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Augmenting Task and Contextual Performance: Analyzing the Critical Role of Locus of Control for Sustainable Organizational Performance

Abstract *The purpose of the study is to investigate the task as well as the contextual performance of the employees at the workplace and examine how that can be augmented in order to achieve sustainable organizational performance. The study is quantitative in nature, as it employs a questionnaire to collect the data and uses statistical software for analysis. Employed descriptive research design and the collective data word based on the feedback provided by the potential respondents of 170 middle-level managers from different banks in Pakistan. The study used IBM SPSS 20.0 and Amos 20.0 to analyze the data. We employed various statistical analysis techniques to generate results. The study indicates that increasing task performance by implementing job responsibilities formally, might generate favorable results for sustainable organizational performance. In a similar manner, if organizations try to promote contextual performance involving extra Rd. behaviors which contribute to increased efficiency of organizations and promote better operations, this may lead towards higher sustainable performance of organizations. The study further provides greater insight and underpinning theoretical grounds for managers and decision-makers.*

Key Words: Task Performance, External Locus of Control, Banking Sector of Pakistan, Contextual Performance, Middle-Level Managers.

Introduction

In the current dynamic business world of the 21st century, one of the crucial determinants of sustainable organizational performance and success is efficient performance and consistent and better production of organizations for an extended period of time. This automatically provides better outcomes in various forms and conditions Especially in the form of financial prosperity and customer retention stop and organizations' sustainable performance yields in the form of better employee engagement, environmental stewardship, and customer satisfaction which contribute towards longer-term sustainable development of an organization. The current study tries to explore sustainable performance and its achievability for a longer period of time. It calls for ethical practices, a positive work environment, and the enhancement of market dynamics and employee motivation for broader communication missions and goals. The theory of sustainable organizations puts emphasis on customer benefits, employee satisfaction, and fulfilling societal and community requirements. It is obvious that planning can be difficult for the sustainable development of an organization, but it can be very challenging when it comes to implementation, first, the sustainable system of an organization has many benefits including customer satisfaction and employee retention, however, this poses great challenges not only for the organizations but also for the managerial staff. Therefore, organizations try to employ various strategies and techniques to achieve it, however, it is still a challenge for them

Sustainable organization performance can be achieved through a long-term perspective by coping the economic recessions and adjusting the challenges which are expected and abrupt in nature. The

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individual behavior changes, the employees' expectations vary, and customers' demands increase, and the organizations try to deal with all of the interplaying factors. It is important to know how individuals attribute the reasons for events occurring around them. On one side if the employees for the individuals try to focus on the external factors and their impact on them their perspective would be different, while those individuals who focus on the factors inside them Their locus of control is different. Therefore, the current study evaluates both internal as well as external locus of control and the factors contributing towards individual as well as overall organizational performance and success.

Literature Review

External Locus of Control

External locus of control is one of the significant variables of this study, and it proposes that employees who think and attribute the course of events to external influences and social interactions, instead of considering them as internal dispositions, such employees possess external locus of control and their orientation is externally based (Spector, 1988; Martin et al., 2005). Such employees look for the events and factors that are external to them as uncontrollable, rather than the factors that are internal to them and are controllable. Eventually, such people try to exhibit a different approach to their profession as well as life, by attributing their motivation, inspiration, behavior, attitude, and even overall personal as well as professional life to external factors. For such people who have an external locus of control, the prior research shows that organizations try to perceive results as uncontrollable or even unpredictable because the events are not in their control and thus the results either personal or organizational are considered the outcome of the external aspects and those factors are beyond their control and management (Spector, 1988; Martin et al., 2005). On the other hand, the research shows that for those people who have an internal locus of control, their orientation is on the factors that are internal to them and their belief system relies on the factors of their motivation, attitude, and behavior which are under their control (McCarthy & Garavan, 2006). Such people who have internal locus of control their orientation is connotated with motivation and behavior they have better and enhanced behavior as well as motivation to do the job or not to do some tasks. Therefore, the study focuses on the significance of understanding the locus of control as a predictor variable for outcome variables. Prior research shows that the individuals who had an internal locus of control possessed the ability to Orient themselves with a distinct approach towards life as well as their profession. They characterize themselves by certificate, motivation, inspiration, and enhanced self-confidence. On the other hand, the employees who have an external locus of control, their orientation is different as they try to feel hopeless, feel bad experiences, and always try to look for some unpredictable situations that lead to an opportunity that they can blame the external factors which are out of their control. Such people who have external orientation, blame the factors that are external in nature and do in turn show reduced commitment, less motivation, and poor ability to achieve the objectives and goals in both professional as well as personal contexts.

Prior research shows that organizational commitment and job satisfaction are linked with the external locus of control orientation of the people in such a context where there is organizational support available to the employees (Chiu et al., 2005). This means that for those people who have an orientation to economic factors and attribute their success or failure to that external factor, there's a high tendency they perform better when there is organization and support available to them. This highlights the significance of the contextual factors as moderating failures between work-related outcomes and locus of control. A critical review of the existing literature on external locus of control reveals that there is greater environmental influence on employees' work and their orientation and how the management style and supervisory role influence individual performance. Search people who have external orientation and they believe in an external locus of control they tend to experience more fluctuations in their job satisfaction and motivation. The reason is that they feel a contingent environment is sometimes favorable or sometimes unfavorable to them and based on their external

conditions their motivation as well as performance fluctuates. In contrast to those people who have an internal locus of control, their orientation is less dependent on the factors which are external, while they focus on their own personal skills former abilities, knowledge, resilience, and motivation for estop actually, they have the intrinsic motivation working for them and driving them towards better work behavior and performance.

The review of the literature shows that the employees having an internal locus of control exhibit higher resilience and the least dependency on external factors for their job satisfaction, while on the other hand, those people who have their orientation as external all have an external locus of control, are more prone to show agreeableness towards external factors for the success or failures ([Celen & Kuşdil, 2009](#)). This difference between individuals with external locus of control and internal locus of control provides insight and understanding of the importance of the construct in an organizational setting. This provides a guideline that employees with an external locus of control and orientation conform to external influences and they depend on external factors which lead to reliance on others' beliefs motivation, values, opinions, and even inspirations. Eventually, they show reduced self-expression, low confidence, reduced autonomy, and lower motivation. However, in collectivistic cultures like Pakistan and Eastern societies, The external locus of control may play a very vital role in transforming and shaping the belief system of those individuals who have an external locus of control (Ram et al., 2011). In European societies, as suggested to be individualistic societies where people focus on personal responsibility and control over the outcome and the performance, the external locus of control may not have that significance. In turn, they may have an internal locus of control with vital importance based on their skills hard work, and individual motivation attributing towards success or the overall performance at the workplace stop the current study investigate both internal looks upon Rd. as well as external locus of control by highlighting the significance in an organization perspective. The study identifies and acknowledges the differences between the external as well as internal factors that an individual can utilize to achieve strategic objectives and goals, they established understanding based on the existing literature fostering the current study to further investigate and add to the existing knowledge relating to workforce diversity and improved performance and outcomes.

Employee Task Performance

Task performance can be defined in the form of the capability of an individual as to how he or she can execute job responsibilities efficiently and effectively ([Campbell, 1990](#)). This concept is based on the existing review of the literature and is considered equally important and applicable for the managerial role called mom where task performance incapsulates accomplishing that with attention to more detail and accuracy as well as coordinating with others [to accomplish the goals together \(Arvey & Mussio, 1973\)](#). In a similar manner, understanding, organizing, and maintaining the task needs managerial roles and thus categorizing all these aspects under task performance entails better insight ([Giambalvo, 1979](#)). Early research has shown that managerial performance can do task performance as well as contact with performance, when it comes to task performance it is comprised of task completion and decisiveness ([Engelbrecht & Fisher, 1995](#)). It includes planning, organizing, managing, controlling, and even analyzing critically the managerial tasks to perform better. Evaluating and judging are also important elements of this area. Previous research proposes that task performance can be considered as a multifaceted construct that is composed of different aspects of job execution. Therefore, it is a critical component of any individual as well as an organization's success which directly creates an impact on efficiency, productivity, and achievement of the goals. Therefore, conceptualizing task performance is essential for the management as well as the individual working in an organization. Task performance effectively influences employee performance four therefore managerial performance in different areas and fields has the complexity of task performance this needs to be understood in each managerial role. This emphasizes that there is a need to understand task performance for managerial roles based on the different skills abilities and knowledge encompassing planning, decisiveness, and analytical abilities for performing their managerial tasks efficiently and effectively it

shows that the task performance is critical in nature which refers to the individual's competency in executing the job responsibilities efficiently and effectively. Prior literature on the variable highlights the importance in different contexts, specifically in managerial roles, and also provides input for further investigating the concept in organizational settings. Furthermore, based on the previous research it can be delineated that protein tasks, interests, and professional experiences can be influenced by DAS performance and managerial roles encompass getting come on to see him making based on interest and professional experiences and this can be predicted quality, quantity and the knowledge our manager possesses at the workplace ([Tett et al., 2000](#)). Eventually, it depends on the capability of the employees or the people in a group to implement their responsibilities and duties that not only contribute directly but also indirectly towards the organizational development through implementing the procedures, processes, resources, materials, and services thus ultimately helping the organization to achieve its strategic objectives and goals ([Borman & Motowidlo, 1993](#)).

Employee Contextual Performance

contextual performance can be understood as it refers to the discretionary behaviors depicted by the employees which not only surpass the basic responsibilities but also the core tasks of their job ([Borman and Motowidlo \(1993\)](#)). These are the behaviors that are not necessarily put forth by the organizational mandate, maintenance, and creation of a psychological environment and social support at the workplace and providing a cyclical as well as socially supportive environment in the organization. The concept of contextual performance is very closely related to the concept of organizational citizenship behavior which indicates that individuals extra would behaviors benefit their commitment was their organization it is called situational effectiveness and efficiency, which relates to the concept pertaining to the behaviors and practices that enhance organization performance through influencing social, psychological and organizational context of the job. When such individuals fulfill the expected standards of performance, companies try to improve their own performance and achieve their own goals and objectives much easier ([Chegini, 2010](#)).

This competency and skill are considered essential for all individuals especially those who are involved in the customer relationship role (Macey et al., 2009). The job-related skills abilities and competencies to show effective job performance are considered critical and crucial components of an organization's success (Robertson et al., 2012). It is also exhibited by the prior literature review that those organizations that have high-performing systems, try to prioritize their employees by treating them with respect, providing them with well-being, and involving them in decision-making as well as knowledge of their performance ([Achua & Lussier, 2013](#)). The current study tries to examine the association between an individual's external locus of control and the situation of performance in the banking sector of Augustan. Employed variables like loss of control are considered a psychological construct that refers to the employees' understanding of the control they can have over the moment and outcomes ([Rotter, 1966](#)).

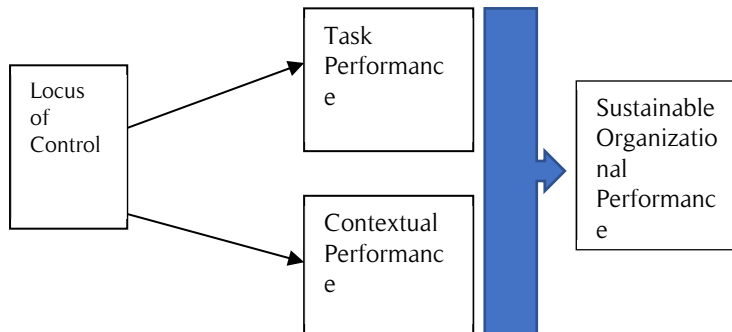
Therefore, the current study implies that those people who have an external locus of control instead of having internal dispositions believe in situational contingencies in the context especially Pakistani banking sector the managerial roles depend on the external factors that exist in the environment. Therefore, understanding such relationships and associations provides valuable insight for the managers as well as the leaders you try to augment organization outcomes as well as their individual performance at the workplace. There exists an interplay between situational performance, external locus of control, and other factors that rely on organizational behavior and performance management in point. Hence, we propose the following hypotheses

H1: Employees' external Locus of Control generates a significant and positive impact on task performance.

H2: employees' external Locus of Control generates a positive and significant effect on contextual performance.

Theoretical Framework

Figure 1



Method

In order to test the hypothesized associations, the current study employed an exploratory for examining the interesting relationship among external locus of control, internal locus of control, and even the relationship with contextual and task performance. We initially employed descriptive statistics elaborating demographic analysis including a general education and experience sister population response rate for further understanding and testing the model we carried out inferential statistics. The correlation analysis was carried out with regression analysis closely conducted to test what the employee that effective subsequent data analysis techniques and the multifaceted approach employed by the study provides a comprehensive understanding of the interplay of the variables of the study, facilitating the comprehension in the provided context.

Data Analysis

The study employed mixed methodology for data analysis stop based on research design the analysis steps involved various techniques starting from data cleaning classification, decoding and even employing statistical analysis using SPSS version 21. They employed descriptive as well as inferential statistics, in descriptive statistics we carried out frequency distribution, summarization, and missing value analysis, while in inferential statistics we addressed the association of the video by getting out correlation analysis, regression announces, and hypothesis testing analysis. They employed business version 21 for data analysis in generating results as mentioned earlier the study employed a convenience-only technique for data collection and adaptive personnel, which took six to nine months. We distributed around 200% when we received back 170 questionnaires providing a response rate of 80% which was very appreciated you. As we focused on mirror-level managers of the Pakistani banks, we personally contacted each one of the managers, and as for filling out the questionnaire and returning back how about we found that some of the questionnaires were not completed properly and they had a lot of missing data, therefore we dropped 10 questionnaires before planet analysis. Eventually, 160 questionnaires were left for data analysis.

Measurement

The mayor the latent constructs we adapted the questionnaire. For evaluating external locus of control a scale was generated by [Spector \(1988\)](#). The external Locus of control evaluated four items from the scale provided by Spector, which majorly has the tendency of individuals to focus on how an individual attributes the orientation towards the external factors.

Regarding task performance, they employed a modified version of the instrument which was developed by [Williams and Anderson \(1991\)](#). The task performance of employees was gauged by using a scale having five items which was created on a 5-point scale rating from 1:00 equals 'strongly disagree' to 5 equals 'strongly agree'. It is also important to mention that contextual performance was assessed based on a 16-item scale which was adopted from [Motowidlo and van Scotter \(1994\)](#). This has been very useful and has assisted in the study to collect the data from bank managers by asking relevant questions and engaging them in their professional behavior. The instrument was a Likert point scale based on 5 points starting from 1 equals 'not at all' to 5 equals 'extremely likely'.

Reliability and Validity Analysis

Before applying the questionnaire for data collection, we tested the reliability and validity of the instrument. A bigger study was carried out to assess the reliability and validity of the questionnaire, which helped us to revise and eliminate the items which were having poor loadings. Then a final questionnaire which consisted of 20 items was employed with improved confidence and reliability having a better understanding of task performance, external locus of control, and contextual performance. The table shows construct dimension reliability analysis of the employed scale.

Table 1. Construct Dimensions Reliability Analysis

Construct	Mean	Std. Deviation	Cronbach's α
External LOC	3.511	0.685	0.648
Task Performance	3.860	0.739	0.809
Contextual Performance	3.568	0.430	0.767

Frequencies Analysis

Table 2 depicts the demographic analysis of the respondents showing their age, gender, education, and experience in detail.

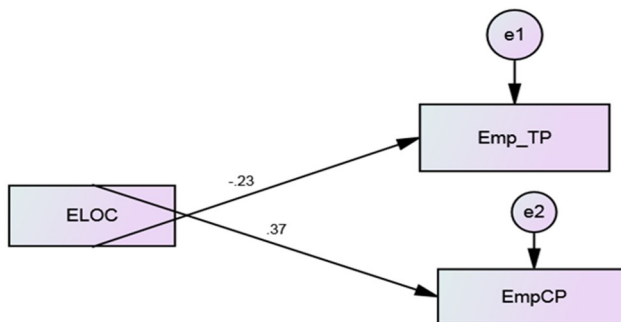
Table 2. Frequencies Analysis

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	98	61.3	61.3
	Female	62	38.8	38.8
	Total	160	100.0	100.0
Age	Frequency	Percent	Valid Percent	Cumulative Percent
	21-25	55	34.4	34.4
	26-30	69	43.1	43.1
	31-35	28	17.5	17.5
	36-40	4	2.5	2.5
	Above 41	4	2.5	2.5
Material Status	Total	160	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
	Unmarried	91	56.9	56.9
	Valid Married	69	43.1	43.1
	Total	160	100.0	100.0

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
	Bachelor	80	50.0	50.0
	Masters	77	48.1	48.1
	Higher Studies (M.Phil., PH.D)	3	1.9	1.9
Valid	Total	160	100.0	100.0
Experience	Frequency	Percent	Valid Percent	Cumulative Percent
	1-5	108	67.5	67.5
	6-10	35	21.9	21.9
	11-15	12	7.5	7.5
	16-20	3	1.9	1.9
	Above 21	2	1.3	1.3
Valid	Total	160	100.0	100.0

The above table explains the participant's demographics including age, gender, education, and experience.

Figure 2



Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Emp_TP <--- ELOC	-.251	.083	-3.017	.003	
Emp_CP <--- ELOC	.230	.046	4.971	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Emp_TP <--- ELOC	-.233
Emp_CP <--- ELOC	.367

Hypothesis Testing - 1 Results

The below table provides the model summary including various values. It depicts the adjusted R square and standard error of estimation with R square change in the model.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.233	.054	.048	.72178	.054	9.042	1	158	.003

a. Predictors: (Constant), ELOC

The table shows that the result of regression analysis shows an association between individual task performance and external locus of control. The analysis of earth's moderate correlation between the variables is shown in the correlation coefficient of 0.23. The proportion of difference or variation in task performance which is explained by the external locus of control is shown relatively small stopping the value of R-squared as 0.054. The F-value shows that the predictive power of the model has been significantly improved which recommends that the external locus of control can be included as one of the important predictors to enhance the ability of the model to explain task performance

Table 4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.742	.299		15.872	.000
	ELOC	-.251	.084	-.233	-3.007	.003

a. Dependent Variable: EmpTP

The table depicts the coefficients showing the task performance along with the position of the dependent variable presenting unstandardized beta and standardized beta values showing the significance level as well as standard errors. The values clearly depict the external locus of control values with BMW which is standard coefficient and standard error value of 0.084. Therefore, employees have lots of control as depicted in this model which shows the power of the model and its predictability

Table 5. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.711	1	4.711	9.042	.003
	Residual	82.313	158	.521		
	Total	87.024	159			

a. Dependent Variable: EmpTP

b. Predictors: (Constant), ELOC

Hypothesis-2

For analyzing and testing the second hypothesis we employed the regression analysis by testing the external locus of control and its impact on employee contextual performance. It is evidenced by the R-squared value which is 0.129 depicting that a 13% approximately there is variation in contextual performance that can be attributed to the external locus of control. This is just that a notable influence is contributed by external factors on individual performance in the context of the job. Furthermore, an over table shows that the model was fit, and its significance statistically is established, providing a fundamental of the validity of the model the results show that there is a strong association between external locus of control and contextual performance

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.367	.135	.129	.40153	.135	24.556	1	158	.000

a. Predictors: (Constant), ELOC

The table provides a statistical illustration of the variance in employee contextual performance as explained by the R-squared value of the independent variable the analysis shows that the standard error of estimation and residuals provide a good inside of the model fit stop therefore it shows that the independent variable contributes towards dependent variable.

Table 7. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.760	.166	16.603	.000
	ELOC	.230	.046	.367	4.955

a. Dependent Variable: EmpCP

The table displays the coefficients of the regression model, which indicates that the intercept is accompanied by a standard error of 0.166. Furthermore, the table presents the coefficients of the independent variable, exhibiting a value of 0.230 with a standard error of 0.046. The standardized beta coefficient is 0.367, suggesting that a one-unit increase in employee locus of control can be expected to bring about a 0.367-unit change in employee contextual performance, assuming all other variables remain constant. This finding confirms the statistical significance of the independent variable's contribution to the dependent variable, as evidenced by a p-value of 0.00, thereby supporting the hypothesis.

Table 8. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.959	1	3.959	24.556	.000
	Residual	25.474	158	.161		
	Total	29.433	159			

a. Dependent Variable: EmpCP

b. Predictors: (Constant), ELOC

The table presents the results of the analysis of variance (ANOVA) for the model, which yields a statistically significant outcome, as evidenced by a p-value of less than 0.001 and an F-statistic of 24.5. This indicates that the model employed in this study provides a robust explanation for the enhancement of individual performance, thereby underscoring its utility and validity as a predictive tool.

Correlations Analysis

A correlation analysis was conducted to examine the relationships among the study variables, with the aim of determining the extent to which these variables are interrelated and the nature of their interdependencies. The subsequent table presents the detailed correlation coefficients, providing insight into the strength and direction of the associations between the variables, and thereby illuminating their reciprocal influences.

Table 9. Correlations

		ELOC	EmpTP	EmpCP
ELOC	Pearson Correlation	1	-.233 [*]	.367 [*]
	Sig. (2-tailed)		.003	.000
	N	160	160	160
EmpTP	Pearson Correlation	-.233 [*]	1	-.238 [*]
	Sig. (2-tailed)	.003		.002
	N	160	160	160
EmpCP	Pearson Correlation	.367 [*]	-.238 [*]	1
	Sig. (2-tailed)	.000	.002	
	N	160	160	160

***.* Correlation is significant at the 0.01 level (2-tailed).

The correlation table above illustrates the relationships between the external locus of control, employee task performance, and other variables, revealing a weak yet statistically significant negative association ($p = 0.03$). In contrast, the correlation between employee contextual performance and external locus of control exhibits a moderate positive association (coefficient = 0.367), with a highly significant p-value ($p = 0.00$). These findings support the research hypothesis, suggesting that external locus of control has a significant positive impact on contextual performance in the Pakistani banking sector. However, the negative association observed in other contexts warrants further investigation to elucidate the underlying mechanisms driving this relationship.

Conclusion

The results conclusively indicate that external locus of control has a profound impact on both contextual and task performance of employees in the Pakistani bulk banking sector. The empirical evidence reveals a negative correlation between task performance and external locus of control, whereas a positive correlation exists between contextual performance and external locus of control. The statistical analysis yields a correlation coefficient of 0.3, accompanied by a highly significant p-value of 0.0, underscoring the positive association between contextual performance and external locus of control. Both correlation and regression analyses were conducted to test the hypothesis, confirming the existence of meaningful relationships among the variables. Moreover, the study's findings align with the existing body of literature, supporting the arguments posited by previous researchers.

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