



THE RELATIONSHIP OF LOCUS OF CONTROL WITH LEADERSHIP STYLES - A STUDY OF MIDDLE MANAGERS

¹ Dr. Pushpinder Singh Gill and ² Er. Amandeep Kaur

¹(Professor, School of Management Studies, Punjabi University Patiala)

²(Research Scholar, Punjabi University Patiala)

Abstract: Globalization has incredible impact to form any sector. IT emerges among the other sectors which act as growth driver to economy. Nowadays, it's important to tackle intense competition and its becoming difficult to meet the demands of the customers and to create value for their end users. In order to have a competitive edge over other competitors, companies competing in terms of their manpower.

The objective of the study is to find the relationship of locus of control of middle managers with leadership styles. The research design used was descriptive in nature. The middle managers of IT companies in Punjab (Chandigarh) and Haryana (National Capital Region) were considered for data collection. The simple random sampling was used to draw a sample of 390 middle managers of IT companies from the population. The data was collected from primary and secondary sources. The primary data was collected on a standardized questionnaire for locus of control (work locus of control by Spector, 1988), leadership style (The Multiple leadership Questionnaire form 6S by Avolio & Bass, 1992). The statistical tool SPSS was used for analysis. The statistical techniques analysis was done on data through descriptive statistics such as mean standard deviation and results of objectives were found through Pearson product moment correlation and chi-square.

To conclude, middle managers with internal locus of control had leadership qualities such as individual influence, inspirational motivation, individual consideration, and management by exception.

INTRODUCTION

Globalization has incredible impact to form any sector. IT emerges among the other sectors which act as growth driver to economy. It is well-defined as the utilization of hardware, software and services to form, store and exchange information for accomplishment of firm's objectives. Its applicability in all major sectors namely bank, railway, airport etc. that speed up the work. Therefore, it leads to increase the economic growth, employment opportunities, standard of living (Singh & Kaur, 2017; Annapoorna & Bagalkoti, 2015; Report on IT sector twelfth five-year plan). By 2020, this sector is expected to reach USD 225 billion targets which will make India one of the major economies of the world (Balasaheb, 2015; Dubey & Garg, 2014).

Nowadays, the companies are competing in terms of manpower to be competitive advantage. Therefore, effective managers are attracted and retained (Ali & Patnaik, 2014). The manager is the person who is in high demand for performing responsibilities, various managerial functions, working on managerial roles in order to manage resources in efficient and effective way (Rezvani, 2017; Bakshi, 2013; Robbins, 2005). Nowadays, a large number of problems are due to incapable management. So, it is counted that the success and failure of a manager due to their hard work or incapability (Banerjee, 2012). Specially, the middle manager is essential due to intermediary positions, strategic roles, organizational commitment, performance, productivity, and business planning and contribution to implement change. So they become core competency of any company (Rezvani, 2017; Raghu, 2009; Robbins, 2005; Currie, 1999; Towers, 1996). In spite of their role, they manage upwards influence from policy-makers to implement change and downwards push from managers or employees who resist change (Currie, 1999). So, their role of middle managers is often overlooked, leading to workload issues and role conflict (Balogun, 2003).

Humans have endless wishes to fulfill. So, because to their want to achieve every wishes lead to never-ending health problems like stress. Each individual has their own view regarding achievement of their demands. Some believe their achievement due to fate while others work hard to achieve it. As per psychologists, this trait is known as 'Locus of Control' (Mahajan & Kaur, 2012). The term 'Locus of Control' came into existence from the work of Carl Jung. In 1923, Jung described it as two different qualities such as introvert and extrovert. Each individual has both qualities but it depends which overshadows the other. In Rotter's social learning theory (1954), the term locus of control was introduced (Rotter, 1966). Locus of control was initially introduced by Rotter (1966) and followed Phares (1973) and Lefcourt (1976) (NG & et al, 2006).

In the era of 21st century, it is difficult to understand the change that has taken place at the workplace in the past from manual to knowledge-based. Therefore, leadership is among one of them that played a significant role to raise that standard of living and growth of entity's as well as organizations. Currently, companies are competing in term of human resources apart from the product or services they offer. As, employee proficiency in leadership helps to bring the best strategies, creativity or ideas to manage subordinates and position products in the market. So, it made the concept of leadership style more important in perspective of its contribution to the

economy of any country (Kippenberger, 2002, p.4). Due to a revolution in the information technologies sector, it has changed the way companies were working. Like companies organizational structure has been changed from more complex to simpler. In regards to leadership styles, attitude, behavior and personal use towards IT and its impact (Kippenberger, 2002, p.26).

In 1954, Rotter's '*social learning theory*' assumed that a person's behavior is found by the expectancy of their objectives will happen (Smith & et al, 2005; Rotter, 1966). Rotter (1966) defined the locus of control as the power of directing (Mahajan & Kaur, 2012). Locus of control is known as the way individual recognize the world (Siri et al, 2007). This concept means that whether persons have control over the events of their lives. There are two types of locus of control as: **Internal Locus of Control:** The individual with an internal locus of control believe that they can change events of their life and due to this they are master of their own fate. In other words, it's the belief that future results are under the control of oneself. **External Locus of Control:** A persons with an external locus of control has a view that things are beyond their control. In other words, it's believed that control is in the hands of other powers like fate, luck or chance (Hans & et al, 2013; Daft, 2010, p.389; Rukmani & Ramesh, 2010; Kondalkar, 2007, p.63).

Personalities with an internal locus of control have more of leadership qualities in comparison to externals. The people who have a maximum level of happiness have balanced locus of control i.e. mix of internal and external locus of control. Also known as '*bi-local expectancy*' (April, Dharani & Peters, 2012). Internals are working on sophisticated jobs like managerial positions, professional positions or information processing job which require complex learning. As per demographic profile, males were more internal than females and People become more internal as they become older (Gangai, Mahakud & Sharma, 2016; Gurusamy et al, 2011). Internals have more leadership qualities (April, Dharani & Peters, 2012). They get easily motivated as they consider that their outcome made rewards for their efforts (Daft, 2010, p.389). Moreover, they perceive that outcomes in their lives are the result of their own efforts or hard work (Smith et al, 2005). The high internal locus of control individuals has the capability to handle more stress (Rahim, 1997). Contrary, externals find fit themselves on routine jobs or want someone to direct them. As per demographic profile, females were more external than males and individuals were more external in young age (Gangai, Mahakud & Sharma, 2016; Gurusamy et al, 2011). They have not much leadership qualities (April, Dharani & Peters, 2012). To put it differently, they believe that outcomes are controlled by other forces which are beyond their control (Smith et al, 2005). They can handle less stress on the job (Rahim, 1997).

Northouse defines leadership as "... *A process whereby an individual influences a group of individuals to achieve a common goal*" (Northouse, 2016). A leader is one who inspires, motivates and leads people to accomplish organizational goals (Robbins & Coutler, 2005).

Leadership style is the style followed by the leader to guide their followers. In other words, it is defined as a *way of behaving*. Kippenberger, 2002, p.6). Several leadership styles such as transformational and transactional leadership styles.

The transformational leaders have the capability to identify the needs and problems of followers. Moreover, they encourage followers to recognize their capability for the betterment of the organization (Daft, 2010, p.424). They are famous to bring change and innovation to companies like mission, strategy, culture, structure, and new technologies. This type of leadership style can be learned. Moreover, they are emotionally stable and understand others emotions easily (Scandura, 2016, p.27-28). This style is classified into as discussed. **Idealized influence:** They are perceived as *change agents* of the company as they appreciated by supporters. **Inspirational motivation:** In this, the leader motivates follower by giving the challenging task to achieve the firm's objectives. They are recognized as optimistic or positive. **Intellectual stimulation:** They inspire followers for their suggestions for new ideas, new solutions for the organization. **Individualized consideration:** They focus on problems of followers individually and guide them. These styles are also called as *four I's* (Scandura, 2016, p.27-28).

The transactional leadership style identifies the role, needs, and responsibility of followers and rewards to increase their productivity (Daft, 2010, p.424). The transaction styles are discussed. **Non-leadership/laissez-faire leadership:** This style is among the least preferred and effective among other styles due to '*avoidance of leadership*'. **Management by exception:** It has two division such as active and passive. When management by exception is active (MBE-A), leader discovers errors done by followers and rectify. But in management by exception is passive (MBE-P), the leader does not actively check errors. If the leader found any error, then rectify. **Contingent reward:** In this style a leader motivate followers with rewards in order to make them perform at work (Scandura, 2016, p.26-27).

Nowadays, it's important to tackle intense competition and its becoming difficult to meet the demands of the customers and to create value for their end users. In order to have a competitive edge over other competitors, companies competing in terms of their manpower. A manager's job seems easy but the research indicated problems faced by managers for the achievement of goals either personal or organizational. That's

why, it's important to study manager's Locus of control, Leadership styles as these variables are lined with organizational success, increase in productivity and effect on decision making.

REVIEW OF LITERATURE

Ahluwalia & Preet (2017) analyzed that the more experienced teacher has more of the external locus of control but their internal locus of control decreases. **Arakeri & Sunagar (2017)** identified that the internality was found more among females than male students. Also, the females were inclined to more externality-others than males. Although, males were more linked to externality chance factors than the females. This study did not support the previous research related to the internal and external factors with gender of students. **Angelova (2016)** revealed the relationship of social-demographic factors (education, family status, professional activity and place of residence) with locus of control. The majority of participants were of the external locus of control. Respondents with higher education, partner family, and high position employees or retired had an internal locus of control. These all factors lead to a change in behavioral patterns and personality.

There was no relationship between locus of control and demographic variables (**Vijayashreea & Jagdishchandrab, 2011; Rukmani & Ramesh, 2010**). **Mahajan & Kaur (2012)** studied that the male teachers who were highly satisfaction at job had internal locus of control in comparison to females with greater job satisfaction.

Gangai, Mahakud & Sharma (2016) explained that the satisfaction level, productivity, and orientation towards work among employees of internal locus of control is more than externals. Thus, it is suggested that for employment in any sector the test locus of control should be done. **Shaik & Buitendach (2015)** found the relationship between work locus of control and psychological capital of middle managers. The Work locus of control was consisted of two variables: internal (action oriented, responsible, control over actions, motivated and successful) and external (fate oriented). The application locus of control was for recruitment and selection of employees which contribute to success to the organization.

Wilski, Chmielewski & Tomczak (2015) found that the external locus of control was linked with burnout and emotion-focused but less problem-focused coping style. **Hans, Mubeen & Ghabshi (2013)** studied locus of control and job satisfaction of middle-level management of organizations. The middle-level positions had an internal locus of control. In the era of competition, the customer is the king and to retain a position in market company appraise their employees. So, organization learning plays a vital role for continuous success in companies **Mali (2013)** revealed a positive relationship between internal locus of control, performance and job satisfaction of employees.

April, Dharani & Peters (2012) revealed the persons with leadership qualities had internal locus of control. While individuals achieved the maximum level of happiness through a balanced locus of control expectancy a mix of internal and external locus of control called as bi-local expectancy.

Gurusamy, Velsamy & Rajasekar (2011) studied that most employees have internal and moderate internal locus of control. **Wang, Bowling & Eschleman (2010)** compared the work locus of control with the general locus of control. The work locus of control had shown highly associated with work-related criteria such as job satisfaction, affective commitment, and burnout while general locus of control was moderately related to the general criteria such as life satisfaction, affective commitment, and burnout. Regression analysis was used for analysis.

Siri et al (2007) revealed that doctors LOC was not statistically meaningful when compared with managers and nurses. The nurses were more external as compared to the managers. Interestingly, in the case of demographic variables such as educational level and marital status does have a significant correlation with LOC. It was noticed older and more experienced person think internally. **Ng et al (2006)** analyzed that internal locus was positively related with work outcomes, such as positive task and social experiences, and greater job motivation. **Selart (2005)** revealed that the managers with an internal LOC relied more on group consultative decision making because of more courage, competence, and confidence to involve others. Rather, managers with external LOC used participative decision-making. Its applicable for HRM practices and selection of personnel for teams. **Lu, Kao, Cooper & Spector (2000)** compared the managerial stress, locus of control, job strain of Taiwan and UK. The Work Locus of Control (WLCS) scale used to find the locus of control. **Maram & Miller (1998)** investigated the domain specificity of Spector's (1988) work locus of control scale and Rotter's (1966) locus of control scale. The WLCS is related to work setting variables like organization commitment, leader-member exchange and showed that WLCS is more specific scale related to work as compared to the general locus of control scale by Rotter. **Rahim (1997)** analyzed that the high internal locus of control is related to a job which involves high stress. **Roberts, Lapidus & Chonko (1997)** analyzed the factors that lead to stress and affect locus of control of salesperson. Also, externals faced more stress when dealing with insufficient resources.

Alshammari (2018) explored that the deans had a transactional leadership style. There was no relation to demographic profile seen in regard to deans. **Aalateeg (2017)** explained the leadership theories and

elaborated on the concept of leadership. **Francis (2017)** revealed that the emotional intelligence, transformational and laissez-faire leadership styles were found positively related.

George, Chiba & Scheepers (2017) opined the transactional leadership was more related to job stress than transformational leadership styles. **Iriqat (2017)** revealed the transformational leadership style of females had an influence on performance and males had control of organizational citizenship behavior. Although, there was no direct impact of male transactional and Laissez-faire leadership styles on organizational citizenship behavior. In female leadership styles, results show that female transformational, transactional and Laissez-faire leadership styles are positively related with organizational citizenship behavior. **Sivan & Sathyamurthi (2017)** analysed the demographic factors like age, experience, industrial type and training have a significant impact on the leadership styles managers. The leadership style democratic and laissez-faire was highly present in managers. On the other hand authoritarian leadership style was moderately present

Khan, Nawaz & Khan (2016) defined the concept of leadership, leadership styles, and various theories. **Kihara, Bwisa & Kihoro (2016)** revealed that the Leadership style was considered as one of the competency on the basis of which company can tackle with competitors. The owners or leaders had transactional leadership styles. The transformational leadership style found in the performance of SMEs. **Amanchukwu et al (2015)** elaborated the theoretical concept of leadership and its relatedness to the effectiveness of schools. **Wu, Tsai, Fey & Wu (2006)** revealed that the manager's had selling, participating and delegating leadership styles and more employees committed towards their organizational goals. **Eagly, Johannesen-Schmidt & Engen (2003)** analyzed that the females were more transformational leader compared to males and had contingent reward behavior (transactional leadership style). On the contrary, the male was of transactional leadership type that is active and passive management by exception and laissez-faire.

Kovač, & Jesenko (2003) identified that the manager's skill required was rated highest such as social values, traditions, democracy, direct participation, job security, free time and future requirements; and lowest like the stable economy, law and order. The preferable leadership style was participatory. **Mandell & Pherwani (2003)** revealed that the females had higher emotional intelligence than males and both were of transformational leadership style. **Panchanatham, Rajendran & Karupiah (1993)** opined that the executives were using the democratic, authoritative and coaching styles of leadership. The effectiveness of any organization depends on the type of leadership employees have at different managerial levels. **Ramkanth (1991)** found the leadership style of a manager did not remain the same as it depends on external factors such as the environment. **Ahmad (2014)** examined that internal locus of control had democratic leadership and external locus of control was correlated to laissez-faire leadership style.

RESEARCH METHODOLOGY

The current study is conducted to find relationship of locus of control with leadership styles, and managerial effectiveness. The research design is descriptive in nature.

The major objectives of the study as follows:-

To find the type of locus of control, leadership styles of middle managers; to assess the locus of control of middle managers in relation to leadership styles; to assess the locus of control and leadership styles of middle managers with respect to age gender and experience. In this study, data collected from primary source was collected through survey of questionnaire that is composed of standardized scales and developed scale to measure variables. The primary data was collected on a standardized questionnaire for locus of control (work locus of control by Spector, 1988), leadership style (The Multiple leadership Questionnaire form 6S by Avolio & Bass, 1992). The statistical tool SPSS was used for analysis. The statistical techniques analysis was done on data through descriptive statistics such as mean standard deviation and results of objectives were found through Pearson product moment correlation, chi-square. The secondary data was collected through articles, reports, journals, websites, thesis and various books. The data was collected from the middle managers of IT companies in Chandigarh (Punjab) & National Capital Region (NCR, Haryana). The middle manager and have at least five years of experience and graduation as the education qualification were considered as sample unit for the study. The simple random sampling technique was chosen to draw sample of 270 middle managers of IT companies. IT sector was selected because it has shown contribution and tremendous growth in terms of GDP, exports, employment opportunities and foreign exchange earnings. Moreover, this sector has shown a healthy growth since 1998 and now providing services in almost all sectors (**Balasaheb, 2015; Dubey & Garg, 2014**). IT sector contributed 9.3% to the GDP during financial year 2015-16 (**Singh & Kaur, 2017**). The reliability of work locus of control scale was 0.76 and value lied in the acceptance range of Spector's (1988) reliability scale which between 0.75 and 0.85. Shaik & Buitendach (2015) reported reliability work locus of control ranges from 0.95 and 0.97 which separately measured internal and external locus of control at two different time intervals. The reliability coefficient for multiple leadership style questionnaire form 6S was calculated as 0.84 and lied in acceptable range of scale which was between 0.60 and 0.90. Francis (2017) found internal consistency of the instrument as average of all sub scales was 0.80.

ANALYSIS AND FINDINGS

• IDENTIFICATION OF LOCUS OF CONTROL OF MIDDLE MANAGERS

This scale contains 16 items where responses are taken on 6-point Likert scale. The total score lies between 16 (internal) and 64 (external). In this study, the total score is 36 which are more orientated towards the internal locus of control. Therefore, the middle managers of IT companies have more internal locus of control which means they believe in hard work and faith in themselves for outcomes in their lives. There is no significant difference found of work locus of control with respect to gender, age and experience of the middle managers ($p < 0.05$).

• IDENTIFICATION OF LEADERSHIP STYLES OF MIDDLE MANAGERS

This scale contains 21 items where responses are taken on 5-point Likert scale. The mean score lies between 0 and 12 for this scale. In transformational leadership style, individual influence and individual consideration mean is 11 and 11.8 respectively which is high as compared to others. Moreover, these values falls in the high range of the scale which are close to 12. The individual influence shows that leader gain trust, faith, respect and ideal person for their supporters. The individual consideration means leaders give attention to their subordinates individually and understand their welfare.

In transactional leadership style, management by exception score mean of 10.8 which further falls in the high range of scale. The management by exception means that leader tell subordinate about job description and desired standard for performance.

Whereas, the mean score of laissez faire is less as compared to the other sub scale which is 8.6. It falls in the moderate range of standardized scale. This means leaders have moderately active to allow juniors to do work their own. Therefore, this leadership style s less concern in comparison to other mean of sub-scales. In other words, the leadership styles of middle managers are individual consideration, individual influence and followed by management by exception.

There is no significant difference found of leadership styles with respect to gender, age and experience of the middle managers ($p < 0.05$).

4.7 CORRELATION BETWEEN LOCUS OF CONTROL AND LEADERSHIP STYLES

Table 4.7.1 Cross tabulation for locus of control and individual influence

			Individual Influence			Total
			Low	Medium	High	
Locus of control	External	Count	12	15	3	30
		% within Locus of control	40.0%	50.0%	10.0%	100.0%
	Internal	Count	18	15	207	240
		% within Locus of control	7.5%	6.3%	86.3%	100.0%
Total	Count		30	20	220	270
	% within Locus of control		11.1%	11.1%	77.8%	100.0%

Table 4.7.2 Chi-square for locus of control and individual influence

Chi-Square Tests			
	Value	df	Significance
Pearson Chi-Square	91.221	2	.000
N of Valid Cases	270		

Table 4.7.3 Symmetric measures for locus of control and individual influence

Symmetric Measures		
	Value	Significance
Nominal by Nominal Phi	.581	.000

In the table 4.7.2 there is a significant relationship between locus of control and individual influence, χ^2 (2, N=270) = 91.2, $p = 0.005$. As the level of significance i.e. $p < 0.005$. So, the null hypothesis is rejected and alternative is accepted. In table 4.7.3, there is strong correlation between two variables as value is 0.58. According to table 4.7.1, 86% respondents had internal locus of control and were high on individual influence

quality of leaders while 50% external locus of control respondents were moderate on individual influence leadership quality.

Table 4.7.4 Cross tabulation for locus of control and individual influence
Locus of control * Inspirational motivation

		Inspirational motivation			Total
		Low	Medium	High	
Locus of control	External	Count	8	7	15
		% within Locus of control	26.7%	23.3%	50.0%
	Internal	Count	23	23	194
		% within Locus of control	9.6%	9.6%	80.8%
Total	Count	31	30	209	270
	% within Locus of control	11.5%	11.1%	77.4%	100.0%

Table 4.7.5 Chi-square for locus of control and inspirational motivation

Chi-Square Tests			
	Value	df	Significance
Pearson Chi-Square	14.591	2	.001
N of Valid Cases	270		

Table 4.7.6 Symmetric measures for locus of control and inspirational motivation
Symmetric Measures

		Value	Significance
Nominal by Nominal	Phi	.232	.001

In the table 4.7.5 there is a significant relationship between locus of control and inspirational motivation, $\chi^2(2, N=270) = 14.5$, $p = 0.005$. As the level of significance i.e. $p < 0.005$. So, the null hypothesis is rejected and alternative is accepted. In the table 4.7.6, there is small correlation between two variables as value is 0.23. According to table 4.7.4, 80% respondents had internal locus of control and were high on inspirational motivation quality of leaders while 50% external locus of control respondents were high on inspirational motivation leadership style.

Table 4.7.7 Cross tabulation for locus of control and Intellectual Stimulation
Locus of control * Intellectual Stimulation

			Intellectual stimulation			Total
			Low	Medium	High	
Locus of control	External	Count	4	6	20	30
		% within Locus of control	13.3%	20.0%	66.7%	100.0%
	Internal	Count	15	37	188	240
		% within Locus of control	6.3%	15.4%	78.3%	100.0%
Total		Count	19	43	208	270
		% within Locus of control	7.0%	15.9%	77.0%	100.0%

Table 4.7.8 Chi-square for locus of control and Intellectual Stimulation

Chi-Square Tests			
	Value	df	Significance
Pearson Chi-Square	2.724	2	.256
N of Valid Cases	270		

Table 4.7.9 Symmetric measures for locus of control and Intellectual Stimulation
Symmetric Measures

	Value	Approximate Significance
Nominal by Nominal Phi	.100	.256

In the table 4.7.8 there is a significant relationship between locus of control and Intellectual Stimulation, $\chi^2(2, N=270) = 2.72, p = 0.256$. As the level of significance i.e. $p > 0.005$. So, the null hypothesis is not rejected and although alternative is not accepted. In the table 4.7.9, there is very small correlation between two variables as value is 0.100 and not significant.

Table 4.7.10 Cross tabulation for locus of control and Individualized Consideration
Locus of control * Individualized Consideration

			Individual consideration			Total
			Low	Medium	High	
Locus of control	External	Count	7	9	14	30
		% within Locus of control	23.3%	30.0%	46.7%	100.0%
	Internal	Count	20	23	197	240
		% within Locus of control	8.3%	9.6%	82.1%	100.0%
Total	Count		27	32	211	270
	% within Locus of control		10.0%	11.9%	78.1%	100.0%

Table 4.7.11 Chi-square for locus of control and Individualized Consideration
Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	19.659	2	.000
N of Valid Cases	270		

Table 4.7.12 Symmetric measures for locus of control and Individualized Consideration
Symmetric Measures

	Value	Approximate Significance
Nominal by Nominal Phi	.270	.000

In the table 4.7.11 there is a significant relationship between locus of control and individual consideration, $\chi^2(2, N=270) = 19.65, p = 0.000$. As the level of significance i.e. $p < 0.005$. So, the null hypothesis is rejected and alternative is accepted. In the table 4.7.12, there is small correlation between two variables as value is 0.27. According to table 4.7.10, 82% respondents had internal locus of control and were high on individual consideration quality of leaders while 46% external locus of control respondents were high on individual consideration leadership style.

Table 4.7.13 Cross tabulation for locus of control and contingent reward
Locus of control * contingent reward

			Contingent reward			Total
			Low	Medium	High	
Locus of control	External	Count	7	5	18	30
		% within Locus of control	23.3%	16.7%	60.0%	100.0%
	Internal	Count	19	60	161	240
		% within Locus of control	7.9%	25.0%	67.1%	100.0%
Total	Count		26	65	179	270
	% within Locus of control		9.6%	24.1%	66.3%	100.0%

Table 4.7.14 Chi-square for locus of control and contingent reward

Chi-Square Tests			
	Value	Df	Significance
Pearson Chi-Square	7.553	2	.023
N of Valid Cases	270		

Table 4.7.15 Symmetric measures for locus of control and contingent reward

Symmetric Measures			
		Value	Significance
Nominal by Nominal	Phi	.167	.023

In the table 4.7.14 there is a significant relationship between locus of control and contingent reward, χ^2 (2, N=270) = 7.55, $p = 0.023$. As the level of significance i.e. $p < 0.005$. So, the null hypothesis is not rejected and even alternative is not accepted. In the table 4.7.1, there is small correlation between two variables as value is 0.167 at $p=.023$ which is not significant.

Table 4.7.16 Cross tabulation for locus of control and management by exception

			Management by exception			Total
			Low	Medium	High	
Locus of control	External	Count	11	11	8	30
		% within Locus of control	36.70%	36.7%	26.7%	100.0%
	Internal	Count	34	20	186	240
		% within Locus of control	14.2%	8.3%	77.5%	100.0%
Total	Count		43	26	201	270
	% within Locus of control		16.7%	11.5%	71.9%	100.0%

Table 4.7.17 Chi-square for locus of control and management by exception

Chi-Square Tests			
	Value	Df	Significance
Pearson Chi-Square	36.335	2	.000
N of Valid Cases	270		

Table 4.7.18 Symmetric measures for locus of control and management by exception

Symmetric Measures			
		Value	Significance
Nominal by Nominal	Phi	.367	.000

In the table 4.7.17 there is a significant relationship between locus of control and management by exception, χ^2 (2, N=270) = 36.33, $p = 0.000$. As the level of significance i.e. $p < 0.005$. So, the null hypothesis is not rejected and even alternative is not accepted. In the table 4.7.18, there is moderate correlation between two variables as value is 0.367 at $p=.000$ which is significant. In the table 4.7.16, 77% respondents had internal locus of control and were high on management by exception quality of leaders while 36% external locus of control respondents were high on management by exception leadership style.

Table 4.7.19 Cross tabulation for locus of control and Laissez-faire
Locus of control * Laissez faire

		Laissez faire			Total
		Low	Medium	High	
Locus of control	External	Count	5	4	21
		% within Locus of control	16.7%	13.3%	70.0%
	Internal	Count	18	25	197
		% within Locus of control	7.5%	10.4%	82.1%
Total	Count	23	29	218	270
	% within Locus of control	8.5%	10.7%	80.7%	100.0%

Table 4.7.20 Chi-square for locus of control and Laissez-faire
Chi-Square Tests

	Value	Df	Significance
Pearson Chi-Square	3.324	2	.190
N of Valid Cases	270		

Table 4.7.21 Symmetric measures for locus of control and Laissez-faire
Symmetric Measures

	Value	Significance
Nominal by Nominal Phi	.111	.190

In the table 4.7.20 there is a significant relationship between locus of control and laissez-faire, χ^2 (2, N=270) = 3.32, p = 0.190. As the level of significance i.e. p > 0.005. So, the null hypothesis is not rejected and even alternative is not accepted. In the table 4.7.21, there is small correlation between two variables as value is 0.111 at p=.019 which is not significant.

Variables as value is 0.243. According to table 4.9.13, 79% respondents had internal locus of control and were high on personal effectiveness managerial effectiveness while 46% external locus of control respondents were high on personal effectiveness managerial effectiveness.

FINDINGS

The following findings were observed in this research study:-

- The demographic profile of respondents was analyzed. It was found that in the case of gender, more men are employed in middle-level positions than women that were only 26%. This difference was due to work-life balance, more working hours and hectic lifestyle of IT sector. But, as compared to earlier times, this ratio is far better which had shown a positive aspect that females are employing at managerial positions and taking decisions.
- As per the age profile of respondent, the major sample was from 26 to 45 age group. It had shown that the importance of middle-level positions in the organization. But, only 20% was from the 46 to 55 age group. It showed that middle-level positions have been decreased due to the delayering and flat structure. Moreover, it is due to the fact that these positions are lesser in number in organizations.
- The experience of respondents was more in the category of 6 to 10 years that was 49%. It showed that managerial duties are more required in this sector to team effectiveness and project completion. Apart from this only 19% were of 16 to 25 years' experience. It is also due to fact that more experience managerial positions are lesser in organizations.
- On the basis of area, more data was gathered from the NCR region that was 69%. It was because of the reason that the NCR region is considered among one of the IT hubs. So, more companies are in this region. On the other hand, Chandigarh is an emerging IT hub which is growing.
- The more respondents had a more internal locus of control because of the reason their faith in themselves to achieve targets and do hard work to accomplish projects on time. While few had an external locus of control.
- Among the transformational leadership styles individual influence and individual consideration styles were found. That means respondents show trust, faith, and respect from their followers and give attention to their subordinate's individual person on the team to be more focus for welfare too. In case of transactional leadership style, management by exception was found in them. It shows that the respondents provide knowledge to subordinate about the job description and desired standards of performance.



- Although, there is no significant difference found of locus of control, leadership styles, personality and managerial effectiveness of respondents in relation to gender, age and experience demographic profile. The significance level was not found less than 0.005.
- There was a significant relationship found between locus of control and leadership subscale individual influence. There was a strong correlation between two variables which was 0.58. The 86% of respondents had an internal locus of control with high individual influence while 50% of external locus of control respondents was found moderate on individual influence leadership quality.
- There was a significant relationship found between locus of control and leadership subscale inspirational motivation. But, the correlation was small between two variables that were 0.23. The 80% of respondents had an internal locus of control and were high on inspirational motivation while 50% of respondents had an external locus of control and were found high on inspirational motivation leadership style.
- There was a not significant relationship found between locus of control and leadership subscale Intellectual Stimulation.
- There was a significant relationship found between locus of control and leadership subscale individual consideration. There was a small correlation between two variables that was 0.27. The 82% of respondents had an internal locus of control and were high on individual consideration quality of leaders while 46% external locus of control respondents were high on individual consideration leadership style.
- There was not a significant relationship found between locus of control and leadership subscale contingent reward.
- There was a significant relationship found between locus of control and leadership subscale management by exception. There was a moderate correlation between the two variables which was 0.36. The 77% of respondents had an internal locus of control and were high on management by exception quality of leaders while 36% external locus of control respondents were high on management by exception leadership style.
- There was a not significant relationship found between locus of control and leadership subscale laissez-faire.

SUGGESTIONS FOR FURTHER RESEARCH

- The study should be carried in different sectors which are contributing to the economy like banking.
- The sample was collected from NCR and Chandigarh region of top IT companies. The more companies should be included from other areas of the country.
- It should be replicated with respect to the management level of the company such as the top middle and lower level. Moreover, the comparison of all levels should be studied.
- The instrument for measurement should be short and reliable so that respondents give their response while taking less time.

LIMITATIONS

- The cost required purchasing the paid article; software's and measurement instruments were quite high as compared to the freely availed resources. The time was also the major limitation for the study.
- The respondents had less time to respond because of their hectic schedule.

It is concluded that male dominated sector was a composed of old and young managers who work for the betterment of the organisation. The more of the middle managers had internal locus of control implies that they believe in hard work and assume themselves responsible for the event or outcomes of their lives. The middle managers with internal locus of control had transformational leadership style which means faith and respect their followers, focus on team and welfare of subordinates. Also, they had some of the transactional leadership trait which depict they provide knowledge to their subordinates about job and performance required at job. In nutshell, middle managers with internal locus of control had leadership qualities such as individual influence, inspirational motivation, individual consideration, and management by exception.

It is beneficial for recruitment and selection process in industries, the type of locus of control, leadership style is required at different job profiles.



REFERENCES

- Aalateeg, S. (2017). Literature Review on Leadership Theories. *IOSR Journal of Business and Management*, 19(11), 35-43.
- Ahmad, S.H. (2014). Head nurses leadership style and their locus of control. *International Journal of Current Research*, 12, 10605-10614.
- Ahluwalia, A.K. & Preet, K. (2017). Work Motivation, Organizational Commitment and Locus of Control vis-a-vis Work Experience amongst University Teachers. *SIBM Pune Research Journal*, 14, 26-33.
- Al-Hussami, M. (2008). A Study of Nurses' Job Satisfaction: The Relationship to Organizational Commitment, Perceived Organizational Support, Transactional Leadership, Transformational Leadership, and Level of Education. *European Journal of Scientific Research*, 22(2), 286-295.
- Alkahtani, A. H., Abu-Jarad, I. Sulaiman, M. & Nikbin, D. (2011). The impact of personality and leadership styles on leading change capability of Malaysian managers. *Australian Journal of Business and Management Research*, 2(1), 70-99.
- Alshammari, F. (2018). Defining leadership roles in the academic context: A Nursing Deans' Perspective. *Advances in Social Sciences Research Journal*, 5(1), 116-125.
- Amanchukwu, R. N. (2015). A Review of Leadership Theories, Principles and Styles and Their Relevance to Educational Management. *Management*, 5(1), 6-14.
- Angelova, N.V. (2016). Locus of Control and Its Relationship with Some Social-Demographic Factors. *Psychological Thought*, 9(2), 248-258.
- Annapporna, S. & Bagalkoti, S. T. (2015). Development of IT sector in India: Analysis of Reasons and Challenges. *Journal of Economics and Sustainable Development*, 2 (2), 1-8.
- April, K. A., Dharani, B. & Peters, K. (2012). Impact of Locus of Control Expectancy on Level of Well-Being. *Review of European Studies*, 4(2), 124-137.
- Arakeri, S.H. & Sunagar, B.V. (2017). Locus of Control: Influence of Internality, Externality- Others, Externality-Chance among Management Students. *The International Journal of Indian Psychology*, 4(2), 94
- Ayinde, A. T., Ajila, C.O. & Akanni, A. A. (2012). Locus of Control and Job Status as Mediators of Employees Perception of Downsizing and Organizational Commitment in Selected Ministries and Parastatals in Nigeria. *Research on Humanities and Social Sciences*, 2(8), 65-73.
- Babu, V. (2011). Divergent Leadership Styles Practiced by Global Managers in India. *Indian Journal of Industrial Relations*, 46(3), 478-490.
- Bakshi, S.M.H. (2013). Information Technology Managers Role and Responsibility: A Study at Select Hospitals. *Global Journal of Computer Science and Technology Network, Web & Security*, 13 (10), 29-32.
- Balaraman, S. (1989). Are Leadership Styles Predictive of Managerial Effectiveness? *Indian Journal of Industrial Relations*, 24(4), 399-415.
- Balasaheb, K. S. (2015). Swot analysis on Indian IT and ITES sector. *ASM's International E-Journal on Ongoing Research in Management and IT*, 311-318.
- Balogun, J. (2003). From Blaming the Middle to Harnessing its Potential: Creating Change Intermediaries. *British Journal of Management*, 14(1), 69-83.
- Bamikole, F. O. & Ilesanmi, J. F. (2012). Locus of Control, Gender and Entrepreneurial Ability. *British Journal of Arts and Social Sciences*, 11(1), 74-85.
- Bass, B. M. & Avolio, B. J. (1992). Multifactor Leadership Questionnaire--Short Form 6S. Binghamton, NY: Center for Leadership Studies. In B. M. Bass's Measures for Leadership Development Multifactor Leadership Questionnaire (MLQ). Retrieved October 16, 2006 from, http://alrestivo.com/Downloads_files/Multifactor%20Leadership%20Questionnaire.pdf
- Chapman, J. B. (1975). Comparison of Male and Female Leadership Styles. *The Academy of Management Journal*, 18(3), 645-650.
- Charli (2011). A study of personality factors, self-efficacy and locus of control on organizational effectiveness (Doctoral thesis, Aligarh Muslim University, Uttar Pradesh, India). Retrieved from <http://hdl.handle.net/10603/11376>
- Chiu, R.K. (2003). Ethical Judgment and Whistleblowing Intention: Examining the Moderating Role of Locus of Control, *Journal of Business Ethics*, 43(1/2), 65-74.
- Currie, G. (1999). The Influence of Middle Managers in the Business Planning Process: A Case Study in the UK NHS. *British Journal of Management*, 10(2), 141-155.
- Daft, R.L. (2010). *Management*. (9th ed.). Canada: South-Western Cengage Learning.
- Dubey, M. & Garg, A. (2014). Contribution of information technology and growth of Indian economy. *Voice of Research*, 2(4), 50-53.



- Du-Plessis, A.G. (2014). *The relationship between emotional intelligence, locus of control, self-efficacy, sense of coherence And work adjustment*. (Master thesis, Stellenbosch University, South Africa). Retrieved from https://scholar.sun.ac.za/bitstream/handle/10019.../duplessis_relationship_2014.pdf
- Eagly, A. H., Johannesen-Schmidt, M. C. & Engen, M. L. (2003). Transformational, Transactional, and Laissez-Faire Leadership Styles: A Meta-Analysis Comparing Women and Men. *Psychological Bulletin*, 129(4), 569–591.
- Field, A. P. (2009). *Discovering statistics using SPSS: and sex and drugs and rock 'n' roll*. (3rd Ed.). London: Sage Publications, Inc.
- Forte, A. (2005). Locus of Control and the Moral Reasoning of Managers. *Journal of Business Ethics*, 58(1), 65-77.
- Francis, U.C. (2017). Emotional Intelligence as Correlate of Leadership Styles among Leaders and Custodians of Security in a State's Administrative Ministries. *The International Journal of Business & Management*, 5(5), 23-31.
- Gaál, Z. & et al (2012). Middle Managers' Maturity of Knowledge Sharing: Investigation of Middle Managers Working at Medium- and Large-sized Enterprises. *Electronic Journal of Knowledge Management*, 10(1), 26.
- Gangai, K.N., Mahakud, G.C. & Sharma, V. (2016). Association between Locus of Control and Job Satisfaction in Employees: A Critical Review. *The International Journal of Indian Psychology*, 3(2), 55-68.
- George, R., Chiba, M., & Scheepers, C.B. (2017). An investigation into the effect of leadership style on stress-related presenteeism in South African knowledge workers. *SA Journal of Human Resource Management*, 15(0), a754. <https://doi.org/10.4102/sajhrm.v15i0.754>
- Ghosh, S. K. & Shejwal, B.R. (2006). Relationship between Perceived Organisational Values and Leadership Styles. *Indian Journal of Industrial Relations*, 42(1), 57-72.
- Gol, M. J. & Zare, M. (2017). The Relationship Between Leadership Styles and Personality Traits of Nursery Managers of Hospitals Affiliated to Tehran Medical Sciences Universities. *International Journal of Medical Research & Health Sciences*, 6(1), 8-14.
- Gurusamy, M., Velsamy, A. & Rajasekar, N. (2011). A study on Locus of Control of employees in Textile companies at Salem district, Tamilnadu. *International journal of research in Commerce, IT and Management*, 1(6), 67-72.
- Hans, A., Mubeen, S.A. & Al-Ghabshi, A.S. (2013). A Study on Locus of Control and Job Satisfaction in Semi-Government Organizations in Sultanate of Oman. *The SIJ Transactions on Industrial, Financial & Business Management*, 1(2), 93-100.
- Harding, N., Lee, H., & Ford, J. (2014). Who is the middle manager? *Human Relations*, 67(10), 1213-1237.
- Hobkirk, A. (2003). *The relationship between leadership styles and Sense of coherence, self - efficacy and locus of Control in a utility organisation*. (Master Dissertation, Potchefstroom University, South Africa). Retrieved from <https://repository.nwu.ac.za/handle/10394/511>
- Iriqat, R. A. M. (2017). Gender Leadership Styles in Enhancing Workforce Performance in Palestinian Public Institutions: The Role of Mediating Organizational Citizenship Behavior. *International Review of Management and Business Research*, 6(1), 93-104.
- Khan, Z.A., Nawaz, A. & Khan, I. (2016). Leadership Theories and Styles: A Literature Review. *Journal of Resources Development and Management*, 16, 1-8.
- Kihara, P., Bwisa, H. & Kihoro, J. (2016). Relationship between Leadership Styles in Strategy Implementation and Performance of Small and Medium Manufacturing Firms in Thika Sub-County, Kenya. *International Journal of Humanities and Social Science*, 6(6), 216-227.
- Kippenberger, T. (2007). *Leadership Styles*. Oxford: Capstone Publishing.
- Kothari, C.R. (2006). *Research methodology Methods and Techniques* (3rd ed.). New Delhi: New Age International (P) Ltd.
- Kovač, J. & Jesenko, M. (2003). Values and leadership styles of managers in Slovenia. *Journal of East European Management Studies*, 8(4), 346-360.
- Kumar, M. P. (2014). Information Technology: Roles, Advantages and Disadvantages. *International Journal of Advanced Research in Computer Science and Software Engineering*, 4 (6),
- Kumar, R. (2011). *Research Methodology-A Step-by-Step Guide for Beginners*. (3rd.ed.), Singapore: Pearson Education.
- Lu, L., Kao, S., Cooper, C. L. & Spector, P.E. (2000). Managerial Stress, Locus of Control, and Job Strain in Taiwan and UK: A Comparative Study. *International Journal of Stress Management* 7(3), 209-226.



- Mahajan, N. & Kaur, J. (2012). Relation between Locus of Control of College Teachers and Their Job Satisfaction. *International Journal of Applied Psychology*, 2(5), 98-103.
- Mali, V. (2013). A Study on Locus of Control and its Impact on Employees' Performance. *International Journal of Science and Research*, 2(12), 149-151.
- Mandell, B. & Pherwani, S. (2003). Relationship between Emotional Intelligence and Transformational Leadership Style: A Gender Comparison. *Journal of Business and Psychology*, 17(3), 387- 404.
- Maram, A. & Miller, K. (1998). An empirical assessment of the construct Work locus of control. *Journal of Industrial Psychology*, 24(3), 48-51.
- Morgado et al. (2017). Scale development: ten main limitations and recommendations to improve future research practices, *Psychology: Research and Review*, 30(3), 1-20. DOI 10.1186/s41155-016-0057-1
- Munaf, S. (2011). Relationship of transformational, transactional and passive/avoidant management style with achievement motivation of teaching faculties of selected educational institutions of Pakistan. *International Conference on E-business, Management and Economics*, 3, 93-96.
- Ng, T.W. & et al. (2006). Locus of control at work: a meta-analysis. *Journal of Organizational Behavior*, 27, 1057–1087.
- Northouse, P. (2016). *Leadership: Theory and Practice*. (7th ed.). Sage Publications, Inc.
- Panchanatham, N., Rajendran, K. & Karuppiyah, K (1993). A Study of Executive Leadership Styles and Problem Solving Behaviour. *Indian Journal of Industrial Relations*, 29(1), 101-108
- Raghu, R .S. (2009). Middle manager's involvement in strategic planning: an examination of roles and influencing factors. *Journal of General Management*, 34(3), 57.
- Rahim, M. A. (1997). Relationships of Stress, Locus of Control, and Social Support to Psychiatric Symptoms and Propensity to Leave a Job: A Field Study with Managers. *Journal of Business and Psychology*, 12(2), 159-174.
- Ramkanth, J. (1991). Determination of Leadership Style and Style Range. *Indian Journal of Industrial Relations*, 26(4), 395-411.
- Rezvani, Z. (2017). Who is a Middle Manager: A literature Review? *International Journal of Family Business and Management*, 1(2), 1-9.
- Robbins, P.S. (1999). *Organizational Behavior* (8th ed.). New Delhi: Prentice-hall of India (P) Ltd.
- Robbins, S.P. & Coutler, M. (2005). *Management*. (11th ed.). Pearson Publication.
- Rotter, J.B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological monographs*, 80(1), 1-28.
- Rukmani, K. & Ramesh, M. (2010). Locus of control among women executives in a public sector undertaking. *International journal of Marketing & Human Resource Management*, 1(1), 11 – 17.
- Scandura, T. R. (2016). *Essential of organisation behavior*. Sage Publications, Inc.
- Selart, M. (2005). Understanding the role of locus of control in consultative decision-Making: a case study. *Management Decision*, 43(3), 397-412.
- Sengupta, S.S. (1997). Leadership: A Style or an Influence Process. *Indian Journal of Industrial Relations*, 32(3), 265-286.
- Shannak, R.O. & Al-Taher, A. (2012). Factors affecting Work Locus of Control: An Analytical and Comparative Study. *Jordan Journal of Business Administration*, 8(2), 373-389.
- Shaik, Z., & Buitendach, J.H. (2015). The relationship between work locus of control and psychological capital amongst middle managers in the recruitment industry of South Africa. *SA Journal of Human Resource Management*, 13(1), 1-12.
- Singh, I. & Kaur, N. (2017). Contribution of Information Technology in growth of Indian economy. *International Journal of Research*, 5(6), 1-9. <https://doi.org/10.5281/zenodo.805859>.
- Sivan, S. & Sathyamurthi, K. (2017). A Study on Leadership Styles of Women Managers in Industrial Sectors: Chennai. *International Journal of Advance Research in Computer Science and Management Studies*, 5(6), 75-82.
- Spector, P.E. (1988). Development of the work locus of control scale. *Journal of Occupational Psychology*, 61, 219–230.
- Towers, S. (1996). Re-engineering: Middle managers are the key asset. *Management Services*, 40(12), 17.
- Uma, M. & Elangovan, V. (2016). Economic Growth of Information Technology Industry in India. *XVII Annual International Seminar Proceedings*, 407- 416. Retrieved from http://www.internationalseminar.in/XVII_AIS/INDEX.HTM
- Vijayashree, L. & Jagdishchandrab, M. V. (2011). Locus of Control and Job Satisfaction: PSU employees. *Serbian Journal of Management*, 6 (2), 193 -203.



-
- Vijayasri, G.V. (2013). The role of Information Technology (IT) industry in India. *Journal of Research in Management & Technology*, 2, 54-64.
 - Vinger, G., Cilliers, F. (2006). Effective transformational leadership behaviours for managing change. *SA Journal of Human Resource Management*, 2006, 4 (2), 1-9.
 - Wang, Q., Bowling, N. A. & Eschleman, K. J. (2010). A Meta-Analytic Examination of Work and General Locus of Control. *Journal of Applied Psychology*, 95(4), 761–768.
 - Walia, P. (2011). *Work life balance of working professionals - A study of IT and ITES industry*, (Doctoral Thesis, Punjabi University, Patiala, India). Retrieved from <http://hdl.handle.net/10603/3692>
 - Wilski, M., Chmielewski, B. & Tomczak, M. (2015). Work locus of control and burnout in polish physiotherapists: the mediating effect of coping styles. *International Journal of Occupational Medicine and Environmental Health*, 28(5), 875 - 889.
 - Wu, T., Tsai, M., Fey, Y. & Wu, R. T. Y. (2006). A study of the relationship between manager's leadership style and organizational commitment in Taiwan' international tourist hotels. *Asian Journal of Management and Humanity Sciences*, 1(3), 434-452.
 - Yahaya, N. & et al (2011). Relationship between leadership personality types and source of power and leadership styles among managers. *African Journal of Business Management*, 22(5), 9635-9648.
 - Yulk, G. (2013). *Leadership in organizations*. (8th ed.). Pearson publication.
 - Zikmund, G. W. & Barry, B. J. (2010). *Exploring marketing research*. (10th ed.). South-western Cengage learning.
 - Report of the working group on information technology sector twelfth five year plan (2012-2017). Retrieved from http://planningcommission.gov.in/aboutus/committee/wrkgrp12/cit/wgrep_dit.pdf
 - Retrieved from <http://shell.cas.usf.edu/~pspector/scales/wlcscor.html>