

Locus of Control and Its Relationship with Age, Gender, Education and Experience: A Study on Select Private Sector Banks of Kolkata

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Abstract

The banking industry in the world has become complex financial organizations and its play an important role in the economic system. The present study is undertaken to find out the relationship between locus of control with the age, gender, education, and experience of sales executives of private sector banks (HDFC, ICICI and AXIS bank) of Kolkata, West Bengal. The sample consists of 200 sales executives. Simple random sampling is used for collection of data. The standardized structured questionnaire named "Locus of Control Scale" was developed by Julian Rotter (1966) was administered. Mean, SD, 't' test and ANOVA were used to test the five hypotheses formulated in the study. The study concludes most of the sales executives are having an internal locus of control. The result reveals that there is no significance mean difference between locus of control and demographic variables like age, gender and education except the experience of the sales executives. Result also exhibits that locus of control influence the experience of sales executives of selected private sector banks.

Keywords: 1. Locus of Control, 2. Age, 3. Gender, 4. Education, 5. Experience, 6. Banking Sector

Introduction

Locus of control refers to an individual's perception about the underlying main causes of events in his or her life. It describes the degree to which an individual perceives that the outcomes of his/her actions are due to his/her own behavior or personal investment or to the external forces beyond his/her control. Locus of control theory was first articulated by Julian B. Rotter (1954). According to him locus of control is a theory in personality psychology suffering to the extent to which individuals believe that they can control events that affect them. The Locus of Control is a concept in Psychology, originally developed by Julian Rotter in the 1950s. The two 'locus of control', as established by the theory, are the internal and external locus of control. Locus of control is a well-known personality variable which refers to an individual's perception of the main causes of events in life (Igbeneghua & Popoola, 2011). According to Bialer (1961) internal locus of control is associated with increased ability to delay gratification. Walls and Miller found an association between internal locus of control and delay of gratification in second and third grade children, but not in adults who were vocational rehabilitation clients (Lefcourt, 1976). According to Rotter (1966) internal locus of control exhibit two essential characteristics-high achievement motivation and low outer-directedness. This was the basis of the locus of control scale proposed by Rotter (1966) and also he believes that locus of control is a unidimensional construct. An individual having strong internal locus of control tend to be very achievement-oriented and this can relax people around them feeling tramped or bruised. With a very strong internal locus of control, there is also a tendency to want to control everything, and this can lead to difficulties in taking direction.

Review of Literature

Rotter(1966)suggestedthatinternalsarebetterabletoresistcoercion.Thisrelatestohigherouter-directednessofexternalwhichdistinguishedthetwoorientations.

According to Hurrell, Jr., Levi, and Murphy, (2011) locus of control refers to a personality trait reflecting the generalised belief that either events in life are controlled by one's own actions (an internal locus of control) or by outside influences (an external locus of control).

Baba et al., (2009) observed locus of control is related to work family conflict and job satisfaction and work family conflict was related to job satisfaction. They also found that work family conflict partially mediated the relationship between locus of control and job satisfaction.

Munir and Sajid (2010) conducted a study to identify the locus of control as determinants of organisational commitment and found that participant with more internal locus of control are more likely to have high affective and normative commitment whereas participants with more external locus of control are more likely to have high continuance commitment.

Vijayashree&Jgdishchandra (2011) found that gender and education had no relation with internality and externality and also suggested that no significant relationship had been found between externality and socio-demographic factors such gender, age and education.

D'soua et al. (2014) identified, male employees and their higher educational levels established internal locus of control when comparison made among other demographic groups.

Asiedu-Appiah&Addai (2014) found that age factor had no significant correlation with locus of control.

According to Payne & Payne (1989) internal locus of control increased with age.

Kiskinov, C. &Velichkov, A. (1984) discussed that as there is an increase in age, people developed great degree of internal locus of control orientation as compared to the young age individuals

Objective of the Study

In the light of this Locus of Control, this study aims are:

- to examine the Locus of Control of Sales Executives of private sector banks of Kolkata.
- to identify the relationship of Locus of Control with age, gender, education, and experience of the sales executivesofprivate sector banks of Kolkata.

Hypotheses of the Study

H₁: Internally Controlled Sales Executives are significantly different from Externally Controlled Sales Executives.

H₂:Locus of Control will be significantly related with the Age of sales executives of private sector banks.

H₃:There is a significant relationship of Locus of Control with Gender of sales executives of private sectorbanks.

H₄: Locus of Control willdiffer significantly with the Education of sales executives of private sector banks.

H₅: Locus of Control will be significantly related with the Experience of sales executives of private sector banks.

Methodology

Methodology includes sampling procedure, adaptation of tools, and administration of tests for collection of data.

Population and Sample Size

The objectives of this study are to find out the relationship between locus of control with age, gender, education and experience of sales executives of private sector banks. The population of the study consists of 250 sales executives of private sector banks of Kolkata. These are HDFC (Housing Development Finance Corporation), ICICI (Industrial Credit and Investment Corporation of India), and AXIS banks. The banks were chosen on the basis of total number of branches as listed by RBI Kolkata at the end of December 2021. According to sources of RBI Kolkata among the private sector bank in Kolkata, HDFC and ICICI banks have the highest number of branches (230) and AXIS has 174 branches that occupies the next position. Then the researcher has considered a number of sales executives from above mentioned banks for the study. All statistical analysis is done through the help of Statistical Package for Social Sciences (SPSS).

Data Instruments and Data Analysis Technique

In the study, the primary as well as secondary data were used. The primary data was collected by the investigator from the sales executives with the help of pre-tested structured questionnaire. The locus of control of sales executives were measured using the Locus of Control Scale. The “Locus of Control Scale” was designed and developed by Julian Rotter (1966). The scale consisted of 29 items out of which 6 items are merely filler item and 23 items constituted the true scale and were used for the analysis. The items were a pair of alternatives lettered a or b. Scoring involves one-point for each item. Hence the scores range from 0 to 23. The test-retest reliability varied between $r=0.49$ and 0.83 .

Characteristics of the Sample

(i) Locus of Control:

Table 1: Locus of Control

Locus of Control		Total
Internal	Count	178
	% of Total	89 %
External	Count	22
	% of Total	11 %
Total	Count	200
	% of Total	100.0%

The above Table 1 shows that most of the sales executives (178, 89 %) had an internal locus of control, whereas 22 (11 %) sales executives had an external locus of control (See the Figure 1).

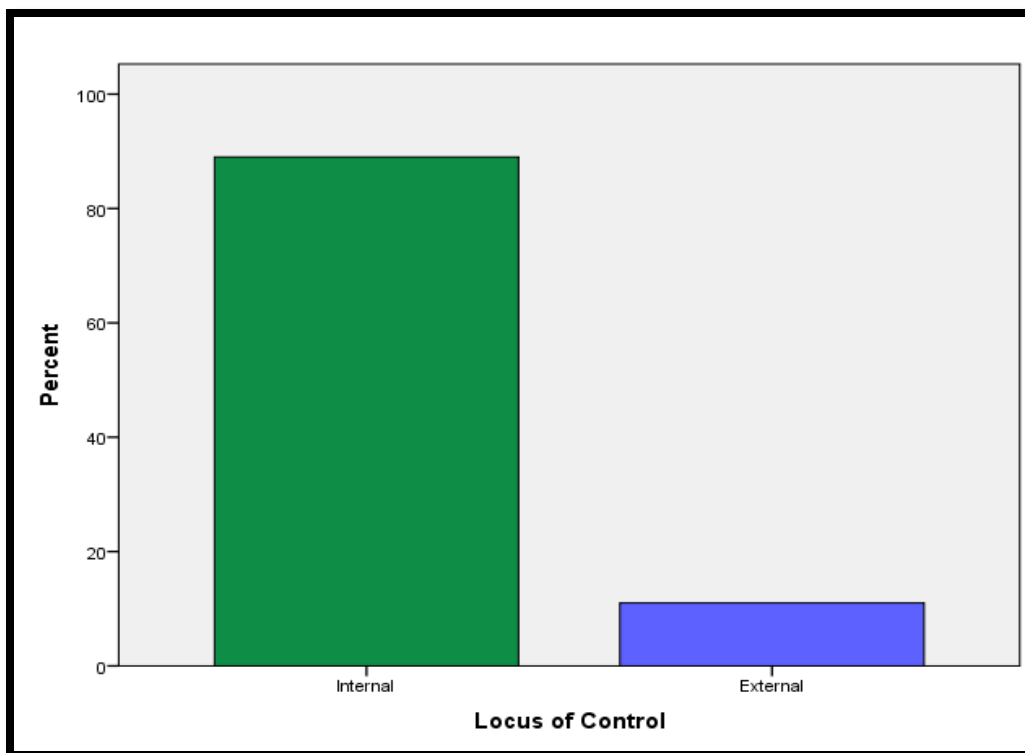


Figure 1: Locus of Control of Sales Executives

(ii) Age:

Table 2: Age Group of the Respondents

AgeGroup		Total
Lessthan 35 years	Count	56
	% ofTotal	28 %
35 – 44 years	Count	47
	% ofTotal	23.5 %
45 – 54 years	Count	78
	% ofTotal	39.0 %
Above55 years	Count	19
	% ofTotal	9.5 %
Total	Count	200
	% ofTotal	100.0%

Table 2 reveals the age-wise frequency and percentage of sales executives. The age of the 200 sales executives were varying from less than 35 years to above 55 years. This table shows 56 sales executives, 28 % are below 35 years of age, 23.5 % sales executive falls between the age of 35 to 44 years, 39 % sales executives are in 45 to 54 years age group and only 9.5 % sales executives fall at the age above 55 years (See Figure 2)

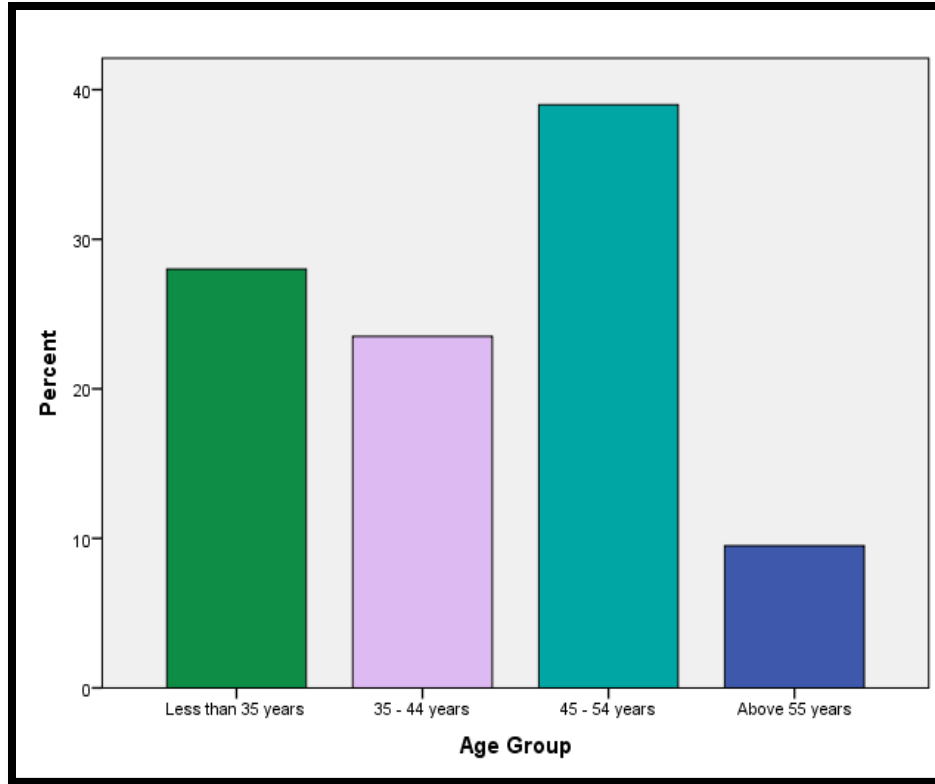


Figure2: Age Group of Respondents

(iii) Gender:

Table 3: Gender

Gender		Total
Male	Count	143
	% of Total	71.5 %
Female	Count	57
	% of Total	28.5 %
Total	Count	200
	% of Total	100.0%

Table 3 shows gender-wise distribution of the sample reveals that 143 (71.5 %) are male executives and 57 (28.5 %) are female sales executives.

The gender composition of the sales executives included in this study is shown in Figure 3.

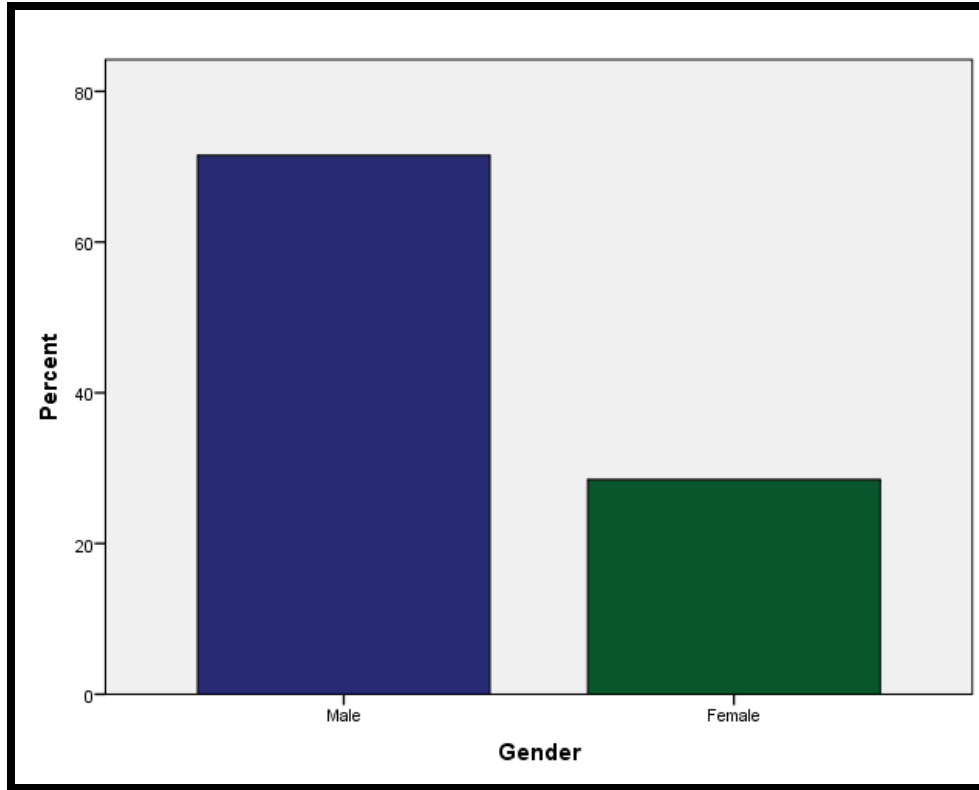


Figure3: Gender of Sales Executives

(iv) Education:

Table 4: Education of Respondents

EducationalQualifications		Total
Graduate	Count	110
	% ofTotal	55 %
PostGraduate	Count	60
	% ofTotal	30 %
Professional	Count	30
	% ofTotal	15 %
Total	Count	200
	% ofTotal	100.0%

In Table 4, there are 110 (55 %) sales executives who are under Graduate level and 60 (30 %) are Post Graduates and 30 (15 %) sales executives who are having professional qualifications (See Figure 4).

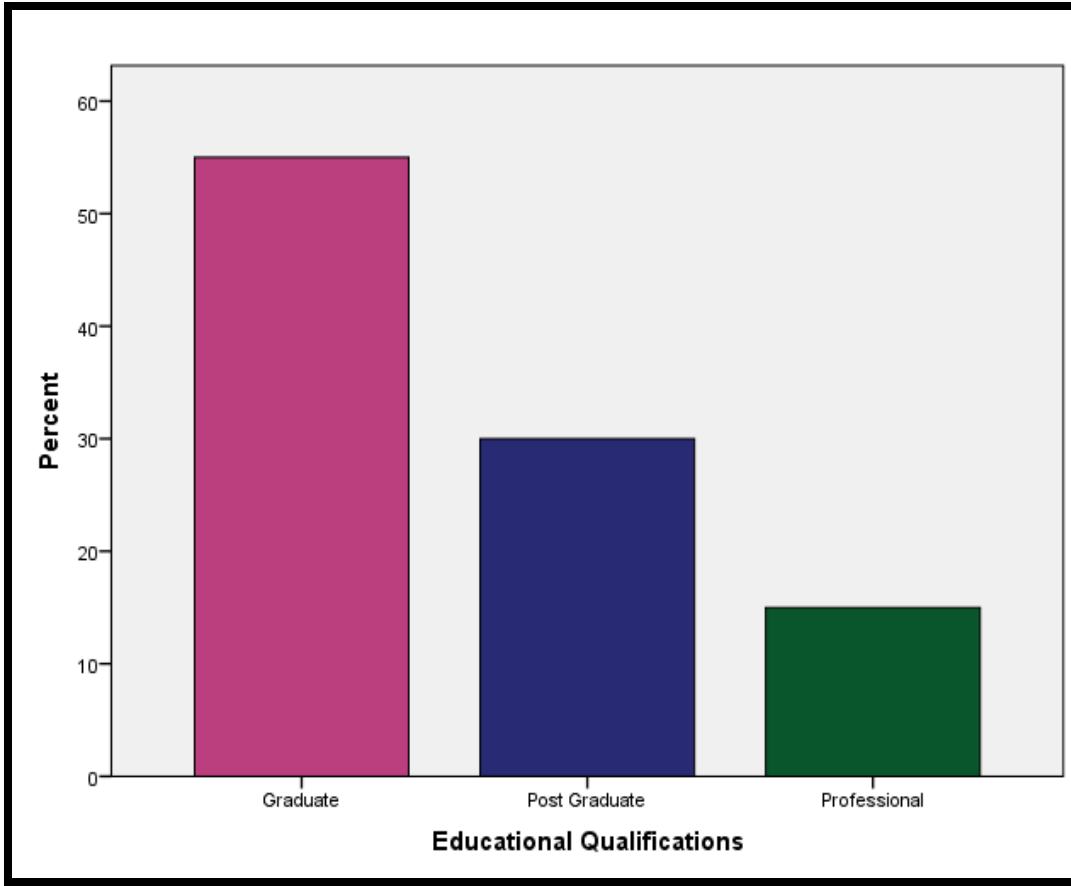


Figure 4: Educational Qualifications of Sales Executives

(v) Experience:

Table 5: Experience of Respondents

Experience		Total
Less than 5 years	Count	44
	% of Total	22.0 %
5 – 10 years	Count	35
	% of Total	17.5 %
11 – 20 years	Count	77
	% of Total	38.5 %
Above 20 years	Count	44
	% of Total	22.0 %
Total	Count	200
	% of Total	100.0%

The Table 5 reveals the experience-wise frequency of sales executives varying from less than 5 years to above 20 years. This table shows that 44 (22 %) executives

are below 5 years of experience, 35 (17.5 %) sales executives fall between the experiences of 5 - 10 years, 77 (38.5 %) executives are within 11 - 20 years of experience group and 44 (22 %) sales executives are having above 20 years of experience (See Figure 5).

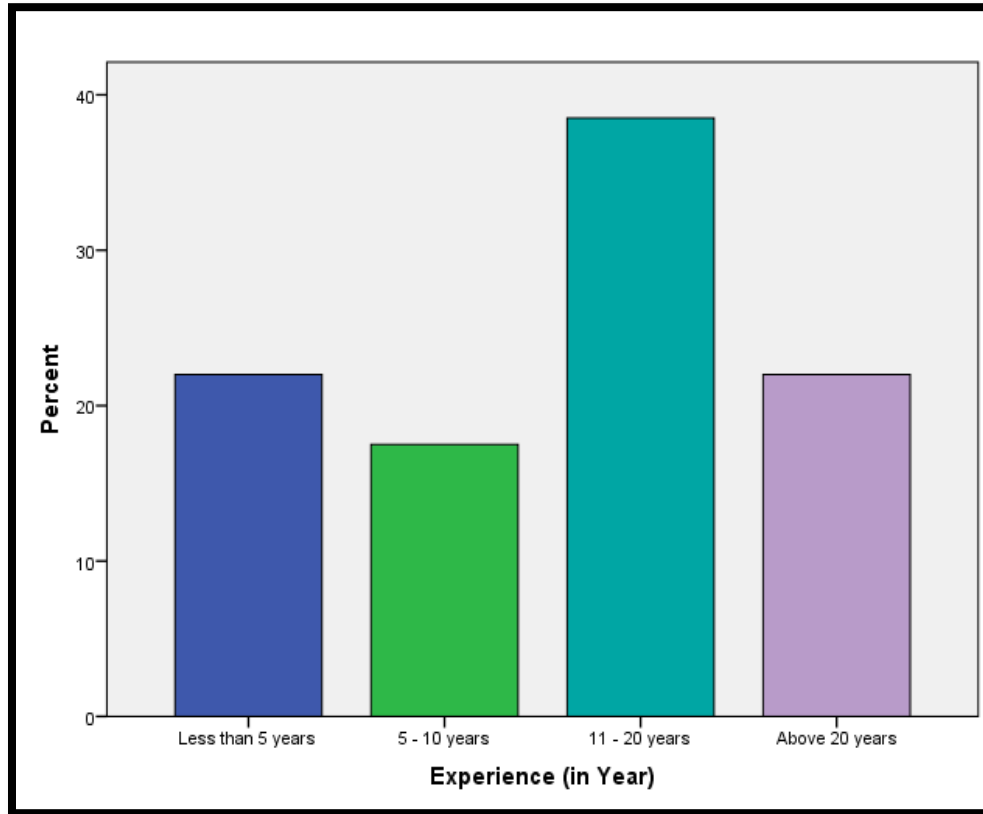


Figure 5: Experience of Respondents

Results and Discussions

H_1 : Internally Controlled Sales Executives are significantly different from Externally Controlled Sales Executives

Table 6: t- test of Internally and Externally controlled Sales Executives

LOC	N	Mean	Std. Deviation	t	Significance
Internal	178	11.11	3.36	.202	.840
External	22	10.95	3.05		

From the above Table 6, the observed result showed that the calculated value of $t = .202$, with a p (significance level, two-tailed) = .840. As the table showed $p > 0.05$, H_1 is rejected.

H₂: Locus of Control will be significantly related with the Age of sales executives in the private banking sector.

Table 7: Results of ANOVA – Age and LOC of Sales Executives

Age Groups	N	Mean	Std. Deviation	F	Significance
Less than 35 years	56	11.02	2.93	.673	.569
35 years to 44 years	47	11.06	3.76		
45 years to 54 years	78	10.91	3.26		
Above 55 years	19	12.11	3.63		
Total	200	11.09	3.32		

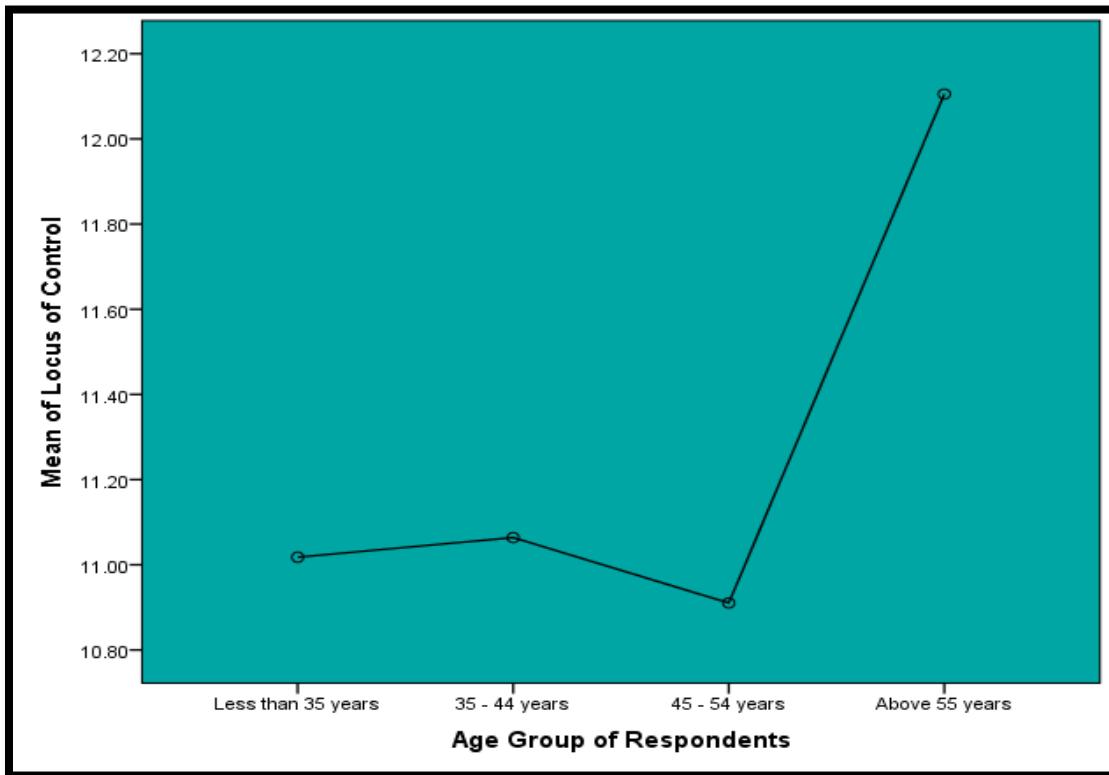


Figure 6: Graph for Age wise LOC of Sales Executives

It is found from the Table 7 that the calculated value of F is .673 and the corresponding significance value (0.569) is higher than 0.05 ($p > 0.05$). The ANOVA results have shown that there is no significant difference between the mean scores of LOC of the sales executives belonging to different age groups. Hence H₁ is rejected so far as age is concerned.

H₃: There is a significant relationship of Locus of Control with Gender of sales executives in the private banking sector.

Table 8: Results of t Test: Gender and LOC of Sales Executives

Gender	N	Mean	Std. Deviation	t	Significance
Male	143	10.85	3.43	-1.603	.111
Female	57	11.68	2.99		
Total	200	11.13	3.24		

The number of female sales executives was comparatively less in the sample. There were only 57 female sales executives whereas the number of male sales executives was 143. The relationship between the gender of the sales executives and the level of locus of control was examined by applying the t test. The results of the test are summarized in Table 8.

The mean score for locus of control of the male group was 10.85 and it was 11.68 in the case of female sales executives. It is found from the Table 8 that the calculated value of t is -1.603 and the corresponding significant value of 0.111 which is greater than 0.05 ($p > 0.05$). The t results have shown that there is no significant difference between the mean LOC scores of the male and female sales executives.

Hence it is exhibited that sales executives do not differ according to gender. Therefore, alternative hypothesis is rejected.

H₄: Locus of Control will differ significantly with the Education of sales executives of private sector banks.

Table 9: Results of ANOVA: Educational Qualifications and LOC of Sales Executives

Educational Qualifications	N	Mean	Std. Deviation	F	Significance
Graduate	110	10.88	3.19	1.109	.332
Post Graduate	60	11.07	3.44		
Professional	30	11.90	3.54		
Total	200	11.09	3.32		

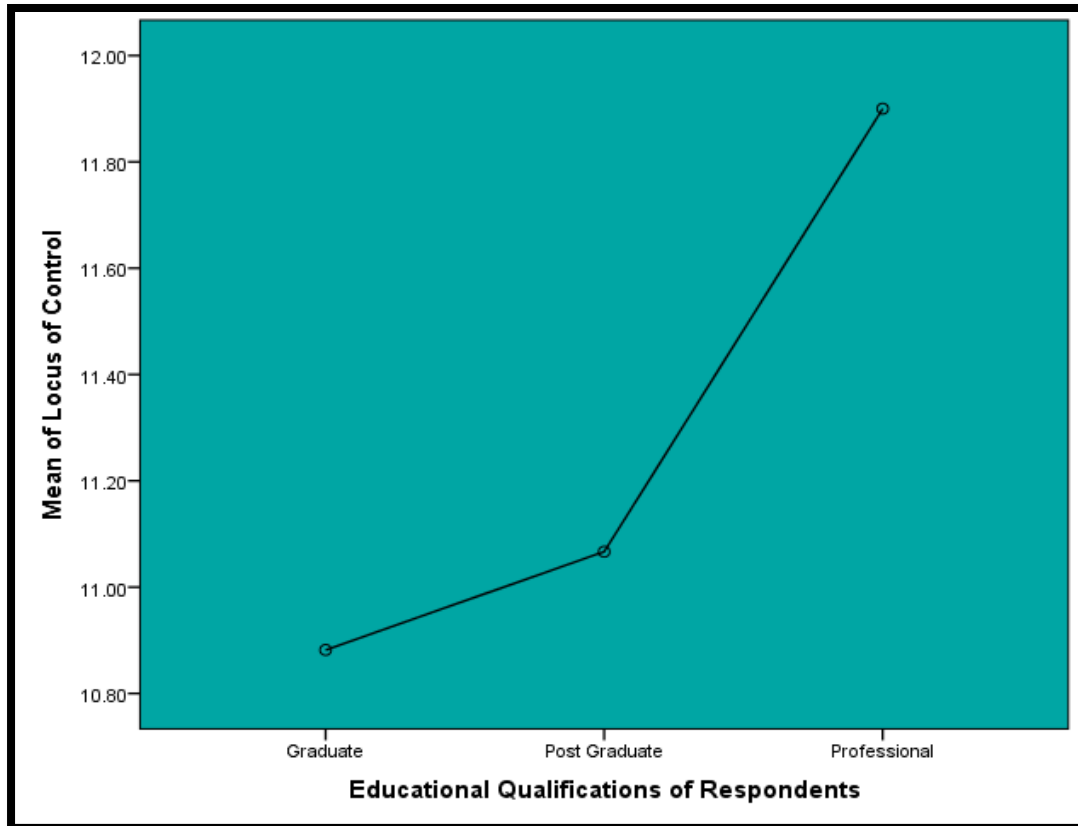


Figure 8: Graph for LOC of Sales Executives considering Educational Qualifications

In Table 9 examined the relationship between the educational qualification of the sales executives and their locus of control. The educational background of the sample was diverse and ranged from graduate to postgraduate level to other professional degrees. The locus of control of the sales executives having professional or technical qualification found to be highest ($M = 11.90$, $SD = 3.54$), followed by sales executives of post graduate qualification ($M = 11.07$, $SD = 3.44$) and the lowest mean scores was observed for sales executives having graduate degree ($M = 10.88$, $SD = 3.19$).

H₅: Locus of Control will be significantly related with the Experience of sales executives of private sector banks.

The influence of experience on the locus of control of the sales executives has been studied by splitting the entire sales executives into four groups based on their total experience. Sales executives less than 5 years of experience were put into Group I, with 5 years to 10 years of experience in Group II, 11 years to 20 years of experience in Group III and finally sales executives with above 20 years of experience were put into the Group IV. The total numbers of sales executives belonging to these groups were 44, 35, 77 and 44 respectively (See Table 10).

Table 10: Results of ANOVA: LOC of Sales Executives and Experience

Experience Category	N	Mean	Std. Deviation	F	Significance
Lessthan5years	44	10.70	2.79	3.507	.016
5yearsto10years	35	12.31	3.38		
11yearsto20years	77	10.40	3.38		
Above20years	44	11.70	3.39		
Total	200	11.09	3.32		

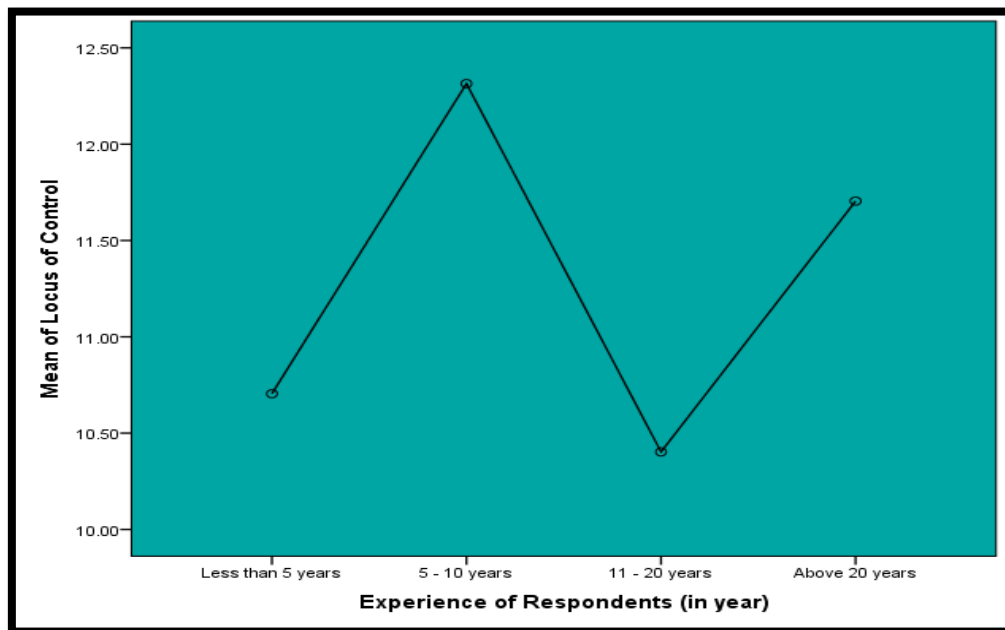


Figure 9: Graph for LOC Score of Different Experience Group of Sales Executives

It is found from the Table 10 that the calculated value of F is 3.507 and the corresponding significant value is 0.016 which is lower than 0.05 ($p < 0.05$). The ANOVA result has shown that there is a significant difference between the mean of the LOC scores of the sales executives regarding different experience groups. Therefore, it can be concluded that, the experience of the sales executive is an important demographic variable to be considered while evaluating one's effectiveness. Hence H_0 is accepted in case of experience.

To confirm the results of the ANOVA, 't' test is computed to find out the mean difference between the different experience categories of private sector bank sales executives (See Table-10.1).

Table 10.1: t-test between means of LOC and Experience of Sales Executives

	ExperienceCategory	N	Mean	SD	t	Level ofSignificance
E X P E R I E N C E	Lessthan5years-I	44	10.70	2.79	-2.317	.023
	5-10years -II	35	12.31	3.38		
	Lessthan5years-I	44	10.70	2.79	.503	.616
	11 -20years - III	77	10.40	3.38		
	Lessthan5years-I	44	10.70	2.79	-1.510	.135
	Above20years -IV	44	11.70	3.39		
	5-10years-II	35	12.31	3.38	2.775	.006
	11 – 20years-III	77	10.40	3.38		
	5-10years -II	35	12.31	3.38	.794	.430
	Above20years -IV	44	11.70	3.39		
	11 -20years-III	77	10.40	3.38	-2.037	.044
	Above20years -IV	44	11.70	3.39		

Table 10.1 shows that the calculated value of t are .503, -1.510, and .794 and the corresponding significant values are .616, .135 and .430 which are higher than 0.05 ($p > 0.05$) when comparison is done between Group I (less than 5 years) and Group II (5 - 10 years) and between Group III (11 - 20 years) and Group IV (above 20 years) respectively. Thus the results infer that mean scores of the locus of control in terms of experience are not significantly different between Group I and Group III, Group I and Group IV, and Group II and Group IV experience categories of sales executives.

On the other hand, there is a significant difference between mean of LOC so far as Group I and II, Group II and III, and Group III and IV are concerned. Hence H_0 is accepted partially.

Discussion of Findings and Conclusion

The major findings of the study were discussed by the researcher by comparing with the findings of the earlier research findings and the presumptions based on which the hypotheses were formulated.

The majority i.e. 178 (89 %) of the sales executives were internal locus of control. The average score of internal locus of control was 11.11, SD = 3.36, Whereas, only 22 i.e. 11 % of the sales executives had external locus of control with M = 10.95, and SD = 3.05.

The results of ANOVA shown that the sales executives are not statistically significant with the age as $F = .673$, $p = .569$ was insignificant ($p > 0.05$) suggesting that locus of control did not change significantly with

the different age group of the sales executives.

The survey data represent that the 71.5 % (143) sales executives are male with $M = 10.85$, $SD = 3.43$ and female sales executives are 28.5%, (57) only and their average score $M = 11.68$, $SD = 2.99$ suggesting mean score of the female sales executives are higher than the mean scores of the male sales executives. However, they are not statistically significant as $t = -1.603$ with p value of .111 ($p > 0.05$).

Education is considered as an important factor for recognizing potential of an individual. As per the survey results the majority i.e. 55 % of the sales executives were graduates. The results of ANOVA shown that there is no significant mean difference between the educational qualifications of the sales executives as $F = 1.109$, $p = .332$ i.e. $p > 0.05$ suggesting that the locus of control did not change significantly with the change of educational level of the sales executives. The result of the study support the findings of Vijayashree&Jagadischchandra (2011) where education had no relation with internality, externality (chance) and externality (others).

The locus of control score were found to be significantly different between the experience category I and II, II and III and III and IV as the value of t are -2.317 , 2.775 and -2.037 with the corresponding significant values are .023, .006 and .044 which are less than 0.05 ($p < 0.05$) suggesting that locus of control change significantly with the change in the experience of the sales executives.

Conclusion

This study reveals that locus of control has significant impact on experience of the sales executives. Locus of control is not statistically significant with age, gender and education of the sales executives of private sector banks in the city of Kolkata, West Bengal. The findings of the study are expected to be highly useful to the researchers and to the management and policy makers in banking sector in formulating their strategies in order to importance of locus of control and role of age, gender, education and experience while selecting the sales personnel in their organization. The findings of the study suggested that the majority of the sales executives had internal locus of control and it is supported by the earlier studies the employees with internal locus of control were more satisfied with their respective jobs, deal better with stress (Arsenault et al., ;1991). There is a rich potential in the application of locus of control to the management in banking industry. Locus of control explains the degree to which an individual believes that he/she influences the outcomes of events. The parameters related with an individual's locus of control could impact a manager's preferences for ambiguity and processing of information. This study reveals that locus of control has significant impact on experience of the sales executives.

Limitation

- The present study is limited to the study of age, gender, education and experience of sales executives in relation to locus of control.
- The sample size is very low in numbers.
- The study is conducted only for taking a particular area Kolkata, West Bengal.
- Only three private bank's sales executives are considered for this study.

Scope for Further Research

The research can be extended considering the nature of goals, requirements, family background, marital status, social status and income of the sales executives. This study may be worked outcovering all district and all private banks of West Bengal and between two districts taking into considering the census data related with the above mentioned parameters. There is a scope to find out the potentiality of the sales executives by comparing the performance of the sales executives in urban and rural areas banks.

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