A Study on the Mediating Effect of Work-Family Conflict on Locus of Control and Job Satisfaction among Paramedical Staff

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Abstract - *This study is conducted to test direct and indirect effect of locus of control on job satisfaction. Data is gathered from a sample of 60 both male and female paramedical staff aged 40 years and below, working full-time in 3 corporate hospitals in Andhra Pradesh state of Southern India, using self-administered questionnaires. The data is analyzed using correlation and multiple regression analyses using SPSS Software. Results of correlation analysis revealed that locus of control is related to job satisfaction and not significantly related to work family conflict and work-family conflict is not related to job satisfaction. Results of multiple regression analyses indicated that work-family conflict partially mediates the relationship between locus of control and job satisfaction. Paramedical staff who believe that they are in control of the events that happen in their lives seem to be more satisfied with their jobs and seem to experience moderate work-family conflict.* **Copyright © 2016 Penerbit Akademia Baru - All rights reserved.**

Keywords: Locus of Control, Job Satisfaction, Work-family Conflict

1.0 INTRODUCTION

The last few decades have seen dramatic changes in the demographic characteristics and life styles of the workforce. The single most important change is the increase of women into the workforce, especially that of married women with children. With an increase of women into the workforce and there has been an increase in men involved in family life. In today's society dual income families and employed single parents are the fast becoming norm. With the increase in dual income families and employed single parents, conflict between work and family has reached a crisis.

Work - family conflict refers to a type of inter role conflict in which involvement in one role interfere with involvement in another role [10]. Past researchers have used various terms such as inter role conflict [15] work family inter role conflict [8] work-home conflict [16] and negative work-home interaction [7] interchangeably with work-family conflict. Researchers [10] described three types of work-family conflict, (i)Time-based conflict:-It occurs when" time obligations from one role make it physically impossible to fulfill expectations from another role" (ii) Strain-based conflict:-It occurs when "roles are incompatible in the sense that the strain created by one makes it difficult to comply with the demands of another."(iii)

Behavior-based conflict:-It occurs when "specific patterns of in-role behaviors may be incompatible with expectations regarding behavior in another role." Job Satisfaction is the amount of overall positive effects or feelings that individuals have towards their jobs [9]. According to [2] Job Satisfaction is the amount of pleasure or contentment associated with a job. It is an individual's emotional reaction to the job itself.

The concept of locus of control was developed by [25]. A person's locus is conceptualized as either internal (the person believes they can control their life) or external (meaning they believe that their decisions and life are controlled by environmental factors which they cannot influence). Locus of control [1] is a measure of how individuals believe they can control their life and where that control comes from. It is the perceived source of control over the behavior. People with internal locus of control believed they control their own destiny. They tend to be convinced that their own skill, ability and efforts determine the bulk of their life experiences. In contrast, people with external locus of control believe that their lives are determined mainly by sources outside themselves like fate, chance luck or powerful others. Similar operational definition was adopted for the present study.

The objectives of the present study are:
1. To find the relationship between locus of control and job satisfaction.
2. To find the relationship between between locus of control and work-family conflict.
3. To find the relationship between work-family conflict and job satisfaction.
4. To find the mediating effect of work-family conflict on the relationship between locus of control and job satisfaction.

2.0 LITERATURE REVIEW

Previous research has shown that work-family conflict leads to various negative outcomes, including job dissatisfaction [13,22]. Thus, taking into account the reality of working life today and the stress-producing nature of work-family conflict, we are forced to reconsider the resources that might help either alleviate work-family conflict or, increase the level of job satisfaction. Locus of control is the personality trait that might help to reduce work-family conflict and increase job satisfaction [20].

Most of the studies on locus of control have concentrated on its direct effect on job satisfaction among women employees. Based on the literature review, there is still lack of studies examining the indirect effects of locus of control on job satisfaction among both male and female employees. This study tested 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. It examined both the direct and indirect of effects of locus of control on job satisfaction among bath male and female employees.

Relationship between locus of control and job satisfaction: Research has shown that employees with an internal locus of control are tend to be more satisfied with their jobs than external locus of control [20,21,28,29]. Thus empirical evidence seems to support the relationship between locus of control and job satisfaction and the following hypothesis was tested.

H_1: *There is a significant correlation between locus of control and job satisfaction.*

Relationship between locus of control and work-family conflict: To date, only a few studies have examined the relationship between locus of control and work-family conflict. Effects of

locus of control on work-family conflict is investigated by [19, 20, 21] and found that individuals with an external locus of control (those who attribute the causes of events in their lives to factors other than themselves reported experiencing more work-family conflict. Similarly [3] found that internal locus of control was negatively related to work-family conflict. Previous research findings seem to support the relationship locus of control and work family conflict and the following hypothesis was tested.

H_2: *There is a significant correlation between locus of control and work-family conflict.*

Relationship between work-family conflict and job satisfaction: Many researchers [17,18,26] have demonstrated a significant negative correlation between work-family conflict and job satisfaction. Similarly, [27] reported that work–family conflict decreased employees' job satisfaction. Based on previous research, it is expected that work-family conflict lead to lower job satisfaction among paramedical staff and the following hypothesis was tested.

H_3: *There is a significant correlation between work-family conflict and job satisfaction.*

Work-family conflict as a mediator in the relationship between locus of control and job satisfaction: Authors [19,20] in her study found that locus of control as a personality characteristic acted on women's perceptions of work-family conflict, thereby enhancing or reducing their levels of job satisfaction. In other words, locus of control could help reduce employees' job satisfaction because it could reduce the employees' perceptions of conflict. Based on the COR theory [12] as well as previous findings, one could argue that changes in the level of locus of control could lead to changes in the levels of work-family conflict as well as the levels of job satisfaction and thus the following hypothesis was tested.

H_4: *Work-family conflict mediates the relationship between locus of control and job satisfaction.*

3.0 MATERIALS AND METHODS

Sample and Procedure: The sample of this present study consisted of both female and male paramedical staff aged 40 and below working in three corporate hospitals in Andhra Pradesh state of southern India. Data were collected from a sample of 60 both male and female paramedical staff using self-administered questionnaires. The questionnaire was constructed in English language

4.0 MEASUREMENT

Job Satisfaction: Job satisfaction was measured using five items. Three of the items were adopted from the instrument developed by [11] and two by [6]. The subjects of this study were requested to respond using five-point scaled response options ranging from strongly disagree (1) to strongly agree (5). Examples of items are: ". I am very satisfied with this job"." I love what I do at work". The reliability coefficient (alpha) of this job satisfaction scale was 0.750.

Locus of Control: Locus of control was measured using 9 items from 30 items Spheres of Control scale developed by [23]. The scale consists of three separate spheres of behaviour, namely personal control, interpersonal control and socio political control. This study is limited to measuring paramedical staff personal control. The subjects of this study were requested to respond using five-point scaled response options ranging from strongly disagree (1) to strongly

agree (5). Examples of items are:" My major accomplishments are entirely due to my hard work and ability. "Once I make plans I am almost certain to make them work". The reliability coefficient (alpha) of the scale was 0.702.

Work-Family Conflict: The level of work-family conflict was measured using an interole scale originally developed by [24]. This scale consists of 8 items based on the most widespread features of work interference with family. Responses were coded on a 5-point scaled response options ranging from strongly disagree (1) to strongly agree (5).Example of items are."My work takes up time that I would like to spend with my family"." My job makes it difficult to be the kind of spouse or parent I would like to be ".The reliability coefficient (alpha) of the work-family conflict scale was 0.826.

Statistical Analysis: Descriptive statistics were calculated to describe the main characteristics of the subject. Correlation coefficients were computed using SPSS Software to examine the relationships between locus of control, work-family conflict and job satisfaction. A series of regression analyses was employed using SPSS Software to test the hypotheses of the study [14] recommended the use of a series of regression models to test the meditational hypothesis. Testing for mediation requires the estimation of the four following regression equations: First, regressing the dependent variable on the independent variable; second, regressing the mediator on the independent variable; third, regressing the dependent variable on the mediator; and fourth, regressing the dependent variable on both the independent variable and on the mediator [4].

Model: This study is based on the following model which examines the mediating role of work-family conflict in the relationship between locus of control and job satisfaction:

$$JS = 1.65 + 0.416(LOC)$$

$$WFC = 0.149 + 0.395(LOC)$$

$$JS = 2.933 + 0.310(WFC)$$

$$JS = 1.634 + 0.348(LOC) + 0.173(WFC)$$

Where:
    JS - Job Satisfaction
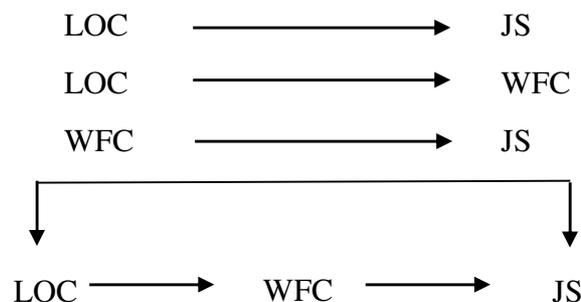   LOC - Locus of Control
    WFC - Work family conflict

Table 1: Characteristics of Respondents

Characteristic	Frequency	(%)	Mean	SD
Age(Years)			27.28	1.68
20-25	26	43.3		
26-30	19	31.7		
31-35	10	16.7		
36-40	05	8.3		
Gender				
Male	19	31.7		
Female	41	68.3		
Marital Status				
Unmarried	30	50		
Married	30	50		
Children				
Yes	23	38.3		
No	07	11.7		
No. of Children			1.35	0.573
1	16	26.7		
2	06	10		
3	01	1.7		

Table 2: Mean, SD and Inter correlations of the Variables

Variable	1	2	3	Mean	SD
Work-family conflict	--	0.396**	0.310*	2.75	0.870
Locus of control		--	0.416**	3.142	0.415
Job satisfaction			---	3.510	0.590

** $p < 0.01$ *$p < 0.05$

Table 3: Results of multiple regression analyses

Criterion Variable	Predictor variable	R	R^2	Adj R^2	Beta	F
Job satisfaction	Locus of control	0.416	0.173	0.159	0.416	12.164
Job satisfaction	Work-family conflict	0.310	0.096	0.081	0.310	6.158
Work-family conflict	Locus of control	0.396	0.157	0.142	0.396	10.788
Job satisfaction	Work-family conflict	0.446	0.198	0.170	0.173	7.058
	Locus of control				0.348	

5.0 RESULTS AND DISCUSSION

Table1 presents the characteristics of the respondents. The respondents age is ranged from 20 to 40 years (M=27.28, SD=1.68) with 91.7% aged from 20 to 35 years. In the present study 68.3% of the respondents are female, 50% of the respondents are unmarried and 26.7% respondents had single child.

Table2: The mean score for work-family conflict on a 5 point scale was 2.754(SD=0.870), Locus of control was 3.142 (SD=0.415) and Job satisfaction was 3.510 (SD=0.590).Correlation analyses results revealed that there were moderate positive correlation between locus of control and work family conflict (r = 0.396** p< 0.01).There were positive correlation between locus of control and job satisfaction(r =o.416** p<0.01) and moderate positive correlation between Work-family conflict and job satisfaction(r = 0.310*   p< 0.05).The results supports H1 only.

H_1: *There is a significant relationship between locus of control and job satisfaction*
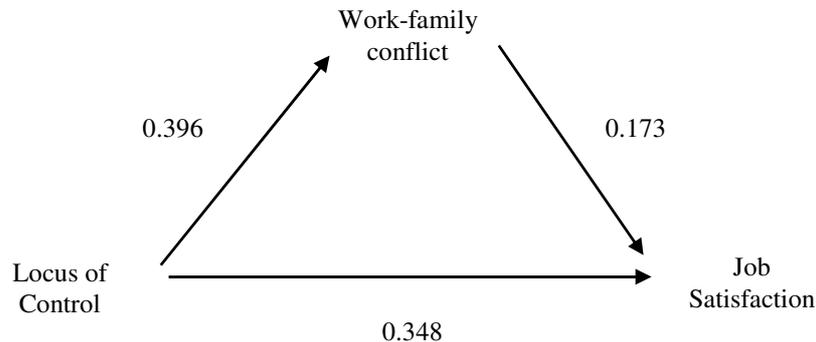

Figure 1: Results of multiple regression analyses with WFC as a mediator of the relationships between Locus of control and Job satisfaction.

A series of regression analyses were used to examine the role of work-family conflict as a mediator of the relationship between locus of control and job satisfaction. Applying the four conditions for establishing mediation on the four equations of the model, it was found that these conditions hold, indicating that work-family conflict mediates the relationship between locus of control and job satisfaction, thus supporting H_4. (H_4: Work-family conflict mediates the relationship between locus of control and job satisfaction) Since the independent variable does affect the dependent variable upon regressing the dependent variable on both the independent variable and on the mediator, then partial mediation is established (Figure 1).The paramedical staff in this study experienced moderate intensity of work-family conflict as shown by the mean score (2.75).This can be attributed to the fact that 50% of the respondents in this study were unmarried and 11.7% married respondents have no children. It is therefore very likely that unmarried and married employees with no children have less family demands. The intensity of work-family conflict is hence not very high.

The findings that locus of control is a significant and positive predictor of job satisfaction, has also been reported by researchers [19, 20, 21]. The findings of this study also show that the paramedical staff with internal locus of control experience higher job satisfaction. Hence results are in consistent with the findings of the previous researchers with regard to locus of control and its association with job satisfaction. This study found that an increase in locus of control lead to an increase in work-family conflict. The findings of this study with regard to locus of control and work-family conflict are not consistent with that of many searchers [19-21] but consistent with that of [30]. This may be due to respondents in this study have high job specific locus of control. The results indicate that though the respondents experience moderate work-family conflict have increased job satisfaction. It seems that in this study the paramedical staff is highly committed in service even though they experience moderate work-family conflict.

6.0 CONCLUSION

The study shows that the paramedical staff with internal locus of control experience higher job satisfaction and moderate work family conflict. This may be due to respondents in this study have high job specific locus of control and 50% respondents are unmarried and 11.7% married respondents have no children. Therefore ,people who believe that they are in control of the events that happen in their lives seem to be more satisfied with their jobs and experience

less work-family conflict. However, this study has certain limitations that respondents who are participated in the study are aged below 40 years and the size of the sample is small.

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