

## AN INVESTIGATION OF THE RELATIONSHIP BETWEEN LOCUS OF CONTROL AND JOB HOPPING

SUFINA KHAN

**Abstract:** Studies have demonstrated that internal/ external locus of control impacts work behavior. This study investigates the relationship between Locus of Control and Job Hopping. The hypothesis formulated was that there is no difference in job hopping behavior of people with internal and external locus of control. A sample size of thirty IT professionals (n = 30) was taken who participated and completed the questionnaires. Rotter's Locus of Control Scale was administered to measure the variable of Internal versus External Locus of Control. The variable of Job Hopping was measured using a self-designed questionnaire. The results indicated that the relationship between Locus of Control and job-hopping is insignificant.

**Keywords:** job-hopping, locus of control.

**Introduction:** While pursuing my MA I worked in a placement consultancy in Pune for about two years and handled recruitments for Information Technology (IT) department. I got the opportunity to interact with the Human Resources (HR) professionals and Recruiters from various multinational IT companies and often heard their complains about the high attrition rate, difficulty in retaining the employees and also getting the right resources with the right skill-set for the positions. They often insisted that I process candidates who show stability in their jobs not even shortlist the frequent job-hoppers for further processing. Getting the right kind of a person who has been stable in the entire career is a difficult task indeed. This experience motivated me to take up job-hopping as a topic of investigation.

Research has shown that a person's internal-external locus of control (LOC) impacts his/her and work behavior. It also gives a measure of an employee's job satisfaction and job performance. Many studies have been done in the area of LOC in order to understand the aspects of work behavior. LOC, hence, was used in this study as an attempt to measure the job hopping behavior. The objective of this research is to find the relationship between job-hopping behavior of an individual and their LOC.

**Locus of Control:** In mid-1950, social learning theorist Julian Rotter emphasized that people learn because of reinforcements and that behavior is dependent to rewards and punishments leading to the locus of control theory. He further suggested that learning also depends on the degree to which people valued the reinforcer – its reinforcement value i.e. areinforcer may not be valued by some people while others may not respond to them well. Besides, people also differ in their expectations of reinforcements. Some believe that they are in control of the outcomes of their actions in life while others fail to see the link between behavior and reinforcement (Larsen and Buzz 2008, p. 404-406).

LOC influences a number of facets of an employee's job and work experience. It helps to explain the work behavior by whether employee perceives their outcomes as a result of internal or external factors. Employees with internal control feel that their skills and efforts could influence outcomes. Those with external control feel that outcomes are beyond their control. This perceived LOC may have a differential impact on their performance and job-satisfaction (Luthans 2005).

The term Locus of control can be defined as 'the extent to which people perceive outcomes as internally controllable by their own efforts and actions or externally controlled by chance or outside forces' (Myers 2006, p.58). Julian Rotter with Jerry Phares developed 29 paired statements to measure an individual's LOC and published the same in 1966. This questionnaire is a unidimensional with internality factors at one end and the external factors at the other (Wallston in Baum et.al. 1997, p.151) and is a forced choice inventory.

**Internal LOC:** Individuals believe that his/her behavior is guided by fate, luck, or any other external circumstances. According to Rotter, individuals who believe that they themselves control what happen to them are individuals with Internal LOC. These people are more likely to do well in school, successfully stop smoking, wear seat belts, practice birth control, make lots of money and delay instant gratification in order to achieve long term goals (Myers 2006, p. 58-59).

People who have been characterized as internal locus of control personalities believe that the reinforcement they receive is under the control of their own behaviors and attributes. They believe that they have a firm grip on the situation and behave accordingly. In addition, internals are less susceptible to attempts to influence them (Schultz et.al. 2015, p. 373). They look within themselves to determine a course of action and have a greater confidence level concerning the outcomes. Also, they tend to see

challenges as opportunities for learning and professional growth.

**External LOC:** According to Rotter, individuals who tend to blame chance or outside forces for their fate are individuals with External LOC. They tend to blame their poor grades on things such as 'teachers, texts or tests' (Myers 2006, p.59). Grades of such students can improve with consistent training and support.

For people with external locus of control personalities reinforcement comes from events beyond their reach rather than from their behaviors. These individuals prefer to perform under supervision as it helps them by reducing their stress levels. Studies suggest that they tend to be low amount of job satisfaction.

**Job-hopping:** In simple words, job-hopping could be defined as frequent changing of jobs. According to the American Heritage® Dictionary job-hopping is 'the practice of changing jobs frequently, especially as a means of quick financial gain or career advancement.' It is important to learn about job-hopping as sometimes employers look negatively on short-term jobs. A candidate who has hopped several jobs might be at a disadvantage when compared with other candidates with equal qualifications and stable work history. Unfortunately, job-hopping can conjure up images that you may be unstable, disloyal, unreliable, and incompetent or a potential troublemaker (McCarthy et.al. 2014).

An anonymous blogger elaborates on different opinions about what constitutes hopping- some experts say that having a job for less than four years is a sign of a short-timer; others say that one must stay in a job for a year and anything over two years shows stagnation. In general, if you have at least three jobs of two years or less on your resume, you may be considered a job-hopper. Having four jobs in the three years right out of college is not a big deal. Most employers expect a certain amount of career exploration from recent grads. In some high-powered cities, like New York City or Washington, having a series of jobs of less than two years is not necessarily seen as a bad thing -- it is seen as a mark of an ambitious person who is constantly moving forward. In addition, some industries, like politics and consulting, are prone to frequent job movement.

According to IMI's director C S Venkat Ratnam, "a young professional should be choosy with his first job and see all angles before joining a firm so that he can stay put for at least two years at the same place, which would give him a sound base." Career experts opine that staying around for 2-4 years is ideal. According to a company in Pune, an employee is said to be a hopper if his average years of experience is less than 2.5 years. The average years is calculated as follows-

Average years of work experience=

\_\_\_Total years of work experience\_\_\_

Total number of jobs changed

Hence, according to the above formula, a person changing 4 jobs in 6 years has an average of 1.5 years and is considered as a hopper. Whereas, a person changing 2 jobs in 6 years has an average of 3 years is considered to be stable. For the purpose of this study the above formula has been used in order to calculate the job hopping tendency.

#### **Review of Literature:**

**Locus of Control:** Research has shown that a person's internal-external locus of control impacts his/ her performance and job behaviour (Dailey, 1980; Kasperson, 1982; Knoop, 1981). Dailey's (1980) study of 281 scientists addressed the relationship between locus of control and task variability, task difficulty, and job performance. He found that persons with an internal locus of control were more satisfied, motivated and had a high level of participation within their jobs.

Kasperson (1982) completed a study of hospital employees, which revealed a high positive correlation between negative attitudes and external locus of control. This resulted in a low satisfaction level with the job. Those with positive attitudes are generally more satisfied with outcomes because of the amount of control they have to make things happen.

Knoop (1981) discovered a relationship between persons with an internal locus of control and how they looked at their jobs in terms of skill variety, task uniqueness and consequence, self-sufficiency, and feedback from the job. Persons with an internal locus of control felt that they were given more opportunities to engage in positive work outcomes. An individual's locus of control can have far-reaching impact on work and life.

A study conducted by Cummins (1989) examined the relationship between social support and locus of control in determining job satisfaction levels and stress. He surveyed a total of ninety-six students from classes in business administration at a university in the southwestern United States. Those with an internal locus of control developed ways to shield stress while those with an external locus of control relied on supervisory support to reduce stress. Individuals with an internal locus of control were shown to be more satisfied with their jobs regardless of stress levels while those with an external locus of control tended to be less satisfied with their jobs due to stress.

Additionally, locus of control may relate to the amount of stress a person experiences as a result of whether a person has internal or external locus of control tendencies (Cummins, 1989). Individuals with internal locus of control seem to better adapt to varying situations in a more functional way than do

people who have an external locus of control (Judge, Locke, Durham, and Klugar, 1998).

Research has also shown that having an internal locus of control is related to organizational satisfaction (Lester and Genz, 1978; Organ and Greene, 1974; and Petersen, 1985). Internals are more inclined to take action, are better performers, and consequently receive promotions and rewards related to their performance. Internals who believe they control whether or not to leave an organization will reevaluate the organization and bring it in line with their attitude and behavior (Salancik and Heffer, 1978).

According to Spector (1982), an internal would be best suited for tasks involving independent actions and the creation of plans while an external would be better suited for tasks which involve following company procedures or policies.

Spector (1982) further hypothesized that locus of control is related to a variety of variables regarding internals and externals on different sets of criteria. He mentioned that internals are committed more to their respective organizations and are more satisfied with their jobs than those with an external locus of control. Those with an internal locus of control are also likely to stay in their jobs longer, and they tend to perform better. Researchers have also argued that expectancies of an outcome are more important than the sense of personal control (Carver and Scheier, 1981; Carver and Scheier, 1994). Asserted was that people factor in the impact of external circumstances and their sense of personal control in determining the expectancy of an outcome.

**Job-hopping:** 'In today's world, job hopping seems to be the mantra for success. In the quest to climb the corporate ladder, Gen X has no qualms about quitting jobs for fatter pay cheques and lucrative positions. Sticking to one organization for years together is passé and even four jobs in two years raises no eyebrows' (TOI). 'While early interest in job stability trends stemmed from the attention paid to the growth in employment in temporary and subcontracted positions in the 1980s, more direct attention was focused on this issue after the recession of the early 1990s' (Marcotte 1999, p.1). 'The trend of hopping jobs is prevalent in IT- ITeS sector most. However, other sectors like retail, banking and hospitality are also witnessing the same trend' (Dey, 2012). We barely get to hear of a person who started his career with an organization many years back, dedicated his entire career growing with the organization and finally retired from the same organization. 'It is believed that those who hang on to the same job are taken for granted and declared not competent enough' (Dey, 2012).

Job hopping may be done either to progress professionally or for better compensation. However,

eye-popping fat salaries appear to be one of the main reasons. Employees make their way to higher levels in the management hierarchy as each job change brings with it a hike in pay and position. Some of the common reasons for hoping jobs as quoted by job hoppers include- dissatisfaction with the job, lack of challenging work, stagnation or less pay (Dey 2012), the organisation closes down, the firm acquires or merges with another company temporary employment, contract or short-term project work relocation (interstate or overseas), limited career progression and development opportunities personality conflicts with managers or staff, poor performance, misconduct or dishonesty, and recession (McCarthy et. Al. 2014).

According to a newspaper article an Evaluateserve study states that fast job changes are mostly made for wrong reasons such as prioritising money over learning, succumbing to peer pressure or naively believing everything they are promised at the new position. In the survey, 73 per cent of the respondents stated that spending more time with the same organisation provides better exposure to various functions within the company and therefore provides better overall learning and career momentum. "A majority of these professionals get the 'two-year itch' and change jobs every 24 months, sometimes moving from high-growth companies to slow-growth captive back-office operations of large and medium-sized multi-national organizations," the study stated. About 85 per cent of the business heads surveyed by Evaluateserve consider loyalty in previous positions as one of the most important evaluation criteria for hiring and career advancement and 87 per cent of respondents feel that young professionals should not work in more than three companies during the first 10 years of their careers.

Experts believe the Business Process Outsourcing (BPO), Information Technology Outsourcing (ITO) and Knowledge Process Outsourcing (KPO) industries have been the major drivers to the trend of job hopping within a short span of time. Elaborating the reasons that propel individuals to look for greener pastures in short intervals, IMI's Ratnam said that job hopping by young professionals might be due to tall promises made by the human resource departments of the firms, which do not fructify after the individuals joining or the profile does not commensurate with the individuals skills" as cited in a Hindustan Times article (2008).

As a personality characteristic, internal locus of control is hypothesized to be an important variable that influences the employee. To achieve a high level of work excitement and empowerment, employees must believe that their actions or behavior may be the cause of positive or negative reinforcement. Otherwise, they may be unable to see opportunities

in everyday situations if they believe that only chance, luck, fate, or powerful others control the reinforcements they receive unrelated to their own behavior (Erbin-Rosemann and Simms, 1997).

**Methodology:** The purpose of this study is to investigate the relationship between locus of control and job hopping. For this study, survey research was utilized and data was collected using questionnaires. Information was given to potential participants describing the study to be conducted. Two questionnaires used were Rotter’s Locus of Control Scale- to measure the variable of internal/ external locus of control and a self-designed survey to measure the variable of job hopping. Subjects were thirty IT Professionals (n = 30) who participated and completed the questionnaires. The data was collected through direct administration. The results were further analyzed.

**Hypothesis:** There is no difference in the Job Hopping behavior of people with Internal and External Locus of Control.

**Variables:** Two variables in the study are Job Hopping and Locus of Control.

- The practice of changing jobs frequently, especially as a means of quick financial gain or career advancement.
- Locus of Control refers to an individual’s perception about the underlying main causes of events in his/her life. Internal Locus of control is an individual’s belief that his/her behavior is guided by fate, luck, or other external circumstances whereas; external locus of control is an individual’s belief that his/her behavior is guided by his/her personal decisions and efforts.

**Sample:** Subjects were thirty IT Professionals (n = 30) from IT MNC’s who participated and completed the questionnaires. Thirty (n = 30) of 40 questionnaires were completed and returned for a response rate of seventy percent. The convenience sample was comprised of software engineers and senior software engineers of leading IT companies. Seventy-seven percent (n = 23) of the managers were male, whereas twenty-three percent (n = 7) were female. Table 1 shows the description of the participants in terms of males and females.

**TABLE 1 Showing the Description of the Participants:**

GENDER	NUMBER OF PARTICIPANTS	PERCENTAGE
Male	23	77%
Female	7	23%
<b>TOTAL</b>	<b>30</b>	<b>100%</b>

**Tools of Data-Collection:**

**LOC Scale:** Participants’ locus of control is measured using Rotter’s (1966) scale of *Locus of Control* (LOC).

Previous studies utilized the scale to investigate the influence of locus of control on various constructs (Rotter, 1966; Hyatt and Prawitt, 2001). The I-E Scale has been extensively used for research purposes.

Rotter’s Locus of Control scale provides a useful means for measuring individual difference in the extent to which reinforcement is viewed as a consequence of one’s own behavior or a consequence of such outside forces as ‘chance’, ‘fate’ or ‘powerful others’.

Additionally, Rotter (1966) reported satisfactory reliability and validity for the scale. The scale includes 29 forced-choice items, six of which are filler items. The locus score is achieved by summing the number of external statements chosen from the 23-internavexternal pairs. A high score indicates an external locus of control, while a low score indicates internal tendencies and the low score indicates external tendencies.

**Job-hopping Questionnaire:** Participants’ job hopping behavior was measured using a self-designed survey called the *Job Change Questionnaire* (JCQ). The items included in this survey were (1) name of the company, (2) designation, (3) date of joining the company, (4) date of leaving the company and (5) reason for leaving the company. The participants however, did not give the detailed and correct answer for the fifth criteria of reason for leaving the company and some of them even left the column blank.

The date of joining and the date of leaving the company gave an idea of whether the participant is a job hopper or no. A formula was used as per which an employee is said to be a hopper if his average years of experience is less than 2.5 years. The average years is calculated as follows-

$$\text{Average years of work experience} = \frac{\text{Total years of work experience}}{\text{Total number of jobs changed}}$$

Hence, according to the above formula, a person changing 4 jobs in 6 years has an average of 1.5 years and is considered as a hopper. Whereas, a person changing 2 jobs in 6 years has an average of 3 years is considered to be stable. For the purpose this study the above formula has been used in order to calculate the job hopping tendency.

**Procedure:** The participants were informed about the purpose of the research that this research is for academic purpose only and were assured the information provided by them will be kept confidential under all circumstances. They were then requested to fill up the questionnaires. They were assured that this assignment is only for the academic research purpose and the details given by them will be kept confidential under all circumstances. The instructions were given according to the questionnaires. Rotter’s *Locus of Control Scale* was administered to the participants. Instructions were

given as per the manual. The responses were scored with the help of the scoring key and the raw scores were further interpreted according to the interpretation given in the manual.

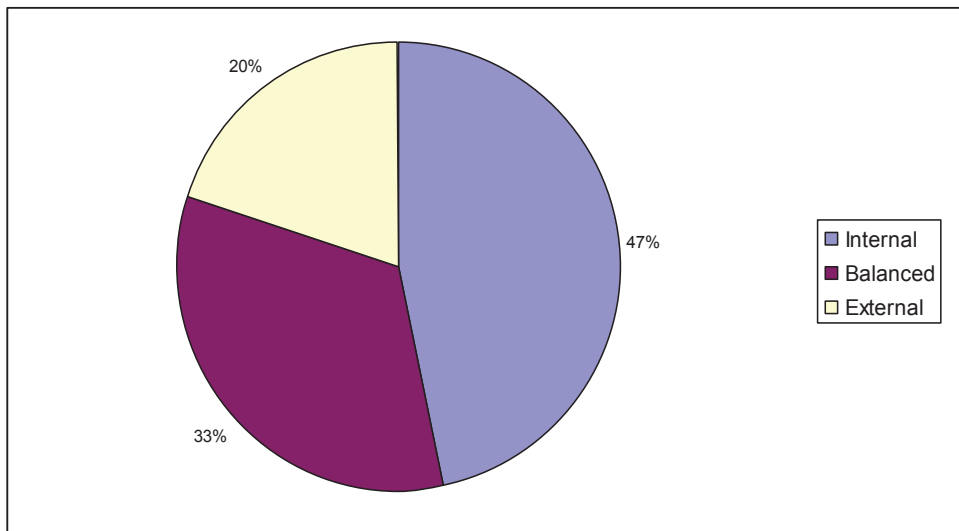
The *Job Change Questionnaire* was then administered and job hopping was calculated using the given formula. The job hoppers were identified by using the formula, average years of work experience is equal to total years of work experience divided by total number of jobs changed. The results indicated that participants scoring high on Locus of control i.e. internals hopped more jobs & participants scoring low on LOC i.e. externals hopped less jobs. The results were further analyzed for correlation using the Pearson’s Product Moment Correlation.

**Descriptive Analysis:** According to the descriptive analysis done for the results obtained from the responses, it was observed by the investigator that out of 30 participants (n = 30) 14 participants had

internal locus of control, 6 participants had external locus of control and 10 participants had balanced locus of control. Table 3 and Graph 1 shows the descriptive statistics for Locus of Control.

**TABLE 2 Showing Descriptive Statistics for Locus of Control :**

Locus of Control	Number of Participants	Percentage
Internal	14	47%
Balanced	10	33%
External	6	20%
<b>TOTAL</b>	<b>30</b>	<b>100%</b>



**GRAPH 1 Showing Descriptive Statistics for Locus of Control:** Further, the Job Hopping was calculated using the given formula i.e. by calculating the total years of experience divided by number of jobs changes. It was observed that out of 14 participants with internal locus of control, 7 participants were job hoppers; out of 10 participants with balanced locus of control, 1 participant was a job hopper; and out of 6 participants with external locus of control, 2 participants were job hoppers.

**Table 3 Showing Descriptive Statistics for Job Hoppers:**

Locus of Control	Number of Job hoppers	Number of Stable Participants	Total
Internals	7	7	14
Balanced	1	9	10
Externals	2	4	6
<b>TOTAL</b>	<b>10</b>	<b>20</b>	<b>30</b>

Hence, 50 percent of the participants with internal locus of control were job hoppers, 10 percent of the participants with balanced locus of control were job hoppers and 33 percent of the participants with external locus of control were job hoppers. This can be observed from the Table 5 and Graph 2 given below-

**TABLE 4 Showing Descriptive Statistics for Percentage of Job Hoppers and Stable Participants:**

Locus of Control	Percentage of Job hoppers	Percentage of Stable Participants	Total
Internals	50%	50%	100%
Balanced	10%	90%	100%
Externals	33%	67%	100%

This shows that Participants with Internal Locus of Control hop more jobs compared to those with

External Locus of Control and Balanced Locus of Control. Whereas, Participants with balanced Locus of Control were most stable with their job as compared to Participants with Internal and External Locus of Control. However, the data was further analyzed for correlation and the results obtained are given below.

**Analysis of Results:** Once the responses were obtained on the *locus of control scale* and the *job*

*change questionnaire* from the participants and once they were further interpreted, the investigation of the relationship between participants' locus of control score and overall job hopping was calculated using Pearson's Product Moment Correlation. This was done with the help of Statistical Program for Social Sciences (SPSS), Version 17.

**TABLE NO. 2. Showing Pearson's Product Moment Correlations between Locus of Control and the Number of Jobs Changed**

Correlations		Raw Score on LOC	Number of Jobs Changed
Raw Score on LOC	Pearson Correlation	1	.244
	Sig. (2-tailed)		.194
	N	30	30
Number of Jobs Changed	Pearson Correlation	.244	1
	Sig. (2-tailed)	.194	
	N	30	30

Table no. 2. shows the Pearson's Product Moment Correlation between locus of control and the number of jobs changed. The Pearson's Coefficient of correlation between Locus of Control and Number of Jobs Changed was found to be 0.244. The results indicated that the relationship between Locus of Control and Job Hopping is insignificant.

**Discussion:** The purpose of the present study was to verify the relationship between Locus of Control and Job hopping. The samples consisted of thirty IT professionals out of which twenty three were males and seven were females. The hypothesis was that there is no difference in the Job Hopping behavior of people with Internal and External Locus of Control. Two variables studied were locus of control and job hopping.

Tool used to measure Locus of Control was Rotter's (1966) scale of *Locus of Control* (LOC). The responses of the participants were scored with the help of the scoring key and the raw scores were further interpreted according to the interpretation given in the manual. The tool used to calculate Job Hopping was a self-designed survey named *Job Change Questionnaire* (JCQ). Job hopping of the participants was calculated using the formula, average years of work experience is equal to total years of work experience divided by total number of jobs changed. When the results were further analyzed for correlation, the Pearson's Product Moment Correlation between Locus of Control and Number of Jobs Changed was found to be 0.244

which revealed that the relationship between Locus of Control and Job Hopping is insignificant.

**TABLE NO. 4. Showing Correlation for Locus of Control and Job Hopping:**

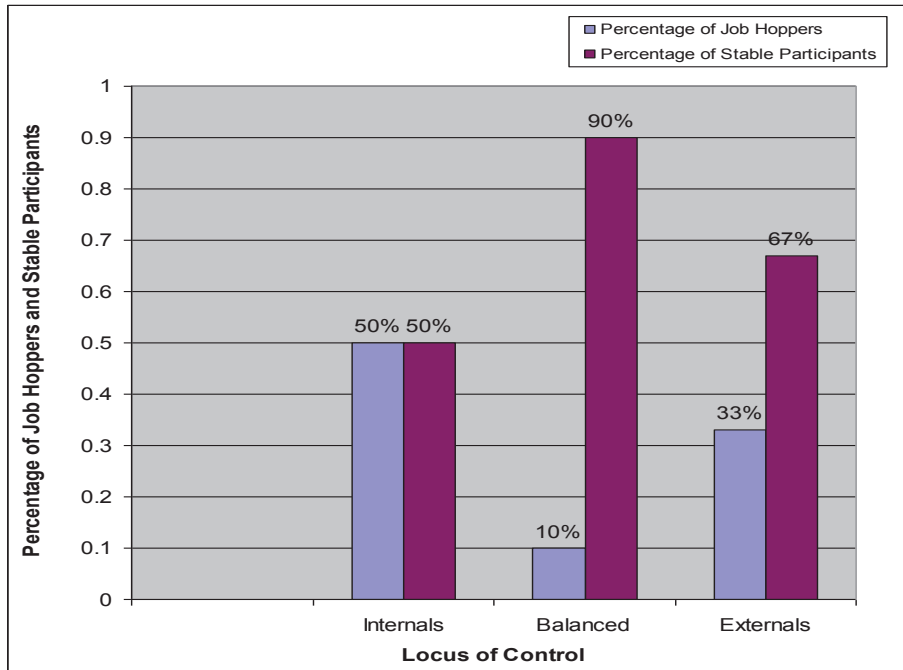
Job Hopping		
Locus	of	Control
.244		
n=30		

Hence the investigator concluded that there is no significant relationship between locus of control and the job hopping behavior of the participants. Hence the hypothesis was supported.

However, the data also called for descriptive analysis. It was also observed that, on the JCQ when the employees were asked about the reasons for jobs hopped, many of them gave the reason as "better prospects" or "better opportunity". The results indicated that participants scoring high on LOC i.e. internals hopped more jobs & participants scoring low on LOC i.e. externals hopped less jobs. According to the descriptive statistics, 47% internals were job hoppers and 22% externals were job hoppers and 33% of the participants with balanced locus of control were job hoppers. Similarly, 50% internals were stable, 67% externals were stable and 90% participants with balanced locus of control were

stable. Graph 2 shows the descriptive statistics for participants. percentage of job hoppers and percentage of stable

**GRAPH 2 Showing Descriptive Statistics for Percentage of Job Hoppers and Percentage of Locus of Control-**



When internals and externals confront a similar stressful situation- the individuals' with internal locus of control are likely to believe that they can have a significant effect on the results. They therefore act to take control of the events. In contrast, individuals with external locus of control are more likely to be passive and feel helpless. (Robbins, 2007)

Internals feel that they personally influence the outcomes. Whereas, Externals feel that the outcomes are beyond their own control. At the same time the internals feel less anxiety compared to externals and have a positive self- evaluation as compared to the externals. Also, internals are high in self-esteem as compared to the externals. Hence, the perceived Locus of Control can have a differential impact on that ability to perform. (Robbins, 2007).

This indicates that as externals have less or no personal control over any situation and feel helpless and powerless with respect to the outside forces, they tend change less jobs compared to the internals. The internals can take charge of the situation and they face it either by staying in it or by leaving it. They have a positive self-evaluation about the situations and about their own selves. People with positive core self-evaluations see more challenge in their jobs, making it more satisfying to them and attributing positive outcomes to their own actions.

Another research indicates that people having an internal locus of control perform well in interviews compared to externals as they seem to be more dynamic, competitive and confident.

A study by Seeman presented evidence that the Internals and the Externals differ significantly from another. A statistical study was made of 2,972 respondents from the National Longitudinal Surveys' sample of middle-aged males, (45 to 59 years of age in 1969), covering the period from 1969 to 1971. The study examined the influence of I-E control on a number of facets of work experience. Overall, the data provided considerable support for the hypothesis that I-E expectancies bear an independent relationship to work experience. Internals were more likely to have perceived economic progress during the 1969-71 period and improved their annual earnings more than did the comparable Externals during the period (Andrisani et.al. 1976, p. 156-65).

**Summary:** This research was conducted to investigate the relationship between Locus of Control and the Job Hopping. The data was collected from 30 IT professionals by administering Rotter's Locus of Control Scale and a self-designed survey named Job Change Questionnaire. Utilizing the participants' scores, statistical analysis was conducted. As a result, the researcher concluded that there is no significant relationship between locus of control and job hopping, hence supporting the hypothesis.

**Limitations:** The following limitations must be taken into consideration in future-

- It is inappropriate to make strong inferences from this research because the sample size was of 30 professionals (n=30) which is relatively small as a result the findings cannot be generalized on the

population as a whole. A larger sample would allow generalization of this study.

- This research lacks external validity as was conducted using only IT professionals as samples. This was because the investigator has been working as an IT recruiter. Because of this other sectors could not be explored.

**Conclusion:** The purpose of the research was to investigate the relationship between Locus of Control and Job Hopping. In order to explore this relationship the hypothesis stated was as follows, "There is no difference in the Job Hopping behavior of people with Internal and External Locus of Control." The results of product moment correlation indicated support for the formulated hypothesis.

**Suggestions:** Several avenues of further research seem particularly interesting-

- A larger sample size could be taken to strengthen the generalization of the study.
- Gender differences could be addressed in further research.
- The research should be extended to sectors other than IT.

**Implications:** For years, industrial psychologists and organizational behaviorists have debated the influence of an individual's disposition. Various researchers have argued the person versus situation debate (Judge et al., 1998; Bell and Staw, 1989). Bell and Staw (1989) considered locus of control to be a dispositional (personality) trait. They proceeded to assert that in order to predict behavior researchers should switch the emphasis away from traits and dispositions and instead look at the contingencies posed by the situation in which individuals find themselves (Bell and Staw, 1989). Taking into consideration the person versus situation debate and

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the insignificant relationship between locus of control and job hopping, the implications of this research might demonstrate that situation factors are salient and should be measured in addition to the dispositional traits.

According to Whetten and Carmeron (1995), empowerment can be influenced by the conditions in which people find themselves. Empowerment means providing freedom for people to do successfully what they want to do, rather than getting them to do what you want them to do. It concentrates on designing work situations that energize and provide intrinsic encouragement to employees. Similar to locus of control, empowerment has roots in the disciplines of psychology and sociology, and more specifically self-efficacy (Whetten and Cameron, 1995). Empowering situations are created by an organization that fosters relationship between employer and employee. Whereas, locus of control may be the vehicle through which empowerment is achieved.

Though the relationship is salient between locus of control and job hopping, future research investigating the effects of locus of control and empowerment on job hopping might yield results that address the person versus situation debate. The results could demonstrate whether the dispositional trait of locus of control, or the situational characteristic of empowerment influence employees to hop jobs or remain stable. Additionally, the research could disclose to what degree the two constructs influence the variance in the employees' job hopping behavior.

Similarly, another factor that could be correlated with locus of control is motivation. Hence, an investigation of the effects of locus of control and motivation on job hopping can be done.



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Sufina Khan/ Kalyani Nagar/ Pune