RELATIONSHIP BETWEEN SEX DIFFERENCES IN LOCUS OF CONTROL AND JOB PERFORMANCE IN LIBRARY ORGANIZATIONS

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The present study examines empirically the relationship between sex and internal-external expectancy. It also studies the differences in the level of performance between internally and externally oriented male and female library employees. The results of inter-correlation suggest sex as a significant correlate of locus of control. Bivariate analysis reveals significant difference in the level of performance between internally oriented male and female subjects. No difference was observed in externally oriented males and females with regard to their level of performance.

People acquire "a generalized attitude, belief, or expectancy regarding the nature of the casual relationships between one's own behaviour and its consequences"[1], as a result of the environment in which their behavioural pattern has been conditioned. Some people may perceive themselves personally responsible for rewarding and punishing events (internals) versus those who may perceive themselves as pawns controlled by external forces (externals). According to the social learning theory, an individual's internal-external (I-E) expectancy refers to "... the degree to which an individual believes that what happens to him is the result of luck, chance, fate, or forces beyond his control"[2].

There can be a number of causal antecedents of belief in internal-external expectancy. A large number of empirical studies reveal that, among other factors, sex differences influence an individual's belief regarding locus of control[3-7]. These researchers have attributed the difference in the internal-external expectancy, between male and female, to the cultural roles assigned to each sex. On the contrary, several studies have evidenced inconsistent relationship between sex differences and measures of locus of control.

Rotter[1] reports that sex differences appear to be minimal on the I-E scale. Reitz and Jewell[8] evidenced negative relationship between sex and locus of control. However, Feather[5, 6] showed that females earned significantly higher external scores than males. On the other hand, Crandall[4] revealed no relationship between perceived control and achievement behaviour for female subjects. In another report, Crandall[9] suggests that responsibility attribution was significantly related to most criteria for males and not for females. Chance[3], interestingly, reports a significant correlation between achievement behaviour among females. Among other researchers who have reported sex differences on I-E scales are McGhee and Crandall[10] and Nowicki[7].

Women are entering the labour force in greater numbers. They are competing for jobs which previously had been reserved for men. Their entry into labour force is increasing interest in the study of sex differences in job orientation. The attitudes of men and women towards a job differ significantly[11-15]. These attitudinal differences have the potential of influencing job performance[13].

During the past two decades or so, a large number of women folk have started joining the library organizations. Their belief in internal and external expectancy and its relationship with individual effectiveness has not been studied. The present investigation attempts to study sex differences on I-E scale and their impact on job performance. Based on the studies cited above, it is hypothesized that:

I: there will be a significant correlation between sex and locus of control.

II: there will be a significant difference in the level of job performance between internally oriented male and female subjects, and

III: the externally oriented male and female subjects will not vary in their level of job performance.
METHOD

Subjects
The data for present investigation were collected from 318 respondents. The subject (N=318) comprised 199 (62.58%) males and 119 (37.42%) females. For performance appraisal, heads of divisions/sections were contacted.

Measures
Personal information blank was administered to obtain information about demographic factors. The I-E scale, designed by Pareek and Rao[16] was used. The instrument contains pairs of 20 items. There are two filler items which are not included in the scoring. The score ranges from 0 to 36. The scores above 18 suggest externality and scores below 18 suggest internality. Rotter's[1] questionnaire of locus of control was also administered to test content validity of I-E scale. The test and retest reliability ranged between 0.72 and 0.77. Performance appraisal questionnaire, developed by Bose[17] was also used. The instrument is a Likert-type multiple choice scale containing response categories: outstanding, good, average, below average and poor. The overall score ranged between 12 and 60. The test and retest reliability of the instrument ranged between 0.60 and 0.62.

Data Analysis
For testing the hypotheses, univariate, bivariate and multivariate statistical techniques were applied. Univariate statistical technique was used to compute mean and standard deviations. The bivariate Student’s ‘t’ test was applied to find out the mean difference with regard to level of job performance between internally and externally oriented male and female subjects. The multivariate statistical analysis was applied to obtain the intercorrelation value between sex and locus of control.

RESULTS
The product-moment correlation between sex and locus of control, for the total sample (N=318), yielded a significant positive value $r=0.169$. The value of correlation obtained, statistically significant at $p < 0.01$ level of significance, suggests that sex is a significant correlate of locus of control. The findings under report are contrary to the observations made by Rotter[1], who suggested minimal sex differences on I-E scale. Reitz and Jewell[8] found negative relationship between sex and locus of control. In contrast, this study evidenced positive relationship between the two variables. The results obtained are in line with the findings of Feather[5, 6] and Nowicki[7], who also reported sex differences of I-E scale. The multivariate analysis thus supports hypothesis I.

The second hypothesis assumes significant difference in the level of performance between male and female subjects with internal control orientation. In order to test the hypothesis, Students ‘t’ test was applied. The magnitude of mean difference (2.32) between internally oriented male (49.55) and female (47.23) is significant, but not very high. The computed ‘t’ ratio ($t=2.05$) (Table 1) is significant at $p < 0.05$ level of significance.

<table>
<thead>
<tr>
<th>Sex</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>SE</th>
<th>DF</th>
<th>‘t’ ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>128</td>
<td>49.55</td>
<td>6.76</td>
<td>0.60</td>
<td>182</td>
<td>2.05*</td>
</tr>
<tr>
<td>Female</td>
<td>56</td>
<td>47.23</td>
<td>7.67</td>
<td>1.02</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at $p < 0.05$ level of significance
The bivariate analysis supports hypothesis II. The results suggest that internally oriented male subjects are still better performers compared to their female counterparts. The bivariate analysis supports the findings of Crandall[4]; Feather[5, 6]; McGhee and Crandall[10] and Nowicki[7]; who have also reported that males scored higher compared to females.

The third hypothesis does not assume any difference in the level of performance between externally oriented male and female subjects. The Student’s ‘t’ test (Table 2), reveals insignificant mean difference between externally oriented male (37.24) and female (37.46) subjects.

The computed ‘t’ ratio ($t = -0.17$) is neither significant at $P < 0.01$ nor at $p < 0.05$ level of significance. The bivariate analysis suggests insignificant difference in the level of job performance between externally oriented male and female subjects. The computed ‘t’ test supports hypothesis III.

DISCUSSION AND CONCLUSION

The results of the present study show that sex differences are causal antecedent of the belief in locus of control. Such differences may be on account of cultural roles assigned to each sex. Females are traditionally supposed to be passive, conformist, sensitive, delicate and concerned primarily with domestic trivia. Men, on the other hand, are traditionally supposed to be active, fearless, logical and tough. They should not display emotions and essentially must never cry. Males are taught that they are superior, and the females are taught that they are inferior. This ideology begins at birth. The boys play with cars and guns; girls play house with dolls. In all probability, the belief in internal and external expectancy, in the two sexes, is the product of environment in which their behavioural pattern has been conditioned.

The observed pattern of the results in Table 1 suggests differences in the level of performance between internally oriented male and female subjects. This difference in the level of performance may be attributed to the socialization process. Traditional sex role socialization trains men to accept their role to work and provide support for the family. Men, are, thus, more responsive to a variety of job opportunities than females. The better performance of men may be attributed to the fact that they are encouraged to look at work ethic as an investment rather than a cost for the individual worker. The probable reason for difference in the level of performance in female subjects may be related to cultural values of the society[18], early childhood experiences[19]; and negative impact of demanding career on family life[20].

The results presented in Table 2 reveal insignificant difference in the level of performance between externally oriented male and female subjects. Their belief in external expectancy is perhaps on account of frivolous or ineffectual experiences gained by them. The probable reason for poor performance is lack of effort, ability, planning, organizing and controlling ability, self-reliance and initiative.

The present investigation has demonstrated that sex differences on I-E scale have an impact on job performance. Sex differences have also been reported to cause difference in awareness and motivation[21]; and attitude towards job[13]. Males and females view their jobs in different ways. A large body of research advo-
cates that sex differences are pervasive and that organizations should develop special training programmes and different career ladders for females in order to improve their performance[22]. However, there is consensus that these differences stem from cultural roles assigned to each sex. The sex-dichotomy may be biologically predisposed to tentative male and female orientation, but these predispositions can be modified by the socialization process. Today when fast and radical changes are taking place, the values and socialization norms are also changing. Women are entering the labour force in larger numbers. They are competing for the jobs which were previously reserved for men. As their abilities are getting recognized more widely, they will continually move into areas of greater responsibility. Their entry into work force and its impact on their job performance may redefine the sex role socialization in due course of time.

REFERENCES