THE EFFECT OF LOCUS OF CONTROL AND AUTONOMY ON MOTIVATION IN THE WORKPLACE

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Research Proposal

The purpose of this project is to explore the effect of locus of control and autonomy on motivation in the workplace. After researching each of these variables, and gaining an understanding from already published, peer-reviewed studies, I plan on creating a SurveyMonkey containing questions that probe participants on locus of control, autonomy, and motivation in the workplace. My sample will consist of employed individuals. In order to obtain this sample, I will post my questionnaire on Reddit, Next Door, Human Resources groups on Facebook, survey groups on Facebook, Anthropology groups on Facebook, the Cal Poly Mustangs Parents page, and send it to my friends and family members to share.

Once I have collected an adequate amount of responses, with a goal of at least 300 responses, I will export the data to SPSS, clean the data, and run a series of statistical tests to measure the correlation between variables. The dependent variable I will be exploring is motivation and the predictor variables of interest are autonomy and locus of control. My plan is to measure the correlation between whether one has external or internal locus of control and their motivation level, and the correlation between whether an individual has high or low autonomy and their motivation in the workplace. Using SPSS, I will produce graphs and charts to represent my data that will later be analyzed and interpreted throughout this paper.

My hypothesis is that the higher perceived autonomy and perception of control over one’s role in the workplace (the higher internal locus of control), the higher one’s motivation will be. The applied implication from this work is that companies could encourage greater autonomy and locus of control to increase work productivity. If my hypothesis is correct, then this project will be of significance because it can provide real data to show employers how increasing internal locus of control and autonomy in the workplace can improve employee
motivation. This study could also illustrate an interesting trend in how employees perceive their autonomy and locus of control within the workplace.

This study is connected to my discipline because it incorporates my three disciplines, anthropology, psychology, and business, and is highly-related to Human Resources. It will help me move toward my future career of obtaining a job in Human Resources or in research as this study focuses on the personnel of a business, and will be a topic I can discuss with future employers.
Annotated Bibliography


This article examines the relationship between an individual’s locus of control in the workplace and job satisfaction in the workplace. The authors hypothesized that work locus of control has a positive relationship with work on present job, satisfaction with present pay, satisfaction with opportunities for promotion, satisfaction with supervision, satisfaction with people at work, and satisfaction with the job overall. In order to test their hypotheses, they obtained email addresses through a database and sent out an Internet survey. Their sample consisted of 114 accountants from the southeastern part of the United States. Data retrieved was consistent with all of their hypotheses. Limitations were present, such as the opportunity for self-reported bias and the assumption that work locus of control as a personality trait directly caused the outcome.

Although the study conducted represents a narrow population, the article alludes to many studies, such as Herzberg’s Two-Factor Theory and Rotter’s research that directly relate to my topic of interest. The researchers based their assumptions of causality on evidence from published studies that found that people with internal locus of control were more motivated, experienced greater job satisfaction, better relationships with their supervisors, higher autonomy, and lower turnover. Logic was consistent. This article is important to my topic because it provides significant data that asserts a positive relationship between work locus of control and work outcomes. Research could be more reliable if a more diverse sample was sought.

(237 words)

This article surveys the relationship between locus of control and achievement motivation in the workplace. Researchers gave a 32-item questionnaire to 1,460 Spanish workers from different work sectors. The questions focused on achievement motivation, attitudes toward training programs, and attunement of professional success to internal or external control. Based on the data, statistically significant differences were found between the four employment sectors: services, catering, metal construction, and others. The employees in the catering sector showed high levels of external locus of control and the lowest interest in training. Those in the service sector exemplified higher levels of achievement motivation and effort.

Throughout the entirety of the article, the authors reference research and allude to traditional psychology case studies to make their claims more objective, accurate, and plausible. All data and claims are cited, and theoretical biases are based on evidence. The transition from premises to conclusion is logical within the author’s argument. However, causality is assumed and other aspects of personality are not taken into account. It is also possible that tester’s bias played a role and respondents answered questions favorably. This source is of significance to my project because it explores a similar research topic, with motivation represented by a positive attitude toward training programs, and locus of control assessed directly. The raw data is also included, which could further my research through cross comparison. (226 words)

This article explores the effect of employee locus of control and job turnover in the workplace. A background on internal-external control of reinforcement is provided, in addition to several referenced models to explain locus of control and job turnover. The study conducted in this article is based on a similar study conducted in 1979. A sample of 6,403 males was sampled using Rotter’s scale, with the assumption that men and women experience the labor market differently. This could also be a limitation, as the sample was not only gender-specific, but several marginalized groups were eliminated. The result was that internal workers had a higher growth wage rate, associated with more job-to-job transitions and higher wage gains related to these switches. The effect of locus of control illustrated a statistically significant correlation with job-to-job turnover.

While the jargon used in this article is very complex, and numerous models are referenced, it discusses useful information for understanding locus of control in the workplace. Motivation and job-to-job employment are likely related. If internal individuals are more motivated, then perhaps they are more likely to be go-getters and seek employment. In general, this article could help strengthen my theory that locus of control is positively related to positive outcomes, such as higher wages found in this study. Tables, graphs, and raw data are provided, and the models used to explain theories are adequately explained in detail. Implications can be made that an internal locus of control can determine job mobility and labor market fluctuations. (248 words)
This paper suggests a significant correlation between autonomy and motivation, providing an analysis on traditional theories. Theoretical bias is rooted in the assumption that higher autonomy is related to higher motivation, associated with more thorough and effective work. It is also assumed that having a positive and independent attitude toward learning, and the freedom to make decisions is beneficial to learning. The article specifically references literature on motivation in general education and cognitive education to register the link between autonomy and motivation.

This source is useful because it highlights several evidence-based psychological theories on autonomy and motivation, and then further provides a definition and analysis for each variable. Intrinsic and extrinsic motivation are explicitly defined, and subsections on attribution theory, success and motivation, and motivational enhancement are included. All claims made are supported by literature. Literature continuously supports the idea that motivation to learn and learning effectiveness is higher with individuals who take responsibility for their learning and attribute learning success to their personal effort. In addition, research suggests that motivation is higher in learners who take an interest in the task and where intrinsic motivation is present. Critiques could argue that this association is oversimplified, and that a contextual measure is necessary to adequately evaluate motivational efforts. It may be different in an educational setting versus a workplace setting. More information on the demographic of peoples sampled in each of the studies referenced was necessary.

This article provides an overview on the development of the work locus of control scale, offering an analysis on the reliability and validity of the measure. The author explicitly states that there’s a significant correlation between work locus of control and many dimensions of job satisfaction, alluding to previous research done by O’Brien and Spector in the 1980s. This source is related to my topic because the measure that is described specifically explores locus of control within the workplace. Both autonomy and locus of control were said to be statistically correlated, strengthening the theory behind my hypothesis. The study focuses on six independent samples representing different work sectors. Each group was given questionnaires, measuring job satisfaction, commitment, autonomy, influence, role stress, tenure, consideration, structure, social desirability, and general locus of control. Across samples, the work locus of control variable correlated significantly with each of the variables with the exception of tenure.

The author argues that the work locus of control scale (WLOCS) is a stronger predictor than Rotter’s general locus of control scale, and my main critique is that the WLOCS lacks the reliability and validity that Rotter’s work is known for. More research needs to be done with this scale in diverse work settings for it to be generalized as a domain-specific measure. In addition, more analysis as to why Rotter’s model of external and internal locus of control is not adequate enough to be used in a business setting should be further explained. (245 words)

This article considers the effect of general locus of control and work locus of control on work-related variables, such as job satisfaction, affective commitment, and burnout. A meta-analysis on work locus of control is referenced and used as the foundation to explore the validity of the two measures. The article provides a detailed critique on the general locus of control theory. Sixty-four work locus of control studies exist that are in congruence with their hypothesis that work locus of control is a better predictor variable than general locus of control when examining work-related criterion. A meta-analysis was used to test the differential relationship for the two approaches. The data showed that work locus of control yielded a stronger correlation with dimensions of work-related criterion.

This source is of significance to my research because it studies locus of control specifically within a work context. Work locus of control will be more telling because it examines how people attribute positive outcomes at work to their own behavior. It is also cited that the work locus of control yields a stronger correlation with work outcomes than the general locus of control because it’s more valid. This will prove helpful in formulating my questions, by providing respondents with a specific frame of reference that pertains directly to my sample. The researchers note that one of the limitations of the study is the need to include motivational processes as a variable, which is one of my variables. (242 words)

This source critiques Rotter’s general locus of control as a multi-dimensional measure and seeks a one-dimensional approach to assess entrepreneurs. Rotter’s research has consistently found that entrepreneurs have an internal locus of control, but according to Leon Schjoedt and Kelly Shaver, several limitations to this measure exist. Schjoedt and Shaver cite Rotter’s theory as the foundation to understand locus of control, but then critique it by citing several studies found in entrepreneurship literature. In addition, Schjoedt and Shaver first tested several psychometric tests for comparison. A sample of 463 entrepreneurs were assessed to develop a scale of potential factors to measure, and then 119 students from a Midwestern public university were polled on a three-item locus of control scale developed from the initial study. Their locus of control scale intended for entrepreneurs proved to be both reliable and valid across samples. The main limitation to the study was the size of the initial group of study, and the inability to test more items to develop their scale. In addition, the questions were selected with a specific theory in mind, which could have reflected bias.

This study is useful for my study because it examines the need for a more domain specific locus of control measure. It was also interesting to read about the process of selecting questions to ensure validity across samples. It’s most relevant because entrepreneurship researchers consider locus of control to be an important measure to assess motivation in the workplace. (240 words)

This source explores how autonomy predicts job seekers’ motivation which is associated with job search behavior and the likelihood of re-employment. Researchers assessed unemployed individuals on autonomy and job search motivation, and then polled respondents at the start of re-employment, after six weeks, and then six months later. They found autonomy was associated with autonomous job search motivation, job search behaviors and a greater likelihood of finding re-employment. Logic was consistent from premises to conclusion.

Although this article mainly addresses autonomy and job search behavior as a measure of motivation, and isn’t directly related to my research topic, it hones in on the role of autonomy as a predictor variable related to workplace outcomes. Theoretical implications about autonomy were cited, based on the idea that motivation and motivational behavior will increase in contexts where high levels of autonomy are present. The article raises several conjectures, referencing other literature on autonomy, but claims that autonomy exists as an essential need rather than a desire in the workplace. Practical implications were also made, in support of the study conducted. Pre-existing assumptions of causality between experienced autonomy and job search behavior served as a limitation to the study. In addition, respondents were observed at six weeks and six months, and perhaps this wasn’t adequate time to assess autonomy experienced. The researchers also noted that data collection took place when the labor market was bad, which could have greatly affected job search behaviors and re-employment patterns. (242 words)

This source investigates the impact of autonomy and workload on a multi-dimensional scale. The article sheds light on the reality of inconsistent results among empirical research. While some studies cited report lower job satisfaction, organizational commitment, life satisfaction, and performance among temporaries, others have found insignificant differences between temporary workers and permanent workers. 568 employees from eight Belgian companies filled out a survey, consisting of standardized instruments from previous research on job satisfaction, organizational commitment, workload, autonomy, life satisfaction, and self-rated performance. Control variables were inputted. Data showed that contract type (temporary vs. permanent) was not related to autonomy. Occupational position and gender proved to be important control variables. Permanent employment was negatively associated with job satisfaction and organizational commitment, but was positively related to workload. Life satisfaction and turnover were not significant variables. The most significant limitation was the use of a cross-sectional design, instead of a longitudinal study because temporary employees are likely to see a temporary position as a stepping stone to a permanent career. Another factor to consider is the variety of temporary employment positions, with different contract durations.

Although an insignificant relationship between contract type and autonomy was found, this will be of significance to my project because temporary workers will be a large portion of my sample, most being full-time students. This study has also given me a good idea of what variables to control for, and what dimensions of autonomy to consider. (239 words)
Aziz, S., & Tariq, N. (2013). Role of organization type, job tenure, and job hierarchy in
decisional procrastination and perceived locus of control among executives. Pakistan
Journal of Psychological Research, 28(1), 25+. Retrieved from
http://go.galegroup.com.ezproxy.lib.calpoly.edu/ps/i.do?p=AONE&sw=w&u=calpolyw_csu&v=2.1&it=r&id=GALE%7CA355152283&asid=3f56cbe8e03ccaafa355ac9920c551d61

This source investigates the impact of organization type, job tenure, and job hierarchy on
decision-making and locus of control. Several research findings were referenced, from which a
hypothesis was formed. The researchers hypothesized nine things, but the most relevant
hypothesis to my project, was the idea that external locus of control would be positively related
to decisional procrastination, while internal locus of control would be negatively related. It is
also interesting to note that the researchers hypothesized that executives with more work
experience would have a higher internal locus of control. In order to test this, they surveyed 120
executives from public and private sectors and used the Decisional Procrastination Scale and
Levenson’s Locus of Control Scale. They found that there was a positive relationship between
decisional procrastination and external locus of control. In addition, they found that executives in
the public domain were associated with higher decisional procrastination and an external locus of
control as compared to private executives. Those higher in the job hierarchy were significantly
lower on decisional procrastination and higher on the internal locus of control spectrum
compared to those in lower positions. Some limitations to the study were the size of the sample,
the use of self-reporting, and the unobserved perspective of peers who work with the executives.

This article is beneficial to my topic because it reveals the difference in locus of control
within a job hierarchy, and examines similar variables. One would assume that decisional
procrastination is related to motivation, and thus locus of control. (252 words)
Outline

I. ABSTRACT
   A. Describe purpose of the study
   B. Provide brief summary of methodology
   C. Provide brief summary of results of the study

II. INTRODUCTION
   A. Expansion of outside research on locus of control, autonomy, and motivation

III. HYPOTHESES
   A. Hypothesis 1
   B. Hypothesis 2

IV. METHODOLOGY
   A. Describe sample population
   B. Describe process of creating SurveyMonkey and collecting data
   C. Describe confounding variables controlled for
   D. Describe statistical tests run and why

V. RESULTS
   A. Report significance
   B. Explain what significance means in words
   C. Explain significant graphs and tables imported from SPSS
   D. Report qualitative data

VI. DISCUSSION
   A. Explain how results relate to hypotheses
   B. Analysis of what went well
C. Limitations to the study

D. Discuss other explanations for the outcomes found

E. Discuss how the study could be improved

VII. CONCLUSION

A. Discuss how the results of this study can influence the bigger picture (business in general, recruiting employees, retaining employees, trends in society, my future)

VIII. APPENDIX

A. Survey monkey questions

VIV. BIBLIOGRAPHY
Abstract

The purpose of this study is to examine the effect of locus of control and autonomy on motivation in the workplace. A sample size of 414 employed individuals was obtained; however, only 243 individuals completed the questionnaire in its entirety over the course of one week. The survey included Rotter’s thirteen question scale on locus of control, and a variety of questions relevant to autonomy and motivation in the workplace. Gender, age, ethnicity, organization size, and hierarchy within the workplace were controlled for. The data showed a significant correlation between locus of control and motivation, independent of autonomy. Autonomy, too, had an independent effect on motivation regardless of where an individual fell on the continuum of locus of control. Hierarchy within the workplace shared a significant correlation with motivation, independent of autonomy and locus of control. Age, gender, and size of organization were found to have no impact on motivation in the workplace. The effect of ethnicity was explored, but the sample was too homogenous by ethnicity to offer meaningful comparisons or results in this capacity.

Introduction

Locus of Control

Locus of control, an aspect of personality commonly studied in psychology, is a measure of how an individual attributes control over events. An individual with an internal locus of control believes that he or she has power over events and their outcomes. Internals are likely to think that the outcome of an event or situation is a direct result of their abilities and efforts and thus, in their control. An individual with an external locus of control has a tendency to attribute events and their outcomes to external forces, such as luck. Externals believe that the world, being a complex place, is too chaotic to control every aspect, and thus, factors like fate, luck, and the
influence of authoritative figures serve as an explanation for outcomes (Rotter, 1990, p. 489-493). For example, a student with an internal locus of control may attribute an insufficient grade on a test to their effort and ability to study, while a student with an external locus of control may blame the teacher or the manner in which questions were worded.

The concept of locus of control was first studied by Julian Rotter in the 1950s and is widely studied today, in relation to other dimensions of personality and health. Rotter is well-known for his social learning theory, based on the idea that people are motivated to seek out positive reinforcement and avoid negative stimulation. Stemming from this ideology, he combined both behaviorism and personality to create his overarching theory that personality is an interaction of the individual and the environment. Locus of control is related to this idea because how an individual evaluates a situation is based on the expectancy of reinforcement. According to this principle, people create general beliefs about events, depending on how they were reinforced in life. Of course this cannot be a completely dichotomous scale, and instead is represented by a continuum with ‘very internal’ on one end and ‘very external’ on the other (Rotter, 1990, p. 489-493).

Although a new area of research, locus of control has been applied to several fields of study, including industrial and organizational psychology. Based on Rotter’s social learning theory, one may infer that an individual’s personality and work environment interact. Research has consistently shown a positive correlation between locus of control and a variety of workplace variables. In “Work Locus of Control and the Multidimensionality of Job Satisfaction,” C. Justice Tillman, Feliccia A. Smith, and Wanda R. Tillman examine a positive relationship between an individual’s locus of control in the workplace and job satisfaction, in terms of work on present job, satisfaction with present pay, satisfaction with opportunities for promotion,
satisfaction with supervision, satisfaction with people at work, and satisfaction with the job overall after studying a sample of 114 accountants. Limitations were present, such as the opportunity for self-reported bias and the assumption that work locus of control as a personality trait directly caused the outcome, but the study alludes to former evidence-based studies that obtained a similar result. They reference meta-analyses that support the notion that an individual equipped with perceived control and the ability to participate in work-related outcome decisions was positively related to job satisfaction. In addition, research found that people with an internal locus of control were found to be more motivated, experience greater job satisfaction, better relationships with supervisors, higher autonomy, and lower turnover in the workplace (Tillman, Smith, & Tillman, 2010). It is based on this foundation of knowledge that I have built one of my hypotheses, the idea that locus of control and motivation share a positive correlation in the workplace.

**Autonomy**

Autonomy, another variable that I will be studying, is defined in “On the Assessment of Situational Intrinsic and Extrinsic Motivation: The Situational Motivation Scale (SIMS),” as “a sense of feeling free from pressures and to have the possibility to make choices among several courses of action” (Blanchard, Guay, & Vallerand, 2000, p. 177-178). In the workplace, this characteristic could be measured in terms of how much freedom an individual has to make decisions, whether that be for the company or how a task becomes accomplished. It could also be observed by how much creativity and innovation an employee can express, or how much influence from an external authority affects an employee’s work. It’s no question that people will have a strong perception of where they stand on a continuum of micromanaged to completely autonomous. Perhaps some people desire more autonomy, while others don’t mind having a
strict, routine-based schedule under the instruction of their supervisor. The question lays in whether the amount of autonomy an employee has affects their performance.

In “Autonomy and Motivation A Literature Review,” Leslie Dickinson provides an analysis on several traditional theories that study autonomy and motivation in the workplace, suggesting a significant correlation between the two variables. The article specifically references literature on motivation in general education and cognitive education to register the link between autonomy and motivation, supporting the assumption that higher autonomy is related to higher motivation, and thus more thorough and effective work. It is also supported that having a positive and independent attitude for learning, along with the freedom to make decisions, is more beneficial to learning. Several evidence-based psychological theories on autonomy and motivation are cited, defining and analyzing each variable, and funding the idea that motivation to learn and learning effectiveness is higher with individuals who can take responsibility for their learning and attribute learning success to their personal effort (Dickinson, 1995, p.165-174).

While several confounding variables are present, such as the degree of stratification in an organization and the type of organization, among other things, my hypothesis is rooted in the thinking that greater autonomy in the workplace should give employees greater responsibility for the outcomes of their work, and therefore an increased sense of motivation.

Motivation

Motivation represents my dependent variable, as I examine the effect of locus of control and autonomy on motivation, as a dimension of performance. Motivation, when broadly explored, is the “why of behavior” (Blanchard et al., 2000, p. 182). Specifically, in the workplace, motivation can be measured in terms of how often an employee is willing to do extra
work for the sake of bettering their performance or the organization’s performance, or the extent to which an employee feels involved and stimulated on the job. A motivated worker is likely to have a drive to achieve, and is likely to be goal-oriented. An unmotivated worker is likely to think time drags on at work and spend more time surfing the Internet or on social media, with little stimulation or interest in the tasks assigned.

Motivation continues to be a topic of interest for many industrial-organizational psychologists, as researchers hope to find a link to improve work environments, and thus work performance. However, in spite of extensive research on motivation within the context of the workplace, the subject of motivation continues to be a poorly understood topic of discussion. With an exponentially growing workforce, and a trend of employees working later in age, it remains a topic of relevance. Although there are two types of motivation, intrinsic and extrinsic motivation, for simplicity, we will just be exploring motivation as a single dimension (Hauser, 2014, p. 239).

In “Development of the Work Locus of Control Scale,” written by Paul Spector, he studies six independent samples representing different work sectors. Each group was given questionnaires, measuring job satisfaction, commitment, autonomy, influence, role stress, tenure, consideration, structure, social desirability, and general locus of control. Across samples, Spector found that work locus of control correlated significantly with each of the variables listed above with the exception of tenure. Both autonomy and locus of control were said to be statistically related, strengthening the theory behind my hypothesis (Spector, 1988, p.335-340). Grounded on this notion, perhaps if locus of control and autonomy are both positively associated with job satisfaction, then they, too, share a correlation with motivation. One could infer that motivation is a level of job satisfaction. We want to be careful not to assume causality, but perhaps if an
employee is satisfied in their job, they would have higher motivation than an employee who is unsatisfied with their job.

Hypotheses

Based on my theory explained above, I have narrowed my study to examine two hypotheses:

H1: Lower internal locus of control is associated with lower motivation in the workplace.

H2: Higher autonomy on the job is associated with a higher level of motivation in the workplace.

Methodology

In order to conduct this study, I created an anonymous SurveyMonkey containing 39 questions, with a focus on three variables—locus of control, autonomy, and motivation. Locus of control was measured using Rotter’s well-known thirteen question locus of control scale. Rotter’s questions each contain two choices, one describing internality and the other describing externality. Autonomy was assessed using nine questions on creativity and innovation, task choice, work value, and goal setting. Respondents were also asked to explicitly report on a continuum how much autonomy they would like at work, and consider how satisfied they are with the amount of autonomy they have in their current position. Motivation, my dependent variable, consisted of nine questions that evaluated an individual’s willingness to do extra work, work ethic, perception of involvement on the job, and work stimulation. Gender, age, ethnicity, organization size, and hierarchy within the context of the organization were controlled for.

After obtaining permission from the Institutional Review Board, I posted the SurveyMonkey questionnaire on a variety of Facebook groups reaching out to those with an interest in organizational psychology, Cal Poly, human resources, research surveys,
anthropology, in addition to posting on Reddit, Next Door, and my personal Facebook profile. The survey was open for seven days, and was successful in obtaining 414 respondents. However, only 243 respondents filled out the questionnaire in its entirety. The average age of those who completed the questionnaire was 42 years old, with 307 of those people being female and 105 being male, a limitation to be discussed later.

After exporting the data from Surveymonkey to SPSS, I then cleaned the data and recoded variables to reflect a consistent direction. My two interval variables, which allow the user to place their response along a continuum, were binned into quintiles and sextiles to organize the data in congruence with my other assessments. I produced three composite variables for locus of control, autonomy, and motivation by adding the responses for each question pertaining to the related variable. Before running regressions, I tested for normality and utilized the two-step transformation to normality process for each variable. Then I ran a multiple linear regression with locus of control, autonomy, and motivation, and my control variables, excluding ethnicity. Ethnicity could not be assessed because my sample (n=243) did not contain enough individuals in each ethnic category in order to make meaningful comparisons. Of the original 414 respondents, 81.9% were White, 5.1% were Hispanic or Latino, 0.7% were Black or African American, 0.2% were Native American or American Indian, 7.5% were Asian/Pacific Islander, and 3.6% responded Other. I chose to run a multiple linear regression in order to predict the relative contribution of each of the predictor variables to the total variance.

Then I examined my two questions containing qualitative data, and exported individual responses to an Excel sheet. After reading through each response, I chose specific quotes that seemed to embody the differing perspectives, and paired it with the text analysis provided by SPSS, which are archived in the “results” section.
Results

Quantitative Data:

Among my sample of 243 people, I found that 25.5% of the variance in motivation is accounted for by locus of control, autonomy, and hierarchy. Locus of control, autonomy, and hierarchy within the context of the organization were statistically correlated with motivation.

Locus of control had an independent effect on motivation holding autonomy, hierarchy, age, gender, and organization size at a constant. Figure 1 illustrates that a marginally significant effect was found between locus of control and motivation, with a one-tailed p-value of 0.056. A one-unit increase in locus of control (externality) is associated with a .182 decrease in motivation.

Autonomy had three times the effect on motivation, and the largest effect overall, with a one-tailed p-value < 0.001 (Figure 1). Again, it is important to note, that autonomy had an independent effect on motivation controlling for hierarchy, age, gender, and organization size. Each one-unit increase in autonomy is associated with a .199 increase in motivation. While this may be less than the effect of locus of control on motivation, it is a much more consistent effect. Figure 2 displays the effect of motivation and autonomy on motivation.

My hierarchy variable, meaning the assessment of where an individual’s position ranks in the context of the organization, showed a statistical correlation with motivation, with a one-tailed p-value <.05, illustrated in Figure 1. Each one-unit increase in hierarchy is associated with a .030 increase in motivation. Figure 3 shows the relationship between hierarchy and motivation in the workplace.

Age (one-tailed p-value=.31), gender (one-tailed p-value=.39), and organization size (one-tailed p-value=.26) showed no impact on motivation (Figure 1).
In my original sample of 414 employed individuals, the average age was 41.39 years old. The largest proportion of my sample consisted of 21 year olds.
Ethnicity had no impact on motivation. However, the effect of ethnicity cannot be thoroughly explored because of a lack of diversity in my population. In my original sample, 81.9% were
White, 5.1% were Hispanic or Latino, 0.7% were Black or African American, 0.2% were Native American or American Indian, 7.5% were Asian/Pacific Islander, and 3.6% responded Other.

A large limitation to my study was the lack of male participants. Of the 414 original participants, 74.2% of my sample were females and 25.4% were males.
The graph *(above)* conveys the difference in organization size amongst my sample. The majority of the individuals in my sample work in large organizations, categorized as having more than 100 employees.
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Locus of Control

- Mean = 18.37
- Std. Dev. = 2.263
- N = 201

Autonomy

- Mean = 3.04
- Std. Dev. = 7.481
- N = 222
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**Hierarchy**

![Histogram showing distribution of hierarchy scores with mean = 56.00, Std. Dev. = 27.237, N = 493.]

**Level of Motivation**

![Histogram showing distribution of motivation scores with mean = 25.68, Std. Dev. = 4.334, N = 207.]

After normalizing my locus of control, autonomy, hierarchy, and motivation variables, I ran a multiple linear regression including all of the predictor variables, with the exception of autonomy. Outlined in the Descriptive Statistics table below is the average response for each predictor variable, the standard deviation, and the sample size. The only conceptual mean is the average age of the sample, which was 42.06 years of age.

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</table>

As stated earlier, of the original 414 participants, 25.5% of the sample was male and 74.5% of the sample was female.
Below is a table outlining the correlation interaction between variables, including the significance for each variable. Correlation coefficients will range anywhere from -1 to 1.

<table>
<thead>
<tr>
<th></th>
<th>Motivation</th>
<th>Locus of Control</th>
<th>Autonomy</th>
<th>Age</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>1.000</td>
<td>-0.273</td>
<td>0.478</td>
<td>0.124</td>
<td>0.023</td>
</tr>
<tr>
<td>Locus of Control</td>
<td>-0.273</td>
<td>1.000</td>
<td>-0.399</td>
<td>-0.129</td>
<td>0.038</td>
</tr>
<tr>
<td>Autonomy</td>
<td>0.478</td>
<td>-0.399</td>
<td>1.000</td>
<td>0.202</td>
<td>0.053</td>
</tr>
<tr>
<td>Age</td>
<td>0.124</td>
<td>-0.129</td>
<td>0.202</td>
<td>1.000</td>
<td>0.218</td>
</tr>
<tr>
<td>Gender</td>
<td>0.023</td>
<td>0.038</td>
<td>0.053</td>
<td>0.218</td>
<td>1.000</td>
</tr>
<tr>
<td>Hierarchy</td>
<td>0.381</td>
<td>-0.233</td>
<td>0.580</td>
<td>0.368</td>
<td>0.007</td>
</tr>
<tr>
<td>Organization Size</td>
<td>-0.122</td>
<td>0.060</td>
<td>-0.254</td>
<td>0.066</td>
<td>-0.049</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>.</td>
<td>0.000</td>
<td>0.000</td>
<td>0.026</td>
<td>0.358</td>
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<tr>
<td>Locus of Control</td>
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<td>.</td>
<td>0.000</td>
<td>0.023</td>
<td>0.276</td>
</tr>
<tr>
<td>Autonomy</td>
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<td>0.000</td>
<td>.</td>
<td>0.001</td>
<td>0.205</td>
</tr>
<tr>
<td>Age</td>
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<td>0.023</td>
<td>0.001</td>
<td>.</td>
<td>0.000</td>
</tr>
<tr>
<td>Gender</td>
<td>0.358</td>
<td>0.276</td>
<td>0.205</td>
<td>0.000</td>
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<tr>
<td>Hierarchy</td>
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<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.456</td>
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<tr>
<td>Organization Size</td>
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<td>0.175</td>
<td>0.000</td>
<td>0.154</td>
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<tr>
<td>N</td>
<td>243</td>
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<td>243</td>
<td>243</td>
<td>243</td>
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</table>

Correlations

<table>
<thead>
<tr>
<th></th>
<th>Hierarchy</th>
<th>Organization Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>Motivation</td>
<td>0.381</td>
</tr>
<tr>
<td></td>
<td>Locus of Control</td>
<td>-0.233</td>
</tr>
<tr>
<td></td>
<td>Autonomy</td>
<td>0.580</td>
</tr>
<tr>
<td></td>
<td>Age</td>
<td>0.368</td>
</tr>
<tr>
<td></td>
<td>Gender</td>
<td>0.007</td>
</tr>
<tr>
<td></td>
<td>Hierarchy</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Organization Size</td>
<td>-0.355</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>Motivation</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Locus of Control</td>
<td>0.000</td>
</tr>
</tbody>
</table>
In the Model Summary table, the R Square indicates that 25.5% of the variance in motivation is predicted by locus of control, autonomy, and hierarchy.

In the Coefficients table, the one-tailed significance reports the independent, statistical correlation between the predictor variable selected and motivation. Autonomy and hierarchy
have a significant effect, and locus of control has a marginally significant effect. Age, gender, and organization size have no effect on motivation. The unstandardized B Coefficient reports the exact change in motivation associated with each increase in the predictor variable. For example, each increase in locus of control toward externality is associated with a .182 decrease in motivation.

*Fig. 2*
The graph (above) illustrates the effect of locus of control and autonomy on motivation. Locus of control is depicted in blue. As locus of control decreases, in the direction of internality, motivation increases. Autonomy is depicted in green. As autonomy increases, motivation increases.

Fig. 3

The graph (above) shows the relationship between position within the hierarchy of the work environment and motivation. As conveyed above, an increase in job position within the hierarchy is associated with an increase in motivation in the workplace.
Although age was not a significant predictor variable on motivation, the graph (above) visually displays the variance in age and the lack of association with motivation.
As displayed in the graph above, gender has no impact on motivation. In fact, the values are extremely close. The error bars represent the variability in motivation data as a measure of uncertainty, and as illustrated, men had more variance in responses pertaining to motivation. This is likely because the sample contained many more women than men.
Organization size did not have an affect on motivation, however, this graph communicates the variance in responses related to motivation and the average level of motivation reported for each organization size for comparison. A larger sample size may better determine the effect of smaller organizations on motivation, since this small pilot study indicates a possible, non-significant difference.
Represented in the graph above is the amount of the work day that seems to drag amongst the sample of 243 individuals. Participants were asked, “on most days on the job, how often does time seem to drag on for you?” The most common answer by women was “time never seems to drag,” whereas the most common answer for men was “about half the day or more.” Most females reported that time never seems to drag in a given work day, while most men reported that about one-eighth of the day seems to drag on.
As depicted in the table above, more men reported that time drags at work than expected and fewer men reported that time never drags at work than expected. In contrast, fewer females reported that time drags at work than expected and more women reported that time never drags at work than expected. The implication that can be made from this data is that men tend to think that time drags at work more than women.

The significance of this relationship is reported above, with a p-value < .05.
The graph (above) portrays the frequency counts of whether time drags or not at work for men and women, clarifying the difference between the observed outcome (in blue) and the expected outcome (in orange) separated by gender. As illustrated, men tend to think time drags at work more than women.
The graph (above) depicts whether or not employees feel their work has an impact on the organization separated by gender, with males in blue and females in green. Participants were asked to respond to the following statement, “I feel that my work has an impact on the overall company.” Overall, males and females most frequently agreed that their work had an impact on the organization.
The graph (above) reports how often employees do extra work that isn’t required of them separated by gender. Participants were asked, “how often do you do extra work for your job which isn’t really required of you?” For both genders, it appears that doing extra work once every few weeks was most common. This will be an interesting trend to monitor in the coming years.
The graph (above) illustrates the percent of employees that feel their company encourages creativity separated by gender. Participants were asked to respond to the following statement, “the company I work for encourages creativity.” As shown, it appears that males and females both somewhat agree with this statement. This could be an area of improvement to enhance autonomy.
Participants were asked, “do you feel your work is valued or important?” They were also asked to consider their current job position within the context of their organization and rank it on a hierarchical scale, 0 being very bottom of the organization, 50 being middle-tier, and 100 being at the very top. The graph above shows the relationship between perception of work value and hierarchical ranking within the context of the organization separated by gender. An increase in perception of work value seems to be associated with a higher position within the hierarchy for both males and females.
Cross-Tabulation

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Count</th>
<th>0-10%</th>
<th>11-100%</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expected Count</td>
<td>50.3</td>
<td>35.7</td>
<td>86.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Standardized Residual</td>
<td>-1.2</td>
<td>1.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>Count</td>
<td>151</td>
<td>93</td>
<td>244</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expected Count</td>
<td>142.7</td>
<td>101.3</td>
<td>244.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Standardized Residual</td>
<td>.7</td>
<td>- .8</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Total  | Count | 193  | 137   | 330     |
|        | Expected Count | 193.0 | 137.0 | 330.0   |

As indicated in the table (above), fewer men reported that they spent 0-10% of their work hours surfing the Internet or on social media than expected, and more men reported they spent 11-100% of their work hours surfing the Internet or on social media than expected. In comparison, more females reported that they spent 0-10% of their work hours surfing the Internet or on social media than expected, and fewer women reported that they spent 11-100% of their work hours surfing the Internet or on social media than expected. This implies that men spend a greater proportion of their work hours surfing the Internet or on social media than do women.

Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymptotic Significance (2-sided)</th>
<th>Exact Sig. (2-sided)</th>
<th>Exact Sig. (1-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>4.459</td>
<td>1</td>
<td>.035</td>
<td>.035</td>
<td>.035</td>
</tr>
<tr>
<td>Continuity Correction</td>
<td>3.938</td>
<td>1</td>
<td>.047</td>
<td>.047</td>
<td>.047</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>4.417</td>
<td>1</td>
<td>.036</td>
<td>.036</td>
<td>.036</td>
</tr>
<tr>
<td>Fisher’s Exact Test</td>
<td></td>
<td></td>
<td>.042</td>
<td>.024</td>
<td>.024</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>4.445</td>
<td>1</td>
<td>.035</td>
<td>.035</td>
<td>.035</td>
</tr>
</tbody>
</table>

N of Valid Cases: 330

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 35.70.

b. Computed only for a 2x2 table
The significance of the relationship between gender and percent of work hours spent surfing the Internet or on social media is <.05, as represented above.

The graph (above) conveys the frequency of percent of work day spent surfing the Internet or on social media, with the observed count in blue and expected account in orange, separated by gender. This data infers that men spend a greater proportion of work hours surfing the Internet and on social media, instead of working, than do women.
Qualitative Data:

Participants were asked to consider whether they value the meaningfulness and the significance that a job offers over the size of the salary. They were also asked to consider the amount of autonomy they have in their current position, and to report whether or not they were satisfied with this. The cloud analysis and list-view analysis provided by SPSS report the frequency of words that appear among the total of 316 responses. In the cloud analysis, words that appear larger were reported more often than words that are smaller. The list-view analysis provides percentages of how many times words appeared.

Q27 Many people seek professions that offer the largest salary, while others value things such as the meaningfulness and the significance that the job offers over the size of the salary. What are your thoughts on this?

Answered: 316  Skipped: 133

Younger  Not Necessarily  Lifestyle  True  Matter  Survive  Hard  Healthy  Balance  Happy  Decision  Money  Pursue  Salary  Statement  Job  Understand  Important  Follow  Meaningful  Affect  Agree  Wage  Choose  Think it Depends  Position  Able to Pay  Little
<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Percentage</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job</td>
<td></td>
<td>31.65%</td>
<td>100</td>
</tr>
<tr>
<td>Salary</td>
<td></td>
<td>29.75%</td>
<td>94</td>
</tr>
<tr>
<td>Important</td>
<td></td>
<td>21.84%</td>
<td>69</td>
</tr>
<tr>
<td>Money</td>
<td></td>
<td>21.20%</td>
<td>67</td>
</tr>
<tr>
<td>Meaningful</td>
<td></td>
<td>20.89%</td>
<td>66</td>
</tr>
<tr>
<td>Happy</td>
<td></td>
<td>11.71%</td>
<td>37</td>
</tr>
<tr>
<td>Agree</td>
<td></td>
<td>3.80%</td>
<td>12</td>
</tr>
<tr>
<td>Hard</td>
<td></td>
<td>3.16%</td>
<td>10</td>
</tr>
<tr>
<td>Choose</td>
<td></td>
<td>2.85%</td>
<td>9</td>
</tr>
<tr>
<td>Matter</td>
<td></td>
<td>2.85%</td>
<td>9</td>
</tr>
<tr>
<td>Position</td>
<td></td>
<td>2.53%</td>
<td>8</td>
</tr>
<tr>
<td>Lifestyle</td>
<td></td>
<td>2.53%</td>
<td>8</td>
</tr>
<tr>
<td>Little</td>
<td></td>
<td>1.90%</td>
<td>6</td>
</tr>
<tr>
<td>Younger</td>
<td></td>
<td>1.27%</td>
<td>4</td>
</tr>
<tr>
<td>Statement</td>
<td></td>
<td>1.27%</td>
<td>4</td>
</tr>
<tr>
<td>Pursue</td>
<td></td>
<td>1.27%</td>
<td>4</td>
</tr>
<tr>
<td>Understand</td>
<td></td>
<td>1.27%</td>
<td>4</td>
</tr>
<tr>
<td>Decision</td>
<td></td>
<td>1.27%</td>
<td>4</td>
</tr>
<tr>
<td>Follow</td>
<td></td>
<td>1.27%</td>
<td>4</td>
</tr>
<tr>
<td>Healthy Balance</td>
<td></td>
<td>0.95%</td>
<td>3</td>
</tr>
<tr>
<td>Affect</td>
<td></td>
<td>0.95%</td>
<td>3</td>
</tr>
<tr>
<td>Survive</td>
<td></td>
<td>0.95%</td>
<td>3</td>
</tr>
</tbody>
</table>
After reading through the 316 responses, I omitted 25 responses because they neglected to answer the question. I categorized the remaining 284 responses by choosing six quotes that embodied the variety of responses:

**Category 1: Little autonomy and not satisfied** (19 participants)

“I have very little. Not satisfied with this, but not able to do anything about it (I could not get an equally or better paid job and I cannot survive without the money).”

**Category 2: Little autonomy and satisfied with this** (12 participants)

“I have little autonomy. In some ways, I wish I had the choice on certain decisions, but most of the time I feel glad that the pressure isn’t on me to make decisions and I don’t have to take my work home.”

**Category 3: Some autonomy and not satisfied** (4 participants)

“I have autonomy in some areas, but not in all. I am not satisfied with that.”

**Category 4: Some autonomy and satisfied** (137 participants)

“I work autonomously but as part of a large team and within policies and protocols that cannot be swayed from. I am satisfied because I am able to work autonomously within a structure that I am aware of.”

**Category 5: A lot of autonomy and satisfied** (104 participants)

“I have a lot of autonomy and I love it.”

**Category 6: A lot of autonomy and not satisfied** (8 participants)

“I have nearly 100% autonomy and wish it weren’t always so, it generally means you have little to no direction from your manager.”
Q38 Some people have a lot of autonomy in their jobs to make decisions, while others have little. Which is true for your position and are you satisfied with this?

Answered: 309   Skipped: 140

| Satisfied | 29.45% | 91 |
| Decisions | 18.77% | 58 |
| Job       | 12.62% | 39 |
| Little    | 8.74%  | 27 |
| Amount of Autonomy | 5.50% | 17 |
| Tasks     | 3.88%  | 12 |
| High Autonomy | 3.24% | 10 |
| Level     | 3.24%  | 10 |
| Total Autonomy | 2.59% | 8  |
| Follow    | 2.59%  | 8  |
| Complete Autonomy | 2.27% | 7  |
| Management | 2.27% | 7  |
| Great Deal of Autonomy | 1.62% | 5  |
| Autonomy and I Love | 1.62% | 5  |
| Boss      | 1.62%  | 5  |
| Supervisor | 1.62% | 5  |
| Decent Amount | 1.29% | 4  |
| Plan      | 1.29%  | 4  |
| Able to Work | 1.29% | 4  |
| Sense     | 1.29%  | 4  |
| Pretty Happy | 0.97% | 3  |
| Bit of Autonomy | 0.97% | 3  |
| Giving    | 0.97%  | 3  |
| Organization | 0.97% | 3  |
| Successful | 0.97% | 3  |
| New Ideas | 0.65%  | 2  |
| Autonomy and Enjoy | 0.65% | 2  |
| Own the Business | 0.65% | 2  |
For this question of autonomy, I omitted 30 responses because they neglected to answer the question. I categorized the remaining 286 responses by choosing five quotes that embodied the variety of responses:

**Category 1: Meaningfulness and significance is more important than salary** (138 participants)

“Do what you enjoy/have interest in/love and the money will follow.”

**Category 2: Salary is more important than meaningfulness and significance of the job** (51 participants)

“It’s all about the size of the salary in this time of age.”

**Category 3: One is not more important than the other** (5 participants)

“I think that both of these points of view have some validity. Both represent some of the goals people have in order to achieve job satisfaction. They’re not the only goals though. There are people who desire both, and others who desire neither. For example, there are people out there who are happiest working the jobs with the least amount of responsibility, so long as they are able to earn enough to make ends meet (which is obviously not chasing salary or job significance).”

**Category 4: A balance of meaningfulness, significance, and salary is important** (72 participants)

“I think it is a mix, while I don’t strive for the largest salary in my company, I work hard to get a balance between high salary and meaningful work. If I want to increase beyond my current salary level, I will need to sacrifice some of the meaningful aspects of my work.”
Category 5: Values depend on stage of life (20 participants)

“I believe as you mature in your career, your values and work ethic mature with you, and things that may have been valuable to you when you were young no longer are as valuable. For example, I believe salary means a lot more to you when you are early on in your career and as you go on, what you are actually doing and accomplishing means more.”

Discussion

Both of my hypotheses were confirmed by the data. According to the data, an increase in externality is associated with a decrease in motivation in the workplace; thus, the more internal an individual is, the higher their motivation. In addition, an increase in autonomy in the workplace is associated with higher motivation.

Surveymonkey was an efficient and straightforward method of data collection that allowed me to obtain my sample quickly. My main critique to the study was the length of my survey. In order to adequately evaluate my variables, I could only narrow my survey to 39 questions, in which many users lost interest and skipped questions. If I were to do this experiment again, I would likely add an incentive to motivate respondents to complete the survey. The length of my survey is attributable to the size of the sample, which in turn affected the significance of my study. Had I acquired a larger sample size, a stronger correlation could have surfaced and stronger implications may have been discovered.

It would also be of significance to reach out to a more diverse population overall, and perhaps I would have found an effect of ethnicity on motivation. It is possible that gender, too, affects motivation level differently, a limitation I faced with a sample population overwhelmingly made up of females. It may have also proven helpful to hand out the survey at
specific work places to gauge a more diverse sample. It’s likely that people in different work sectors have differing perspectives.

Another critique to the study was the possibility that using Rotter’s locus of control scale was outdated and not representative of the workplace. Rotter’s thirteen-item questionnaire was developed in 1966, and not only is it likely that people have seen it, and thus had an idea of what the test was assessing, but many people reported that they disagreed with both of the choices given. Because the scale is dichotomous, meaning one choice was internal and the other was external, it didn’t allow for the user to respond along a continuum. Perhaps it would have been a more accurate measure if I included more choices to represent a multi-dimensional scale. It is also a possibility that Rotter’s scale focuses on generalized expectancies and cannot be generalized to the workplace. Initially, I had chosen a locus of control scale specific to the workplace with this in mind, however, I found that the questions coincided with my other measures of autonomy and motivation and proved to be too interrelated. Although this brings up another criticism to my study. My survey questions used to assess autonomy and motivation were not only too narrow in scope, covering a limited dimension of each variable, but it allowed for overlap between the two sets of questions and therefore the two variables.

There could also be an inherent problem rooted in my assumption that people with autonomy are more motivated. It is probable that people with high autonomy lack motivation and people with low autonomy have high motivation under the supervision of an authoritative figure. As reported in my qualitative data, some individuals are satisfied with little autonomy, while others are not. This is most likely attributable to individual differences. Similarly, there could be an intelligence interaction effect. One could infer that the more intelligent an individual is, the more likely they are to use their autonomy in a manner that’s meaningful for their job.
Another large limitation to the study is the prevalence of contributing factors. Of course, other factors affect motivation. It is reasonable to believe that salary, along with benefits, time-off, and flextime contribute to degree of motivation. This could weigh in either direction. An individual with a large salary may be highly motivated, or they could be unmotivated, under the assumption that they will receive a large salary regardless. Satisfaction with colleagues and supervisors should also be taken into account, in addition to the significance of one’s role within an organization and the extent to which their work is appreciated. It would have been noteworthy to question participants about their work attendance or work presence. One would think that someone who is less motivated to work would call in sick more frequently, or wouldn’t do as much work altogether.

Furthermore, as apparent in the data, an increase in job position within the hierarchy is associated with an increase in motivation in the workplace. This indicates that status in the organization is a good predictor of productivity. This could be attributable to higher salary, higher return on impact, and overall higher status within the organization. Personality factors may also contribute to motivation. It could be interesting to study extraverts and introverts, and the manner in which personality characteristics interact with job requirements. Non-work-related aspects of life are likely to affect motivation as well, whether that be personal life circumstances or physical health conditions. As one can imagine, the number of contributing factors is unlimited.

Conclusion

This study, in itself, could reveal general trends in the workplace. Specific questions could provide information of interest, such as how employees would feel about passing a law that permitted employers from texting or emailing employees about work at night, or how much
time employees are spending surfing the Internet while at work. My data could also illustrate a general trend of whether or not employees feel their work is valued, or if they have the ability to express creativity and innovation within their work tasks. This information could certainly provide business personnel with considerable evidence to further improve the workforce.

If I were to recreate this study and obtain a larger sample that asserts a stronger correlation between locus of control and autonomy on motivation, then my results could be used to enhance the work environment. If employers knew that individuals with an internal locus of control had a higher sense of motivation, this study would motivate them to train their employees to attribute outcomes to their own control, rather than to external forces. This information could also motivate hiring professionals to seek people with an internal locus of control when going through the recruitment process. In addition, this study could shed light on the importance of giving employees a sense of autonomy to increase motivation, and thus work performance. It’s likely that if motivation is connected to performance, and performance is related to profit, then business-focused employers would be willing to make changes to enhance autonomy.

I believe that we will need to make adjustments in the workplace to retain millennials, a cohort of individuals with a hunger for stimulation, creativity, autonomy, and better work-life balance. If a job is not stimulating, burnout is likely and turnover rates are likely to increase. It is of significance to employers and human resource professionals to study what affects motivation, in order to retain employees within the competitive job market and to achieve maximum productivity from their workforce.
Appendix

Survey Questions: (questions after question 6 are randomized in terms of order)

2. Are you currently employed? (nominal) Employed

3. What is your gender? (nominal) Gender

4. How old are you? (interval) Age

5. Ethnicity origin (or race): Please specify your ethnicity. (nominal) Ethnicity

6. Which of the following best describes you? (ordinal) OrgSize

7. Consider your current job position within the context of your organization. On a scale of 0-100 (0 being very bottom of your organization, 50 being middle-tier, and 100 being at the very top), where do you think you stand? (interval) Hierarchy

8. On most days on the job, how often does time seem to drag on for you? (ordinal) TimeDrag

9. On average, what percent of your work hours do you spend surfing the Internet or on social media? (interval) SurfInternet

10. Select the statement that best describes how you feel. (nominal) LOC10

   - Many of the unhappy things in people’s lives are partly due to bad luck.
   - People’s misfortunes result from the mistakes they make.

11. Select the statement that best describes how you feel. (nominal) LOC11

   - One of the major reasons why we have wars is because people don’t take enough interest in politics.
   - There will always be wars, no matter how hard people try to prevent them.

12. Some people are completely involved in their job-- they are absorbed in it night and day. For other people, their job is simply one of several interests. How involved do you feel in your job? (ordinal) Involvement
13. Select the statement that best describes how you feel. (nominal) **LOC13**

   _In the long run, people get the respect they deserve in this world._
   _Un fortunately, an individual’s worth often passes unrecognized no matter how hard he/she tries._

14. Select the statement that best describes how you feel. (nominal) **LOC14**

   _The idea that teachers are unfair to students is nonsense._
   _Most students don’t realize the extent to which their grades are influenced by accidental happenings._

15. Select the statement that best describes how you feel. (nominal) **LOC15**

   _Without the right breaks, one cannot be an effective leader._
   _Capable people who fail to become leaders have not taken advantage of their opportunities._

16. Select the statement that best describes how you feel. (nominal) **LOC16**

   _No matter how hard you try; some people just don’t like you._
   _People who can’t get others to like them don’t understand how to get along with others._

17. Select the statement that best describes how you feel. (nominal) **LOC17**

   _I have often found that what is going to happen will happen._
   _Trusting fate has never turned out as well for me as making a decision to take a definite course of action._

18. Select the statement that best describes how you feel. (nominal) **LOC18**

   _In the case of the well prepared student, there is rarely, if ever, such a thing as an unfair test._
Many times exam questions tend to be so unrelated to course work that studying is really useless.

19. Select the statement that best describes how you feel. (nominal) **LOC19**

Becoming a success is a matter of hard work; luck has little or nothing to do with it.

Getting a good job depends mainly on being in the right place at the right time.

20. Select the statement that best describes how you feel. (nominal) **LOC20**

The average citizen can have an influence in government decisions.

This world is run by the few people in power, and there is not much the little guy can do about it.

21. Select the statement that best describes how you feel. (nominal) **LOC21**

When I make plans, I am almost certain that I can make them work.

It is not always wise to plan too far ahead because many things turn out to be a matter of luck anyway.

22. Select the statement that best describes how you feel. (nominal) **LOC22**

In my case, getting what I want has little or nothing to do with luck.

Many times we might just as well decide what to do by flipping a coin.

23. Select the statement that best describes how you feel. (nominal) **LOC23**

What happens to me is my own doing.

Sometimes I feel that I don’t have enough control over the direction my life is taking.

24. How often do you do extra work for your job which isn’t really required of you? (ordinal) **ExtraWork**

25. Would you say you work harder, less hard, or about the same as other people doing your type of work at your organization? (ordinal) **WorkEthic**
26. If asked to work late or come into work over the weekend, I would be: (ordinal)

WeekendWork

27. Many people seek professions that offer the largest salary, while others value things such as the meaningfulness and the significance that the job offers over the size of the salary. What are your thoughts on this? (interval)

28. I especially admire people who work long hours. (ordinal) WorkAdmire

29. Would you support the passing of a law that prevents employers from texting or emailing employees about work at night? (ordinal) Law

30. The company I work for encourages creativity. (ordinal) Creativity

31. I have the ability to choose how I want to complete tasks. (ordinal) ChooseTask

32. My tasks at work tend to be routinely. (ordinal) Routine

33. I feel that my work has an impact on the overall company. (ordinal) Impactful

34. I am encouraged to be independent and innovative at work. (ordinal) IndepANDInn

35. Professional growth and development are highly valued at work. (ordinal)

GrowthANDValue

36. Do you feel your work is valued or important? (ordinal) WorkValued

37. Autonomy at work is a measure of how much independence and freedom to make choices an individual has, without the influence of an external authority. How much autonomy would you like at work? (0 being no autonomy, I don’t mind being given/having strict tasks and a strict schedule to abide by; 100 being high autonomy, I like to have total flexibility and creativity to do tasks how I want to do them) (interval) AutonomyScale

38. Some people have a lot of autonomy in their jobs to make decisions, while others have little. Which is true for your position and are you satisfied with this? (interval)
39. Do you have ample opportunities to participate in goal setting for the organization? (ordinal)

GoalSetting

Key:

Motivation, Locus of Control, Autonomy, Variable name

Bibliography


