



Link between Employees' Locus of Control, Job Satisfaction, and Job Stress among Teachers: A Survey Analysis in Osun State of Nigeria

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Abstract

Background: Locus of control relates to generalized expectations of an individual about the location of command over subsequent occurrences. Generally, there are two types of locus of control: internal and external. Locus of control impacts to the job satisfaction and motivation of employees towards the work.

Objective: The study aims to examine the link between employees' locus of control, job satisfaction and job stress.

Methods: Simple random sampling technique was used to select four-hundred respondents from different cadres of teachers from primary and secondary schools in Osun State of Nigeria. Data were collected through a structured questionnaire having three scales including personal data.

Findings: The results showed that 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. Also, it was found out that locus of control significantly predicted employee's job stress. The study revealed that locus of control has an impact on employee's job performance and job stress among teachers of Osun State of Nigeria.

Conclusion and Recommendations: The study, therefore, recommended that the ministry of education in Osun State has to organize special training on the locus of control for her workforce. Human resource managers should include locus of control as one of the factors that should be measured during recruitment and selection exercise. 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.

Implications: The paper will be useful to concerned authority in order to plan the motivation schemes for teachers in Nigeria which would lead to improve situation of job satisfaction among teachers.

Keywords: Job Satisfaction, Job Stress, Locus of control, Teacher, human resourcemanagement

Paper Type: Research Paper

JEL Classification: J3, J5, J7, J8

Introduction

Locus of control (LOC) is a concept in psychology that relates to a person's faith in what causes good or bad outcomes in his/her life, either in general or in a particular area such as health or academics (Nowicki, 2016). It also relates to the generalized expectations of an individual about the location of command over subsequent occurrences. In other words, who is responsible for what is happening or what is responsible. The formulation of LOC classifies generalized opinions about who or what affects stuff from inner to external control along a bipolar dimension. In summary, the control of LOC, "reflects the degree to which individuals perceive connections between their behavior and their outcomes" (Nowicki et al., 2019). Locus of Control originated in the work of Julian Rotter in the year 1950 and it is classified into two major categories – 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" (Rotter, 1975). 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.

Person having an internal locus of control will be engaged in leisure activities, which will help them develop more personal control because the internals believes in and seek personal control they exhibit with less social influence than do externals (Kabanoff and O'Brien, 1980). The findings of the study are the extension of the work of Hjelle and Couser (1970). Simply, it can be said that people who develop internal LOC believe they are responsible for their 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.

Because most of the hours are spent on the job, finding out the different variables that determine work happiness is essential. Of course, it's all about the difference between reality and expectations, but it seems that the problem is much more complex than it seems. The locus of control an employee has an impact on the level of job satisfaction, according to many scientists. Job satisfaction refers to a pleasurable emotional state arising from the assessment of one's work; an effective response to one's job; and an approach to one's job. Weiss (2002) stated that work satisfaction is an attitude but notes that scientists differentiate between the objects of cognitive assessment that influence emotion, belief, and conduct. This definition implies that we develop attitudes towards our job, as proposed by the work of Johnson, Rosen, Chang, and Lin (2015), by taking account of our senses, views, and behaviors.

Some claim that the theory of hierarchy by Maslow has established the basis for the theory of job satisfaction. This theory describes that individuals strive to meet five particular needs in life: physiology, safety, social needs, self-esteem, and self-actualization. Factors considered for this research include job type, colleagues, pay, supervisor and promotion. The rate at which the job stress is growing is alarming across nations, organizations, professions, among employees, employers of labor, family members and society in particular. Research has shown that employment-related stresses were such a severe problem among employees in the United States and other advanced nations that American companies are paying more than \$150 billion a year for work-related stress. Additionally, according to a research finding, it contributes to employee absenteeism, loss of production and low efficiency (Spector, 2002).

Work stress for workers has been regarded as a severe health problem. The stressful situations at work lead to anxiety, headache, stomach distress, and heart illness and thus reduces productivity and employee job satisfaction (Spector, 2002). So, occupational stress can be described as any discomfort that perceived by individuals who their capabilities and resources cannot be copied to demands, events and stressful situations in their workplace. An organization that requires a major increase in efficiency and productivity must provide a conducive atmosphere in which its employees feel comfortable to achieve the organization's objectives by using their knowledge, experience, abilities, and capabilities. Substantially, this cannot be achieved except by analysis and recognition of employees and work towards achieving employees (teachers) satisfaction to improve their performance which will reflect on the state performance in the area of education. The reports available suggest that the performance of Osun State educational sectors has not been encouraging when compared with other states of the federal republic of Nigeria (Ijiwole et al., 2019).

Governments both at the federal and state levels have taken several steps to mitigate the problems of the education sector. For example, in Osun State, school pupils' feeding program was introduced that increased students' enrolment, retention, students' regularity and punctuality in schools but on the other hands, it increased the workloads of teachers thereby increasing their job stress (Adekunle & Ogbogu, 2016). Another initiative included the improvement of information, communication, and technology (ICT) in schools and use of mini-laptops (called open imo) in schools across Osun State. Empirical findings on the same revealed that use of computer did not enhance students' academic performance and the findings indicate that government should involve teachers in formulating policies that will affect their jobs (Fashiku, 2019).

If this current situation should continue, there will be more students in the schools with few teachers whose quality of life will be poor, and low performance, low morale, high rate of teachers' turnover and consequently, the imminent downfall of the education system in Osun State. In view of the above, this study was motivated to investigate the impact of locus of control, job stress and employee's job satisfaction among teachers in Osun State in order to have a good knowledge of employees and use the findings of the study for strategic planning and implementation of educational policies with regards to human resource management and maintenance. The objective of this study is to examine the link between locus of control, job stress and employee job satisfaction among teachers in Osun State, Nigeria.

Organization of the study is as follows: Section 2 discusses literature review, Section 3 covers methodology, Section 4 outlines the results and analyses and, finally, Section 5 discusses the results and analysis, draws conclusion and presents recommendation.

Review of Literature

Theoretical Review

This section critically reviews the relevant theories and empirical literature to inform the readers to the issues that has been raised in this paper and major scholarly debates of this issue.

The ABC Theory: The model as postulated by Albert Ellis in 1992 has three components — adversity, belief and consequences. Apparently, the theory advocates that it is normally not adversity (or activating event) that contributes to disturbed and dysfunctional emotional and behavioral consequences, but also what people believe about adversity. Adversity can be either external or internal and can refer to past, present or future events. Belief is what events, private wishes, and preferences are meant and what they are to an individual or group of people. There a significant belief, however, is extremely evaluative and coherent of the mental, emotional and behavioral aspects and dimension that is interrelated and integrated. Rational emotional behavior therapy states that the “C,” which represents emotional consequences, is susceptible of self-defeating and destruction, where the person’s evaluative conviction about the active event is rigid, absolutistic and dysfunctional. In other words, if an evaluative person is preferential, flexible and constructive, it can be self-helpful and constructive to have emotional consequences.

This theory was helpful as it emphasizes on identifying our beliefs and, if necessary, questions whether they are true or otherwise.

Herzberg’s Theory: The motivation of employees at work concerns with the attitudes of employees that guide their conduct to the objectives related to work. It is of a great interest to human resource professionals. If the premise of Maslow’s theory is accepted, management must concentrate on employees’ self-esteem and needs of self-actualization, provided that the lower-level needs of the employees have been met. Lower-level maintenance needs are of high importance in a tight labor market today, where employment security is often timely. The human resource practitioners must be responsive to the need to ensure fulfillment at the lowest level of motivation.

However, Frederick Herzberg’s study and his colleagues suggest that Maslow’s hierarchy is, in fact, the ones that give the biggest impetus to increase employees’ performance. He and his peers call it the employee satisfaction motivation-hygiene theory. There are two variables in this theory: motivators and hygiene factors. (Herzberg, Mauser, & Snyderman, 1959).

Needs Theory: Abraham Maslow formulated the hypothesis that a priority system of physiological and psychological conditions affects human needs. The theory of needs is one of the most commonly accepted behavioral theories with significant influence on the performance of employees. Maslow divided human needs into five priority categories. The first category, at the bottom of the ladder, comprises of food, water, air, recreation, and other physical well-being necessities and it is referred to as physiological needs. The next and the second category in the hierarchy is safety needs which encompasses both the physical and the psychological sense. The third is love and belonging needs (which are all about attention and social activity; affectionate relationships). Other two are self-esteem needs (which are self-respect, strength, achievement, adequacy, and competence) and self-actualization needs (which is about self-fulfillment and the desire to reach one’s full potential). This theory has been criticized for postulating that human needs are hierarchical however, it is relevant to

this study because the issue of hierarchy was not the focus but the employees need which need to be met for job satisfaction. This theory helps associate the teachers' needs at a different level to their job satisfaction.

Job-Demand Control Theory: Job demand-control model has been recognized as a famous model to describe how control is related to stress and how can the occupational stress in the organizations be reduced (Baker, Israel, & Schurman, 1996). The job demand-control model is an interaction between psychological demands and decision latitude (control) (Karasek, 1979). 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 workplace (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 a low amount of control to cope themselves in the stressful situations, so they are more stressed (Kain & 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, & Depolo, 2010). Also, control is viewed as an important factor to decrease the occupational-stress by surrounding and making an 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). This is useful to the study because it explicates the effect of job strain on the employees as a result of job demands and control.

Empirical Review

Mulki and Lassk (2019) carried out the study on the joint impact of ethical climate and external locus of control on job meaningfulness. The study was carried out among 151 business-to-business salespeople in the southeastern United States. The results from the study suggested that individuals with external work locus of control exhibited higher performance levels in a structured firm compared to unstructured firms.

The connection between the locus of control and job satisfaction of college teachers has been established by Mahajan and Kaur (2012). Samples of 150 teachers from the various colleges in Amritsar, in the Indian state of the Punjab were chosen for the study. Locus of control (LOC) and work fulfillment scale was used in the study. The Pearson's product-moment correlation coefficients, mean, normal difference error from mean to T-test were used in the data analysis. The research findings showed that LOC and college teachers' satisfaction had a significant relationship. It was also found out that male teachers have a positive significant locus of control relative to women college teachers with high job satisfaction.

Another study related to LOC and its influence on employees' job satisfaction in public sector organization was conducted by Vijayashree and Vishalkumar (2011). The objective of the study was to identify the type of LOC in Public Sector Unit (PSU) in Bangalore and to analyze the impact of different type of LOC on job satisfaction of PSU employees. The survey was conducted by administering a questionnaire with thirty-five statements. The study found out

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. Also, in the case of external (chance) locus of control and job satisfaction, a partial positive correlation was found. Job satisfaction of employees was found high. The study found the significant variance between internality and age as well as between externality (chance) and age of respondents. However, no significant association was established between internality and demographic factors like gender and education.

Another study was conducted to identify the relationship between these two variables by Tillman, Smith, and Tillman in 2010. The 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 a present job, a predictor of satisfaction with present pay, a 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 a different impact on the WLC job satisfaction dimensions' relationships. Ngah, Ahmad, and Baba (2009) also attempted 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 were collected through a self-administered questionnaire from 159 single mother employees aged 45 and below and have 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, Basson, and Coetzee (2006) conducted a 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 in the study. The results of a chi-square test analysis reported 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 concerning their general and intrinsic levels of job satisfaction and that participants with post-school qualifications experienced lower levels of intrinsic job satisfaction.

An empirical research was performed by Abedi and Khorshidifar (2011) on the effect of work-related stress on the relationship between LOC and employee job satisfaction among accountants. The study used a questionnaire for data collection from a sample of 65 senior

and regular accountants from 13 separate regional municipalities in East Iran. The findings showed that stress was comparatively high on average for the dominant locus of control variables and work satisfaction and staff efficiency. The research also disclosed the importance of four variables in the role of ambiguity, quantitative overload, career growth, and other employee's duties. Career growth factor management also affected accountant efficiency.

Similarly, Chen and Silverthorne (2008) studies LOC and the workplace-related behavioral measures of work stress, job satisfaction, and job performance. . Samples were taken from an accounting pool of professionals and results showed that one aspect of the personality of an accountant as measured in the locus of control played a key role in predicting work satisfaction, stress, and performance levels at CPA companies in Taiwan. Persons with a greater inner control locus were more likely to experience reduced rates of work stress and a greater degree of work satisfaction. The findings also showed that the LOC has played a significant role in the accountant's general efficiency even in a non-Western culture such as Taiwan.

Findings from studies reviewed showed that people with an internal and external locus of control differ in numerous ways, particularly in terms of their cognitive activity and environmental mastery. This was because they are more perceptive of their situations; internals seems to exert more control over their lives in part by their knowledge of their environments. That is, internals more readily acquire and utilize the 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, behavior 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 actions from employees who are 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.

Research Method

Research Design and Data Collection Techniques

This study has 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. Four administrative units were randomly selected for the study. The simple random technique was employed to select 500 respondents for the study, however, only 398 respondents returned the questionnaires sent out. The respondents cut across primary schools, junior secondary schools, and senior secondary schools. Standardized research instruments (Locus of control, job satisfaction and job stress scale – LOCJSJS scale) on the locus of control and job satisfaction and job stress were used to collect data for the study. The data collection for the study was done between April and May, 2017.

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.

Research Hypotheses

In view of the literature reviewed, the research hypotheses were formulated for the study:

H₀₁: There is a significant influence of locus of control on employee's job satisfaction among teachers in Osun State.

H₀₂: There is a significant influence of locus of control on employee's job stress among teacher in Osun State.

Data Analysis and Result

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 were presented in Table 1. It shows a summary of the frequency of respondents' gender with the valid percentages of their responses. It showed that 208 males (52.3%) and 190 females (representing 47.7%) workers responded to the questionnaires. The results show a fair distribution with no gender discrimination. Among the respondents 53 (13.3%) were below 29 years of age, 162 (40.7%) were between 30 and 39 years of age, 102 (25.6%) were between 40 and 49 years of age, while 81 (20.3%) respondents were aged above 50 years.

On marital status of the respondents, 36 (9.7%) of the respondents were single, 344 (86.4%) were married, 18 (4.5%) of the respondents were divorced/separated. From the education qualification of the respondents, 77 (19.3%) of the respondents were holders of SSCE/GCE; 113 (28.4%) were holders of NCE/OND; 133(33.4%) were holders of HND/BSC, while 75(18.8%) were holders of Master's degree. The length of service of the respondents varied from less than 5 years to above 26 years.

From Table1, 7.0% of the respondents have put up/put in between 0 and 5 years of service, 6.8% of the respondent has put in between 6 and 10 years in service, 18.6% of the respondents had served their organizations between 11 and 15 years, 41.7% have put in between 16 and 20 years in service, 21.6% have put in between 21 and 25 years in service while 4.3% have served for 26 years and above.

TABLE 1: Socio-demographic Characteristics of the Respondent

Variable	Socio-Economic Variables	Respondents	Percentage
Gender	Male	208	52.3
	Female	190	47.7
Age Group	20-29 years	53	13.3
	30-39 years	162	40.7
	40-49 years	102	25.6
	50 years and above	81	20.3
Marital status	Single	36	9.7
	Married	344	86.4
	Divorced/Separated	18	4.5
	SSCE/GCE	77	19.3
Educational Qualifications	NCE/OND	113	28.4
	HND/ BSC	133	33.4
	MBA/MSC	75	18.8
Length of Service	0-5 years	28	7.0
	6-10 years	27	6.8
	11-15 years	74	18.6
	16-20 years	166	41.7
	21-25 years	86	21.6
	26 years above	17	4.3

Correlation Analysis

Pearson correlation was used to investigate the relationship between the study variables. The results as presented in Table 2 indicated that there is a significant positive relationship between locus of control and employee job satisfaction with $p < 0.05$. Likewise, the relationship between locus of control and employee job stress was found to be positive and significant at 0.05 level of significance. The correlation coefficient of the relationship between locus of control and employee job satisfaction was 0.515 and that of locus of control and employee job stress was 0.929.

TABLE 2: Results of Correlation Analysis

		Correlations		
		Locus of Control	Employee Job Satisfaction	Employee Job Stress
Locus of Control	Pearson correlation	1		
	Sig. (2-tailed)			
	N	398		
Employee Job Satisfaction	Pearson correlation	0.515**	1	
	Sig. (2-tailed)	.000		
	N	398	398	
Employee Job Stress	Pearson correlation	0.292**	.319**	1
	Sig. (2-tailed)	.000	.000	
	N	398	398	398

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Test of Hypotheses

The results of the study based on the research hypotheses formulated are discussed below.

The first hypothesis stated that there is a significant influence of locus of control on employees' job satisfaction among teachers in Osun State was tested using multiple regression. The results are shown in Table 3.

From Table 3, R² is 0.265 that indicates the locus of control contributed 26.5% of the total variation to employee's job satisfaction. With F(1, 397)= 142.767, p<0.05, it was concluded that locus of control significantly predicted employee's job satisfaction, thus the null hypothesis was rejected.

TABLE 3: Summary of Regression Analysis of Locus of Control to Employee's Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.515 ^a	.265	.263	2.944		
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1243.647	1	1243.647	142.767	.000 ^b
	Residual	3449.631	396	8.711		
	Total	4693.277	397			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), Locus Control

The second hypothesis 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 4. From the Table 4, R² is 0.085 that indicates the locus of control contributed 8.5% of the total variation to employee's job stress. With F(1, 397)= 36.905, p<0.05, it was concluded that locus of control significantly predicted employee's job stress, thus the null hypothesis was rejected.

TABLE 4. Summary of Regression Analysis of Locus of Control to Employee's Job Stress

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.292a	.085	.083	1.065		
	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	42.035	1	42.035	36.905	.000 ^b
1	Residual	451.403	396	1.139		
	Total	493.438	397			

a. Dependent Variable: Job stress

b. Predictors: (Constant), Locus control

Discussion

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 showed that a major proportion of the employees are in their career progression period.

The correlation analysis indicated that there was a positive significant relationship between the locus of control and employee's job satisfaction and employee job stress. The research hypotheses were tested with the classical 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.

From prior empirical studies, 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 (Mahajan & Kaur, 2012; Johnson, Rosen, Chang, & Lin, 2015; Mulki & Lassk, 2019). Previous studies have established that some dimension of locus of control is positively correlated with employee's job satisfaction (Tillman, Smith, & Tillman, 2010; Vijayashree & Vishalkumar, 2011; Mahajan & Kaur, 2012).

The second research hypothesis predicted a significant relationship between locus of control and employees' job stress. The findings show a positive significant predictive rela-

tionship 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 $F(1,398) = 37.062$, $p < 0.05$. The findings of this study concur with the findings of prior studies such as Abedi and Khorshidifar (2011), Chen and Silverthorne (2008).

Conclusions and Recommendation

The data and analysis presented in this study indicated that there is a positive significant relationship between locus of control and employee's job satisfaction. The study also revealed that there is a positive significant relationship between locus of control and employee's job stress. The study showed that there exists a relationship between locus of control and employees' job satisfaction and employees' job stress among different cadres of employees in primary and secondary schools in Osun State of Nigeria. The study, therefore, made clear that locus of control predicts employee's job satisfaction and employee's job stress among employees in primary and secondary schools in Osun State of Nigeria. This research is significant to the society at large because the findings provide insight into the link between locus of control, employee job satisfaction and job stress among primary and secondary school teachers in Osun State of Nigeria. The findings of the research also significant to the Ministry of Education in Osun State, school owners, individual teachers in handling the management of human resources in the school system.

This study sampled four administrative units out of six in Osun State which was due to resource limitation. The limitation was overcome by resulting into sampling to manage the available resources for the research. Some teachers were skeptical to be the respondents to this study because they were afraid of making any comment. The challenge was overcome by giving a reassurance that their comments and submission would be treated with utmost confidentiality and that their identity would be anonymized. Based on the conclusion of this study, therefore, it is recommended that the Ministry of Education, and by extension, Schools in Nigeria (both privately-owned and publicly-owned) should focus on locus of control, as one of the major factors that affect employees' job satisfaction and employees' job stress so as to positively influence productivity. It is also recommended that in the process of promoting employees' satisfaction and reducing the adverse effect of job stress on employees, efforts should be made to create favorable working conditions and build an effective and efficient communication channel within the organizational environment.

With the confirmation that locus of control has a positive significant relationship on employee's job satisfaction and employee's job stress, the authors recommend that a comparative study is suggested in other schools, especially in Southwest and other regions in Nigeria to be able to generalize the findings. Since the present study did not differentiate the internal locus of control from the external locus of control in the analysis, it is therefore recommended that there is the need for further study to determine whether the internal or external locus of control affects employee job performance, employee job satisfaction and employee job stress more.

Conflict of Interest

Authors declare no conflict of interest existed while preparing this article.

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