A Cross-Cultural Comparison Between Workers in Spain and the U.S.: Locus of Control, Equity, and Gratitude.

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Abstract- Gratitude and equity in the workplace can be a defining factor in how employees perform, as well as how they perceive their job in general. In addition, an individual’s locus of control may also influence these variables and as a result, impact the well-being of the organization as a whole. However, the question remains as to how locus of control is related to equity and gratitude. In response, this study examined the potential relationship between employees’ self-reported gratitude, self-reported equity and an individual’s locus of control. Participants were recruited utilizing a snowball convenience sampling method and were restricted to participants who were currently employed and at least 18 years old. Participants were instructed to complete a section of demographic questions followed by instruments to measure levels of locus of control, equity/fairness and gratitude. The primary goal was to identify if an internal locus of control is positively correlated with self-reported equity and self-reported gratitude, as hypothesized. Conversely, it was assumed that an external locus of control would then be negatively correlated with self-reported equity and self-reported gratitude. This was supplemented with the dual objective of comparing these constructs in workers in the United States and workers in Spain. Results indicated a slight significance in a couple of tests measuring self-reported equity/fairness, however results remain inconclusive due to limiting factors. In addition, although a majority of the statistical tests did not show significant differences between workers in the United States and Spain, the lack of difference may be important for companies who operate internationally.

Index Terms- Cross-cultural comparison, organizational structure, internal locus of control, external locus of control, perceptions of gratitude, self-reported equity

I. INTRODUCTION

Research contends that employees who express a sense of gratitude will foster a culture of gratitude within the workplace which enhances a collective capacity (e.g. Grant & Gino, 2010; Müceldili et al., 2015; Waters, 2012). Meanwhile, employees who report feeling a sense of equity and believe they work in an environment of perceived fairness may act with a greater sense of gratitude (e.g. Colquitt et al., 2015; Fazal et al., 2017). Nevertheless, the question remains as to how an organization may identify potential employees that possess this sense of gratitude and equity when making hiring decisions or promoting from within.

Locus of control among workers is affected by gratitude (Vozza, 2016) and perception of fairness or equity (Chhabra, 2013; Houston, 2011; Kobersy et al., 2016), however, it is essential to examine locus of control through both external and internal factors. In addition, a cross-cultural comparison adds to the potential for more variables to affect the overall results. The purpose of this study was to explore the role of an individual’s locus of control in relation to their self-reported gratitude and self-reported perception of fairness or equity. Additionally, this study sought to identify whether or not the findings were consistent across cultures by comparing responses of workers in the United States compared to those in Spain. The resulting outcomes may provide beneficial insights into how potential employees with a sense of enhanced gratitude and equity can be identified through locus of control, as well as how equity and gratitude within the organization can be enhanced by these employees.

Human capital is an asset that is crucial to the competitiveness of an organization and these organizational successes can impact a national economy (Hauff, Richter & Tressin, 2015; Kobersy et al., 2016). In turn, an individual’s locus of control may profoundly influence worker output and performance, thus affecting economic outcomes of organizations, business sectors and, ultimately, the nation’s economy, as a whole (Kobersy et al., 2016).

Locus of control extends to varying levels, which lends itself to more than one interpretation. According to Rotter (1966), there are two types of locus of control: internal and external. As such, the employees with an internal locus of control believe they are the ones in charge of all the events that occur in their lives (Northouse, 2013). In contrast, an employee with an external locus of control believes that things such as fate, chance or other outside forces are what ultimately determine life events (Northouse, 2013). Thus, one’s locus of control defines their perception of the world around them and the events that comprise it (Houston, 2011; Nguyen, 2013; Rotter, 1966). It may result in attributing blame to others and external factors or, in other cases, it may result in accepting responsibility and taking control of the events that may or may not occur (Houston, 2011; Nguyen, 2013; Rotter, 1966).

In general, employees who possess an internal locus of control are more proactive in taking steps to improve their situation by actively seeking knowledge or information, attempting to positively influence coworkers, noting actions and outcomes for realizing better results in the future, and striving for achievement, overall (Gangai et al., 2016; Hale, 2012; Sharma & Sharma, 2015). This is evidenced in employees who are able to
rise through the promotional ranks through much of their own initiative. In contrast, employees with an external locus of control are less likely to exert effort and tend to give up more easily, which may also mean staying in a job where they are dissatisfied rather than working towards changing their environment or the variables within it (Gangai et al., 2016; Hale, 2012; Sharma & Sharma, 2015). They are also frequently labeled as easy going and laid back, and actually prefer to be given directions, as opposed to seeking information or behaving as a self-starter (Gangai et al., 2016). As a result, they are often influenced by their environment and those around them, as opposed to being the influencer and having an impact on others (Hale, 2012). Finally, rather than striving for achievement and taking control, they often believe that success is a product of fate, chance or luck and, therefore, feel victimized by external factors and others when they fail (Gangai et al., 2016).

Individuals with an external locus of control tend to hold the belief that outcomes are frequently reliant on factors that are outside their control and, therefore, determine their course of action, accordingly (Houston, 2011; Rotter, 1966). In contrast, an individual with an internal locus of control tends to believe that the outcomes they experience are significantly a product of their own actions and, in response, they take responsibility for their choices and invest a greater effort in achieving their goals, due to the belief that they can truly define the end result (Houston, 2011; Rotter, 1966). As such, it is evident how an internal locus of control would be an advantage to the individual in a company, as well as a benefit to the organization, as a whole. In fact, some studies indicate that an internal locus of control is one of the defining variables that distinguish successful leaders from ineffective ones (Hughes et al., 2012; Nguyen, 2013). This is partially due to the impact that one’s locus of control may have on the ability of leaders or employees to make decisions and the process involved (Hughes et al., 2012).

It is evident that there is a notable void when it comes to exploring work perceptions related to equity/fairness and gratitude, as is the focus of the study presented in this paper. Further, while some studies tend to explore the potential relationship between employee outcomes and locus of control, none are specific to the United States and Spain.

Many studies have explored the variables of locus of control, equity and gratitude, including their impact on workplace outcomes and potential variations among different groups of people. The subsequent findings led to a few emerging questions: 1) How does equity, gratitude and locus of control impact behavior in the workplace? 2) How are these variables related? 3) How do organizations capitalize on their proposed benefits? and 4) Does equity, gratitude and locus of control (as well as their work-related outcomes) exist similarly across cultures or do they vary by country with a particular emphasis on the United States and Spain? In response, the following elaborates on some of the most recent studies that address relevant aspects of these inquiries.

II. Locus of Control

Locus of control has been found to have a far-reaching impact, determining the effectiveness of a leader, to their actual levels of happiness (Dayo, 2012). Perhaps one of the most extensive areas of research pertaining to an individual’s locus of control is its influence on occupational outcomes, such as work productivity or performance. Reviewing the findings associated with locus of control, its orientation in the individual, and how this contributes to variables within the organization, lends importance to this topic of study, while also providing insights into the empirical evidence that supports it.

In a sample of 341 individuals recruited from academic institutions in Nigeria, Dayo (2012) found that an individual’s locus of control, in conjunction with their level of job satisfaction, had a significant influence on employee productivity. A similar study, 310 randomly selected participants and found that although job satisfaction was, once again, integral in influencing job burnout, there was a statistically significant negative relationship between an individual’s locus of control and occupational burnout (Aghaei, Asadollahi, Moezzi, Beigi, & Parvinnejad, 2013). The authors concluded that as a participant’s perception of control was greater and increased towards an internal locus, than the likelihood of burnout simultaneously decreased.

Internal locus of control was proven to be negatively correlated to poor organizational structure, while external locus of control was positively correlated with a poor organizational structure, thus identifying the potential relationships and inverse correlations that were present between the two loci (Karabay et al., 2016). Meanwhile, the impact of an external locus of control in the workplace was also explored by Eatough and Spector (2014), providing insights into its impact on stress in the job environment and its moderating influence on psychological empowerment.

Chhabra (2013) utilized a sample of IT professionals in India, resulting in a total of 449 participants to explore locus of control, as well as their levels of organizational commitment. This study produced different findings from those above as it found locus of control moderated the subsequent interaction between satisfaction with one’s job and commitment to the company, but also concluded that this moderating relationship was statistically stronger for those with an internal locus of control compared to their “external” counterparts (Chhabra, 2013). This was also relevant in that the researcher discussed the role of organizational leaders in addressing factors that promote satisfaction and commitment in the workplace (Chhabra, 2013).

Among the variables contributing to job commitment, workplace policies and their perceived fairness were among the most relevant (Chhabra, 2013). Within this context, perceptions of fairness were also indirectly related to an employee’s locus of control (Chhabra, 2013). This was a conclusion that was reaffirmed by Dhole and Tipnis (2013) in which an internal locus of control was associated with increased job satisfaction, leading to improved job performance. As such, the underlying mechanism that indirectly influenced job performance was an employee’s perception of organizational fairness and how it was reflected in company policies. These perceptions of fairness were moderated by the employee’s locus of control, illustrating how perceptions of fairness, or equity, may be impacted by locus of control and its relevance in work-related outcomes (Dhole & Tipnis, 2013).

III. Examining Locus of Control Across Countries.
In a cross-national research endeavor, Spector et al. (2013) explored managers from 24 different countries. One of the variables analyzed within a correlation analysis was locus of control with the subsequent findings indicating that an internal locus of control was strongly associated with individualism (Spector et al., 2013). Furthermore, countries with managers who demonstrated an internal locus of control were the nations that tended to exhibit enhanced well-being and increased job satisfaction among their employees. These were more frequently associated with countries that promoted individualism, in general. In a more specific capacity, work locus of control was responsible for 25% of the variation among countries, with the United States presenting as one of the higher reported nations in terms of well-being (Spector et al., 2013).

In contrast, Suarez-Alvarez et al. (2013) explored workers in Spain, thereby demonstrating relevance to the study conducted. However, no comparison was made between countries and variations were only explored at the individual level and within varying types of occupational sectors. The specific variables measured involved locus of control with the results indicating that catering workers presented with the greatest level of external attribution and the lowest level of interest in participating in future trainings (Suarez-Alvarez et al., 2013). This was in contrast to service workers, who presented with the highest level of effort, while demonstrating a greater propensity for internal attributions (Suarez-Alvarez et al., 2013). However, when looking for research or relevant studies specific to the countries of Spain and the United States, the results are notably lacking. This seemed to be an ongoing theme within the current body of evidence, particularly when attempting to identify articles that were relevant to the topic of interest and featured a comparative analysis of the nations focused upon within the context of this proposal.

IV. The Relationship Between Equity and Locus of Control.

Individuals with an external locus of control attribute outcomes and results to luck, chance, or the influence of others, all of which they cannot control (Houston, 2011; Kobersy et al., 2016). More specifically, they may feel that the degree of fairness or justice within the workplace will be responsible for their failures, as well as the influence of others (Houston, 2011; Kobersy et al., 2016). It is in this capacity that equity or perceptions of fairness may play a role in an employee’s locus of control. Meanwhile, researchers contend that while an individual’s locus of control may impact an employee’s performance or other outcomes; how much this occurs is partially dependent on the organization and how it implements policy to promote equity and enhance the positive aspects of locus of control (Omari et al., 2012). This may occur through recruitment practices and associated policies or other organizational policies throughout one’s experience within a company (Sharma & Sharma, 2015).

An individual’s perception of equity within the occupational environment can have a profound impact on their behaviors, which can ultimately affect the company’s bottom line (Gill et al., 2013). For example, Gill et al. (2013) found that equity was inversely related to cheating the company’s compensation scheme. When equity was absent, individuals would engage in behaviors that were detrimental to the organization as an indirect means of protest (Gill et al., 2013). Individuals who perceived inequity in the company’s compensation scheme still found ways to cheat or receive compensation (Gill et al., 2013). The degree to which an individual would engage in this cheating behavior was directly related to the degree to which they believed inequity persisted (Gill et al., 2013).

In another study, equity based on gender was explored, in regards to its relationship with locus of control and job engagement (Sharma & Sharma, 2015). The participants involved both male and female employees, who were in management positions within India’s service or manufacturing industry from both public and private companies (Sharma & Sharma, 2015). Relevant to the study conducted, it was found that perceived equity (as it pertains to gender) was positively related to work engagement (Sharma & Sharma, 2015). Moreover, the researchers provided an explanation for this outcome, reporting that the perception of equity resulted in employees experiencing a feeling of empowerment, as well as adequacy (Sharma & Sharma, 2015). Consequently, this led to less stress among employees and a higher likelihood that they would perform optimally, thereby indicating enhanced engagement (Sharma & Sharma, 2015). When considering the variable of an employee’s locus of control, an internal locus of control contributed to enhanced engagement, in conjunction with perceptions of equity, which ultimately deterred occupational burnout (Sharma & Sharma, 2015).

From a different perspective, Miner and Cortina (2016) explored the impact of perceived inequity even when the individual was not the target of unfairness, but simply witnessed it. Dependent variables within this study included turnover intentions and organizational trust. The subsequent results indicated that perceptions of inequity (in this case, in the form of interpersonal injustice) contributed to decreased trust in the company, intentions to leave the organization and, finally, dissatisfaction with one’s job (Miner & Cortina, 2016). However, within the sample analyzed, employees were not asked about the degree to which they were treated with fairness in the company, but whether or not they witnessed inequity aimed at women in the organization. In response, observing such events led to workplace stress, which contributed to lower job satisfaction and trust, thereby increasing intentions to leave the job (Miner & Cortina, 2016). Thus, this proposed study provides revelations concerning the negative impact of inequity on employees, even if they don’t experience it firsthand, but simply watch it play out among others. The detrimental emotional impact of inequity on company employees has also been affirmed in earlier studies (Cunningham et al., 2012; Liu et al., 2013; Reich & Hershcovis, 2015; Resick et al., 2013), thereby indicating the importance of equity within the occupational environment and the detriment that occurs.

In the study by Shan, Ishaq and Shaheen (2015), university library personnel were asked for their perceptions of equity within the organization and its impact on their performance, as well as their relationships with supervisors. Taking the form of a correlation and regression analysis, organizational justice was measured and evaluated with regard to procedural, distributive and interactional justice. When entered
into a bivariate analysis with performance on the job, all three forms of justice positively correlated with improved job performance, but interactional justice presented the strongest relationship (Shan et al., 2015).

Hauff, Richter and Tressin (2015) found substantial variations across countries that were assumed to be a function of cultural differences related to perceptions of job characteristics. Specifically, some organizational elements and job characteristics substantially influenced job satisfaction, regardless of country, such as relationships with coworkers and income (Hauff et al., 2015). Meanwhile, other variables, such as management relations, job security and potential for advancement were influential reliant on the culture and country (Hauff et al., 2015). These factors provided grounds for a substantial impact on perceived equity.

The organizational importance of equity in the workplace is advantageous on numerous levels. Employees who present an internal locus of control are more likely to self-report equity, as hypothesized within the research conducted for this study.

V. The Relationship Between Gratitude and Locus of Control.

Another factor that is said to be possibly related to locus of control is that of gratitude (Vozza, 2016; Waters, 2012). Expressing thanks, promoting civility, and other forms of gratitude in the workplace creates an organizational climate that reduces aggression, deters turnover, burnout, and absenteeism, while promoting a sense of teamwork (Vozza, 2016). Quite simply, it creates a more pleasant environment and a desirable organizational culture (Vozza, 2016; Waters, 2012). This results in a positive influence on employee output and actions (Vozza, 2016; Waters, 2012). Chan (2010) identified similar findings when studying burnout among teachers in which, the dispositional gratitude of teachers correlated substantially and positively with a meaningful life orientation to happiness and with personal accomplishment, and correlated substantially and negatively with the two negative components of burnout: emotional exhaustion and depersonalization. Perspective also plays a critical role in an individual’s ability to accept and show gratitude. Lambert, Graham, Fincham, and Stillman (2009) found that gratitude is related to sense of coherence via positive reframing, which is a process by which negative events or circumstances are seen in a positive light. These findings included a robust relationship between trait gratitude and sense of coherence above and beyond life satisfaction. Fewer studies actually took such findings and compared them on a cross-cultural platform. However, Morgan, Guilford, and Kristjansson (2014) identified cross-cultural differences between the UK and the US descriptions of gratitude and came to the conclusion that judgments of gratitude are closely related to judgments of virtue while the frequency of negative attributes are considerably greater in the UK than in the US. Nevertheless, workplace studies on gratitude need to consider the implications of worker responses. Gratitude research in the workplace may even be exploitative, as argued by Gibbs (2008), who based those findings on the notion that the workplace researcher may conceptualize the contributions of participants as benefits and/or gifts, to which the appropriate response is gratitude. Moreover, concepts of gratitude may differ significantly between researcher and workers. Lambert, Graham, Fincham, and Stillman (2009) found that concepts of gratitude are prototypically organized and explored by researchers, although lay concepts of gratitude are much broader. This could lead to differences in interpretations, thus prompting the need for further studies in this area that are more concentrated and specific in scope.

Gratitude in the workplace is believed to improve corporate culture in that those who demonstrate a sense of gratitude tend to be more emotionally intelligent, which deters the negative effects of gossip, negativity, complaints, aggression, and exploitation (Vozza, 2016). It also promotes reciprocity, which strengthens teams (Vozza, 2016). In addition, it is believed to be a more effective motivator than tangible rewards, which may undermine employees’ ability to perform well for the sole purpose of accomplishment and the pleasure that comes from it (Vozza, 2016). In fact, in one survey, over 80% of individuals reported that they would undeniably invest a greater effort for an appreciative leader than one, who is not appreciative, in spite of the financial reward (Vozza, 2016).

In response to expressions of gratitude in the workplace, employees exhibited an increased effort and level of engagement on the job, which was confirmed within the more recent study of Müceldili et al. (2015). Conversely, Duffy et al. (2012) asserted that the absence of gratitude frequently leads to toxic emotions in the workplace, such as envy. As such, envy was found to positively correlate with disengagement in that as envy increased within the organizational culture, a lack of engagement among employees also increased, according to Duffy et al., (2012). The benefits associated with gratitude in the workplace were also later replicated by Hasan et al. (2017) in which gratitude was found to lead to satisfaction within the work environment.

Grant and Gino (2010) hypothesized that expressions of gratitude in the workplace would promote prosocial behavior due to the sense of social worth and enhanced feeling of self-efficacy that results from a simple thank you. Testing this assumption, employees at a call center were categorized, according to whether they had a manager who expressed gratitude, or a manager who did not, within an organization that was involved with fundraising. Using the number of calls placed by an employee as the dependent variable, it was found that employees with a manager that expressed gratitude actually were found to make significantly more fundraising calls than those in the control group (Grant & Gino, 2010). Ultimately, this outcome demonstrates that gratitude, in and of itself, may lead to improved performance.

Research Questions

Employees who appreciate and promote a sense of equity, as well as exhibit a sense of gratitude, are more likely to be considered as optimal employees. The predominant question is then how to select and promote employees, who are representative of these characteristics within the company. In response, it is the assertion of this study that identifying individuals with an internal locus of control would be one means of selecting individuals who are optimal for the organization and are more likely to promote equity and gratitude. Yet, whether or not this is the case is at the core of this study, thereby leading to the research questions; is internal locus of control positively correlated with self-reported equity and self-reported gratitude?
Secondly, is external locus of control negatively correlated with self-reported equity and self-reported gratitude? And, finally, do these relationships differ between employees in the United States and employees in Spain?

This study anticipated that individuals with an internal locus of control would present a greater level of self-reported equity and self-reported gratitude when compared to their external locus of control counterparts. In addition, it is also predicted that these relationships would change across cultures, in spite of possible cultural differences.

VI. Methods

Participants

203 subjects participated in this study, all of whom reside and work in the United States or Spain. Participants were recruited using convenience snowball sampling. Individuals under the age of 18 or who were unemployed were excluded from the study. Subjects were not financially compensated for their participation.

Procedures

Prior to participation in this research, participants were provided with an informed consent form, which informed the participants about the general nature and objectives of the study. Participants were instructed that their participation in the study was completely anonymous and voluntary and they also possessed the right to withdraw their participation at any time without negative impact. Participants were informed that there were no known risks identified in participation and all potential participants were provided with the researchers’ contact information in the event that they had further questions or concerns.

Anonymity was maintained by ensuring that no names appeared on the surveys and no signature was required on the accompanying consent form. Participants were offered a summary of research findings upon completion of the study.

Instruments

The survey in its entirety was comprised of 43 items and was a total of 15-20 minutes for participants to complete in a self-report format. As such, the survey had two forms: one was in English and one was in Spanish. In order to ensure proper comprehension of all survey items by Spanish participants, the survey was translated into Spanish by the primary researcher, who is a native speaker. The translation was then reviewed by another fluent Spanish speaker in Spain to ensure an adequate translation.

Participants were allowed to select whichever version, English or Spanish they preferred. The survey was created by the researchers for this study. As such, the purpose of the questionnaire was to elicit the views of respondents, pertaining to perceived locus of control items and perceptions of gratitude/fairness and gratitude. It was created via Google Forms and was, therefore, presented to the participants in an electronic format.

The survey collected demographic data, that pertained to gender, age, ethnic identity, level of education, marital status, household income, country of origin and country of residence. In addition, the survey included 16 items selected from Spector’s Work Locus of Control Scale (1988), 10 items selected from an International Personality Item Pool that derive from Levenson’s Locus of Control: Powerful Others (1981), as well as 17 items related to perceptions of gratitude and equity/fairness with an emphasis on workplace scenarios. The sample questionnaire based on Peterson & Seligman’s revised IPPIP-VIA Scales (Values in Action) could be referred to as the 17-item IPIP representation of the Peterson & Seligman (2004) character strengths and virtues for Equity/Fairness and Gratitude. The survey and the construct scales that it consisted of were all formatted with Likert-style responses ranging from “1” = strongly disagree to “5” = strongly agree.

The Work Locus of Control (WLC) has been shown to correlate about .50 to .55 with general locus of control. The scale was scored so that those with high external locus of control would receive high scores. In general, internal consistency (coefficient alpha) ranged from .80 to .85 in the English version of the test. In addition, the Work Locus of Control Scale has been shown to have one-year test-retest reliability of .57 by Bond & Brune (2003) and .60 by Moyle (1995). Furthermore, Levenson’s (1981) Locus of Control: Powerful Others scale showed a coefficient alpha of .81. Additionally, while comparing the scale to its original Locus of Control: Powerful Others scale a correlation of .53 was noted as a primary form of validity. Lastly, Peterson & Seligman’s (2004) Values in Action scale for Equity/Fairness and Gratitude showed slightly different scores for reliability after scale refinement. The refined Equity/Fairness scale showed a reliability of .70; and the refined Gratitude scale showed a reliability of .79. In order to assess a primary form of validity, the original reliability scores of Equity/Fairness .62 and the original reliability scores of Gratitude .77 were compared to the refined scores.

VII. Results

In the study, there were a total of 203 participants; however, 135 of the respondents currently reside in the United States, while only 66 of the respondents currently reside in Spain. A majority of the population consisted of females (n = 127), while the remaining 76 were made up of males. The age range was (19-64) with an average age of 37.44. In addition, the average years of education for subjects were 15.34. It is important to note that two of the participants resided in Canada and Germany and as a result, 201 participants met the desired criteria for the cross-cultural analysis between the United States and Spain.

Individuals were assessed on self-reported scores from questionnaires on locus of control and levels of self-reported equity and self-reported gratitude. It was assumed that employees who promoted a sense of equity, and demonstrated a sense of gratitude, were more likely to be considered as optimal employees. Accordingly, the researchers ran t-tests and Chi-Square tests. The 201 participants were divided into two categories: United States (m = 2.76, SD = 1.205) and Spain (m = 2.85, SD = 1.292); and measured on a series of questions. In the first t-test data measured the participant’s perspective on the statement: “Do you treat others differently if you don’t like them?” The results did not reveal a statistically significant difference (p = .645). Therefore, suggesting that whether participants are from United States or Spain does not have a role in whether or not people treat others differently if they don’t like them. In addition, the results of the second t-test showed a
significant difference (p = .019) between the two groups of participants (United States) and (Spain). This suggests that people feel that getting a really good job depends on having family members or friends in high places.

In order to further analyze the self-reported scores of individuals, a Chi-square test was used to measure a possible correlation between participants in the United States and Spain and the question “Do you admit when you are wrong?” To anticipate the dimensions of the variable, the number of each variable will be multiplied. In this case, country has two categories (United States and Spain) and (Do you admit when you are wrong?) has three categories (Disagree/Neutral/Agree); hence the chi-square will consist of 6 cells; (2x3). While inspecting the numbers in each cell for the pretest criteria, it was clear that one cell has 4 responses. Nonetheless, the researchers have decided that we have met the assumption. Next, the researchers observed the Sig. (p) value, and detected a correlation, which highlighted significance (p < .001). In addition, the Phi value of this test indicated a small to medium effect size (.265). Therefore, suggesting that individuals who reside in the United States admit when they are wrong more frequently than individuals who reside in Spain. However, this can be a result of a greater number of U.S. respondents (n = 135), opposed to the respondents from Spain (n = 66). In the final data analysis, a second Chi-square measured a possible correlation between participants in the United States and Spain and if the possibility of getting a really good job depends on having family members or friends in high places. However, the results level (p = .171) suggest that the country in which you reside does not have a role in getting a really good job just because a person has family members or friends in high places.

VIII. Discussion

The central part of this study focused on three main hypotheses that would ultimately lead an organization to select and promote employees who are representative of these characteristics within a company. This implied the notion that individuals with an internal locus of control would be a prime choice for the organization, as well as be more likely to promote equity and gratitude. Findings of this study illustrated that workers in the United States and Spain demonstrate similar opinions, and culture did not completely shape the way workers perceived equity and gratitude. Although, the Chi-square and t-test revealed a small significant correlation, the results remain inconclusive. The researchers hypothesize that the inconsistent findings may be a result of the limited number of responses collected. Yet, this study does provide future researchers with the possibility of finding significant differences between the United States and Spain.

The first hypothesis predicted that an internal locus of control positively correlates with self-reported equity and self-reported gratitude. This hypothesis remains inconclusive because the data did not support the prediction that individuals with an internal locus of control would promote characteristics of equity and gratitude.

The second hypothesis predicted that an external locus of control negatively correlates with self-reported equity and self-reported gratitude. However, this hypothesis also remains to be inconclusive because the data did not support the prediction that individuals with an external locus of control were less likely to promote characteristics of equity and gratitude. The data did not support the final hypothesis, which predicted relationships between employees in the United States and in Spain would be different. Contrary, to the researchers’ predictions, the relationships did not show a consistent significant change across cultures, in spite of the possible cultural differences.

IX. Limitations

While this study may provide an understanding of the cultural differences between countries, it is important to note the limitations. This study used a convenience snowball sampling method; therefore, generalizations to the populations that were studied could not be made. However, in spite of this limitation, this study used two samples from the United States and Spain, which extracts from a demographically diverse group of individuals; Thus, permitting the researchers to observe any similarities or distinctions. Further limitations may have pertained to blank responses, especially in regards to the optional Locus of Control: Powerful Others scale which can affect the reliability of measuring throughout the analytical procedure.

X. Practical Implications

The practical implications of this study may apply to a company who is seeking to hire and promote optimal employees from different cultures. While recruiting employees, it may be beneficial to have employees with certain characteristics that will improve efficiency. Such as, employees who possess an internal locus of control, because of the positive influence it may have on coworkers and the motivation to succeed these individuals display (Gangai et al., 2016; Hale, 2012; Sharma & Sharma, 2015). This creates an effective environment for a company that allows them to be successful. In contrast, employees that exhibit an external locus of control are more inclined to quit and likely to show less effort. When this occurs, companies may experience challenging periods due to the fact that employees attribute success to fate and luck, and consider failure as result of external factors (Gangai et al., 2016). Since an important aspect of an efficient organization depends on the nature of its employees it is essential for an organization to carefully select candidates. Additionally, it may be beneficial to hire candidates who possess the characteristics conducive to the organizational.

Furthermore, the impression from a cross-cultural comparison shapes the idea that relationships between employees in United States and Spain will be different. However, the results indicated that employees in Spain did not promote a sense of equity and gratitude any different than employees in the United States. Thus, suggesting that individuals from the United States and Spain displayed consistent characteristics in regards to expressed equity and gratitude. Hence, the possibility that this data may provide companies with practical information to avoid unnecessary bias towards a prospective employee from Spain.

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