The Relationship between Locus of Control, Creativity and Performance of the Educational Department Employees in the west of Mazandaran

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ABSTRACT: The purpose of this research was to study the relationship between Locus of control, Creativity and Performance of the education department employees in the west of Mazandaran. The population included 380 employers of education department in the west of Mazandaran from among them 191 employees were selected as samples based on Krejcie and Morgan’s (1970) table for determining sample size and by the use of random class sampling procedure. The subjects’ locus of control by the use of Rotter’s locus of control test, their creativity by the use of Roundsepp’s creativity test, and their performance through performance assessment from were studied and evaluated. The obtained data were analyzed by using SPSS software, Pearson’s correlation coefficient, and T-test for two independent groups. According to the research findings, there was a positive and significant relationship between the employees’ locus of control, their creativity, and their performance. In addition, the employees’ creativity included higher internal locus of control rather than those who had external locus of control. Besides, according to the amount of creativity, there was a significant difference between these two groups, while due to their performance, no significant difference was confirmed.

Keywords: locus of control, creativity, performance, education department

INTRODUCTION

All organizations, specially the organizations in the third world which require a major increase in efficiency, must provide a kind of situation in which their employees feel comfortable to achieve the organization objectives by all their knowledge, experiences, abilities and capabilities. This cannot be achieved except by analyzing and recognizing the employees’ beliefs. The result of some researches show a number of people believe that life is self-control while some other ones believe their lives are controlled by external powers which are out of their control.

Individuals with an internal locus of control view events in their lives as the result of their own actions, and their internal special attributes determine what is going to happen in each situation. Such persons believe that whatever they want will be obtained by the help of god. According to the results of some researches, these kind of people have higher self-confidence and they look for situations in which they can use their knowledge and perseverance for making the future events progress, such people will pass the path of success faster and appreciate the internal rewards more, such as the feeling of success. But those with external locus of control give more importance to external rewards and tend to have the kinds of jobs which have more security than other ones.

Theoretical framework of Research

The researches in this field were done by Nowicki and Strickland (1989), Strassberg (1973), Strauser (2002), Findley and Cooper (1983), Silverman and Shrauger (1970), Bernstein et al. (1994), Seligman and Schulman (1986), Ishiyama (1999), Reeh and Hiebert et al. (1998), and Harris et al. (2002). The results indicated that the persons with internal locus of control were less affected by emotional events, confront their problems more actively, satisfy their jobs, pay more attention to their juniors at work, have no intention of destruction, do not consider their jobs as tensions, do well in facing stressful situations, evaluate positively grouping educational methods, show a higher psychological adjustment, reveal more tolerance under the pressure of
their jobs, report more satisfaction from their lives, feel more responsible in doing their tasks and conduct them better.

The outcomes of the researches done by Rashidi and Shahraray (2008), Cohen and Oden (1974), Raina (1980), Maslow (1992), Neller (1990), Heasacker (1981), Osborn (1996), Simonton (1998), Chavin (1996), and Gary (2003) indicated that creative behavior due to internal belief or self-control affects the predictable behavioral results, creative persons and those with internal locus of control have similar personality features, for instance they are more independent in thinking, although welcome other ones’ suggestions and information because of considering their internal mastery, they believe that chance and destiny have no effect on their lives they tend to be unconformist, unusual, self-dependent, not being same as other people and this leads them to self-directing. Internals appear to be more independent and less affected by environment. They follow less the standards, customs, and social values which are not acceptable by them. The degree of their tolerance is higher in unpleasant situations, in achieving their goals, they are more powerful and self-confident, have more motivation for improvement, and tend to innovative and independent jobs, as well as trying more for getting innovative thoughts and actions.

According to some other researches done by Moghimi and Mahram (2008), Mousavi (2008), it has been reported that externals are better in jobs related to management, being somehow external is important for being successful in management. In locations with higher emotional stimulation, for example in crowded places with a lot of varieties, they perform more effectively, and they have higher well-adjustment and tendencies to conduct instructions. In deal with performing special tasks, the tasks need higher skills and capabilities to be performed in management and more complex methods of collecting and processing data, externals are more successful. They perform those tasks excellently which involve continuation, regularity, and being successful in doing them need to follow the rules and to be adjusted with other coworkers. Externals are men of their words, wise, logical and they can take decisions simply.

The results of the research done by Sharifi (2004) showed that externals (intuitive and sensory) prefer new and exciting experiences, creativity, and new thoughts take their attention. Rashidi and Shahraray (2008), Cohen and Oden (1974), Raina (1980), Maslow (1993), and Neller (1990) found that internals tend highly to their own internal world, emotions, and personal thoughts, in comparison with externals, they attempt more in innovating thoughts and performance, in political and social issues, they are more active and fond of progression. Internals try actively to seek more information before taking a decision, have more motivation for being successful and achieving their goals, and for overcoming the environment around them, they attempt more while externals are better adjusted and tend highly to exert the instructions. Internals are found to be more adjusted with innovative and independent careers, but externals manage greatly the continuous, systematic tasks in which success is involved exerting rules and adjustment with other coworkers. Internals are less anxious and more active in problem solving, their degree of tolerance in facing stressful situation is higher, they are more self-confident, more achieving, self-reliant, and success-oriented, effective, capable and braver than externals. Hence, the purpose of this particular study is to show the relationship between locus of control, creativity and performance of employers.

To conduct this, the following hypotheses were studied:
1. There is a relationship between the employees’ internal locus of control and their performance.
2. There is a relationship between the employees’ internal locus of control and their creativity.
3. There is a relationship between the employees’ external locus of control and their performance.
4. There is a relationship between the employees’ external locus of control and their creativity.
5. There is a difference between the two groups of internals and externals in terms of creativity.
6. There is a difference between the two groups of internals and externals in terms of performance.

**RESEARCH METHODOLOGY**

In the present study, two methods, scientific-comparison and correlation, were used. In order to find the relationship between the employees’ internal locus of control and their creativity and performance, scientific-comparative method and for comparing two groups with internal and external locus of control due to creativity and performance, scientific-comparative method were conduct.

The population of the research included 380 employees of education department in the west of Mazndaran from among them 191 employees were selected as samples based on Krezcie and Morgan’s (1970) table for determining sample size and by the use of random class sampling procedure.

Rotter’s locus of control test, Raundsepp’s creativity test, and performance assessment from of employees were the instruments used in this research. Rotter’s test (1966) calculated the generalized and complete expectations for internal locus of control in comparison with externals. The reliability of this test was calculated by Salehi(2009) as .76 through using Alpha cornbach administered by giving to 50 Iranian students studying in master degree.
For calculating the validity of test, Rotter’s locus of control test was given to 36 subjects and the data were analyzed using Alpha cornbach set at .72 .the reliability of this test also was confirmed by the research tutor and advisor.

The reliability of Roundsepp's creativity test was confirmed by the research tutor and advisor too, after giving this test to 30 subjects. The result was .91 according to Alpha cronbach, therefore, it revealed the above mentioned test was reliable.

To assess the employees’ performance, performance assessment form confirmed by the ministry of education was used.

**RESEARCH FINDINGS**

The descriptive statistics of population trends variables showed that %88.5 men and %11.5 women were among the employees, %16.2 had master degree, %66 bachelor degree, %11 two-year college degree, and %8.8 high school diploma. %7.9 of the correct answers were given by experts, %5.8 assistants, %2.6 managers, %12 other employees. %13.6 of employees had work experience less than 5 years, %12 with 6-10 years, %2.6 with 11-15 years, %22 with 16-20 years, %49.7 with more than 21 years.

The descriptive statistic features of the control group were shown in tables 1 and 2.

| Table 1. The descriptive statistic features of variables |
| Variables | Mean | Std deviation |
| Internal control | 8.33 | 1.260 |
| Performance | 94.60 | 4.571 |
| Creativity | 51.24 | 10.488 |

| Table 2. The descriptive statistic features of variables |
| Variables | Mean | Std deviation |
| Internal control | 7.55 | 1.341 |
| Performance | 93.69 | 5.036 |
| Creativity | 52.70 | 17.042 |

**RESULTS**

To analyze the research hypothesis the results of correlation coefficient are shown in table 3.

| Table 3- The correlation coefficient matrix of internal control variables related to the employees’ creativity and performance |
| Variables | Performance | Creativity |
| Internal control | **.547** | *.288 |
| Performance | - | **.312** |
| Creativity | - | - |

Hypothesis 1- There is a relationship between the employees’ internal locus of control and their performance.

Table 3 shows that the result of correlation coefficient is equal to .01 at level of significance (r=.547, p=.000). Therefore, there is a positive and significant relationship between the employees’ internal locus of control and their performance. It means the more internal locus of control, the more performance.

Hypothesis 2- There is a relationship between the employees’ internal locus of control and their creativity.

Table 3 also shows that the result of correlation coefficient is .05 level of significance (r=.228, p=.018). It indicates that there is a positive and significant relationship between the employees’ internal locus of control and their creativity. In other words, the more internal locus of control, the more creativity.

Table 4. the correlation coefficient matrix of external control variables related to the employees’ creativity and performance.
Hypothesis 3- there is a relationship between the employees’ external locus of control and their performance.

Based on the above table data analyzed by the use of correlation coefficient, .05 level of significance is revealed (r= .274, p= .013). It means there is a positive and significant relationship between the employers’ external locus of control and relationship between the employees’ external locus of control and their performance. In other words, the more employers’ external locus of control, the more their performance.

Hypothesis 4- There is a relationship between the employees’ external locus of control and their creativity.

Table 4 indicates the correlation coefficient of .01 level of significance (r= .318, p= .004). It makes clear that there is a positive and significant relationship between the employees’ external locus of control and their creativity. Here it also means that, the more the employees’ external locus of control, the more their creativity.

Hypothesis 5- There is a difference between the amount of creativity of two groups of employees and their internal – external locus of control.

For analyzing this hypothesis, see the data in the following table where the descriptive features and independent T-test are shown.

Table 5. the statistic features of sample population due to their locus of control and the amount of creativity.

<table>
<thead>
<tr>
<th>Group</th>
<th>Mean</th>
<th>Std deviation</th>
<th>Std error of mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal control</td>
<td>53.44</td>
<td>9.092</td>
<td>.870</td>
</tr>
<tr>
<td>External control</td>
<td>48.93</td>
<td>13.272</td>
<td>1.483</td>
</tr>
</tbody>
</table>

The data shown in table 5 indicate that the creativity mean of the group with internal locus of control is 53.44 with a standard deviation of 9.092 and it is more than the creativity mean of the group with external locus of control which is equal to 48.93 with a standard deviation of 13.272.

For being sure if there is any major and significant difference between the means of two groups and if this difference is the result of sampling error or not, the resulted data were calculated by the use of independent T-test. Table 6 shows the outcomes.

Table 6. The results of the independent T-test for comparing the creativity of the two groups of employers due to their internal-external locus of control.

<table>
<thead>
<tr>
<th>Group</th>
<th>Mean</th>
<th>T</th>
<th>Degree of freedom</th>
<th>Level of significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal control</td>
<td>53.44</td>
<td>2.773</td>
<td>187</td>
<td>.006</td>
</tr>
<tr>
<td>External control</td>
<td>48.93</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Difference</td>
<td>4.51</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As it is shown in the table 6, the obtained T after comparing the creativity of the two groups, is significant at the significant level of .01 (T 187=2.773, p= .006). Therefore with %99 of confidence, it can be resulted that between two groups there is a significant difference. In other words, the employees with internal locus of control have more creativity than those with external locus of control.

Hypothesis 6- There is a difference between the two groups of employees with internal /external locus of control due to performance.

Table 7. the statistic features of sample group in terms of their locus of control and the amount of their performance.

<table>
<thead>
<tr>
<th>Group</th>
<th>Mean</th>
<th>Std deviation</th>
<th>Std error of mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal control</td>
<td>94.51</td>
<td>4.642</td>
<td>.444</td>
</tr>
<tr>
<td>External control</td>
<td>93.80</td>
<td>4.971</td>
<td>.555</td>
</tr>
</tbody>
</table>

As the data show in table 7, the mean of the group performance with internal control is equal to 94.51, std deviation of 4.642, then it can be resulted, in comparison with the mean (93.80) and std deviation (4.971) of the external control group, there is not much difference between them. To be sure of the significant of the
difference between the means of the two groups performance, the independent T-test was done and the results were shown in the following table.

Table 8. the results of the independent T-test for comparing the means of the two groups of employees with internal and external locus of control

<table>
<thead>
<tr>
<th>Group</th>
<th>Mean</th>
<th>T</th>
<th>Degree of freedom</th>
<th>Level of significant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal control</td>
<td>94.51</td>
<td>1.013</td>
<td>187</td>
<td>312</td>
</tr>
<tr>
<td>External control</td>
<td>93.80</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Difference</td>
<td>.71</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

According to the above table, the obtained T for comparing the performance means of the two groups with internal/external locus of control is not significant (T 187=1.013, p=312). Therefore, there is no significant difference between the two groups performance.

CONCLUSION AND DISCUSSION

Regarding the statistical findings in this research, there is a positive and significant relationship between internal locus of control and the performance of employees.


People with internal locus of control perform well in facing stressful situations, feel more responsible in doing their tasks and perform them better, in regard to mastery, sociability, wisdom, patience, and health, they introduce themselves to be better, successful, brave, independent, effective and strong.

The results of the research indicated that there is a positive and significant relationship between the internal locus of control and creativity of the employees, this outcome is homolateral with the results of those researches done by Rashidi and Shahararay (2008), Cohen and Oden (1974), Raina (1980), Maslow (1972), Neller (1990), Heasaker (1981), Osborn (1996), Simonton (1998), Chavin (1996), and Gary (2003).

Creative behavior can be predicted the effect of internal belief or personal control on behavior. Creative persons and those with internal locus of control have some similarities of their personality features, for example. They are more independent in thinking, although accept other people’s suggestions and information. The degree of their tolerance is higher, in achieving their goals, they are more powerful and self-confident, they have more motivation for improvement, and tend to innovative and independent jobs, as well as trying more for getting innovative thoughts and actions.

Furthermore, the results of this research showed that there is a positive and significant relationship between external locus of control and performance. This outcome is homolateral with the results of those done by Moghim and Mahmoud (2008), Mousavi (2008).

Externals are better in jobs related to management, in crowded locations with a lot of varieties and noises, they perform more effectively, and well-adjusted, they tend to conduct instructions. Therefore, in deal with performing special tasks, the tasks which need higher skills and abilities to be performed in management and more complex methods of collecting and processing data, externals are more successful.

In the present study, it was also shown that there is a positive and significant relationship between external locus of control and creativity, the results were same as the outcomes of the research done by Sharifi (2004).

Externals, intuitive and sensory, prefer new and exciting experiences, creativity and new thoughts take their attention. These findings are not homolateral with the results of the studies done by Rashidi and Shahararay (2008), because according to this research, the more the scores of external locus of control, the less the subjects’ score of creativity.

The findings of this project showed that between the two groups of employees with internal and external locus of control due to creativity, there is a significant difference. In other words, the creativity of employees with internal locus of control are more than those with external locus of control. The results are homolateral with those conducted by Rashidi and Shaharyar (2008), Cohen and Oden (1974), Raina (1980), Maslow (1972), and Neller (1990).

Internals try more for innovative thoughts and tasks than externals, in political and social issues, they are more active and fond of progression. Internals have more motivation in being successful and achieving their
goals, while externals are more adjusted and tend to perform according to instructions. Internals show that they are fond of innovative and independent jobs, but externals perform greatly those tasks which involve continuity and systematization in which success is involved exerting rules and adjustment with their coworkers internals have the higher degree of tolerance in facing stressful situations, they are more self-confident, more achieving and introduce themselves as successful, brave, independent effective and stronger than externals.

The outcomes of this research also revealed that there is no significant difference between the two groups of employees with internal and external locus of control due to their performance. This result is the same as those shown by Ghafourian (2004), and Sligman and Peterson (1988). But it is not homolateral with the results of the researches done by Baraheni and SabourilMoghaddam (1996), because it proved that the employees with internal locus of control had better performance than with external locus of control.

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