employee’s job satisfaction. The findings show that locus of control can cause a predictable change in employee’s job satisfaction. With F(1,398)= 143.485, P<0.05, we conclude that there is a significant relationship between locus of control and employee’s job satisfaction. Viewing the empirical literature, the findings of this study support the findings of various researchers who have examined the relationship between locus of control and employee’s job satisfaction. Previous studies have established that some dimension of locus of control is positively correlated with employee’s job satisfaction. Tillman, (2010) study focused on Work Locus of Control
(WLC) and job satisfaction by examining the relationships between these variables using multiple dimensions of job satisfaction. Herzberg Two Factor theory was employed to hypothesize WLC as a predictor of satisfaction with work on present job, predictor of satisfaction with present pay, predictor of satisfaction for opportunities for promotion, predictor for satisfaction with supervision, predictor for satisfaction with people at work and predictor for the job in general was considered. Mahajan and Kaur (2012) examined the relationship between locus of control of college teachers and their job satisfaction. The study revealed a significant relationship between locus of control and job satisfaction of college teachers. Among male and female teachers, male teachers with high job satisfaction possess a positive locus of control as compared to female college teachers with high job satisfaction. There is a study related to locus of control and its impacts on Job Satisfaction in public sector organization by Lakshman Vijayashree and Jagdishchandra, (2011).

The second research hypothesis predicted a significant relationship between locus of control and employee’s job stress. The findings show a significant predictive relationship between locus of control and employee’s job stress. The findings show a significant predictive relationship between locus of control and employee’s job stress. The findings show that locus of control can cause a predictable change in employee’s job satisfaction. With F(1,398)= 37.062, P<0.05, we conclude that there is a significant relationship between locus of control and employee’s job stress. The findings of this study support the findings of various researchers who have examined the relationship between locus of control and employee’s job stress. Abedi and Khorshidifar (2011) conducted an empirical study to examine the impact of job stress on the relationship between the locus of control and accountants job satisfaction. A sample of 65 senior and regular accountants who work for thirteen different regional municipalities of city of Mashad in east part of Iran was taken up for the study and used different well-known questionnaire methods such as stress diagnostic survey, locus of control, job satisfaction and employees' performance to perform the study. The results indicated that the stress was on an average level for the dominant locus of control factors and job satisfaction and employee performance were in relatively high level. Chen and Silverthorne (2008) also examined the relationship between locus of control and the work related behavioral measures of job stress, job satisfaction and job performance in Taiwan. Subjects were drawn from a pool of accounting professionals and findings indicated that one aspect of an accountant’s personality as measured by locus of control played an important
role in predicting in the level of job satisfaction, stress and performance in CPA firms in Taiwan. Individuals with a higher internal locus of control were more likely to have lower levels of job stress and higher levels of job performance and satisfaction. The results also indicated that locus of control played an important role in the overall effectiveness of accountants, even in a non-western culture like Taiwan.

Conclusion
This study submits that there exists a relationship between locus of control and employee’s job satisfaction and employee’s job stress. The study therefore concluded that locus of control predicts employee’s job satisfaction and employee’s job stress. Based on the findings of this study therefore, it is recommended that the Ministry of Education, and by extension, Schools in Nigeria, should focus on locus of control, as one of the major factors that affect employees’ job satisfaction and employee’s job stress so as to positively influence productivity.

Recommendation
It is also recommended that in the process of promoting employees’ satisfaction and job stress, efforts should be made to create a favorable working condition and build an effective and efficient communication channel within the school environment. Thus the organization should continually review and adjust the monetary compensation given to its employees. A comparative study is suggested in other schools, especially in Southwest Nigeria so as to be able to generalize the findings. Also there is the need for further study to determine whether internal or external locus of control affects employee job satisfaction more.

Reference


