









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 IPIP-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 (WLCS) 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 & Bruce (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; ( $2 \times 3$ ). 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.

#### REFERENCES

- [1] Abramovitz, M., & Blitz, L. V. (2015). Moving toward racial equity: The Undoing Racism workshop and organizational change. *Race and Social Problems*, 7(2), 97-110.
- [2] Adams J. S. (1965). Inequity in social exchange, in Berkowitz, L. (ed.). *Advances in Experimental Social Psychology*, Vol. 2. NY: Academic Press, pp. 267-299.

- [3] Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5), 422-436.
- [4] Aghaei, M., Asadollahi, A., Moezzi, A. D., Beigi, M., & Parvinnejad, F. (2013). The relation between personality type, locus of control, occupational satisfaction and occupational exhaustion and determining the effectiveness of stress inoculation training (SIT) on reducing it among staffers of Saipa Company. *Research Journal of Recent Science*, 2(12), 6-11.
- [5] Aristovnik, A. & Jaklif, K. (2013). Job satisfaction of older workers as a factor of promoting labour market participation in the EU: The case of Slovenia. *Review of Social Politics*, 20(2), 123-148.
- [6] Bernard, H. R., & Bernard, H. R. (2012). Social research methods: Qualitative and quantitative approaches. NY: Sage.
- [7] Berrey, E. (2014). Breaking glass ceilings, ignoring dirty floors: The culture and class bias of diversity management. *American Behavioral Scientist* 58(2), 347-70.
- [8] Boone, H. N., & Boone, D. A. (2012). Analyzing likert data. *Journal of Extension*, 50(2), 1-5.
- [9] Castilla, E. (2012). Gender, race, and the new (merit-based) employment relationship. *Industrial Relations: A Journal of Economy and Society* 51(s1), 528-62.
- [10] Chan, D. W. (2010). Gratitude, gratitude intervention and subjective well-being among Chinese school teachers in Hong Kong. *Educational Psychology*, 30(2), 139-153.
- [11] Cheng, S. T., Tsui, P. K., & Lam, J. H. (2015). Improving mental health in health care practitioners: Randomized controlled trial of a gratitude intervention. *Journal of Consulting and Clinical Psychology*, 83(1), 177-182.
- [12] Chhabra, B. (2013). Locus of control as a mode tor in the relationship between job satisfaction and organizational commitment: A study of Indian IT professionals. *Organizations and Markets in Emerging Economies, Vol. 4, 2* (8), 25-41.
- [13] Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2013). Applied multiple regression/correlation analysis for the behavioral sciences. NY: Routledge.
- [14] Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2015). *Organizational behavior: Improving performance and commitment in the workplace* (4th ed.). NY: McGraw-Hill Education.
- [15] Colton, D. & Covert, R. (2014). Designing and constructing instruments for social research and evaluation. NY: John Wiley.
- [16] Creswell, J. W. (2013). Research design: Qualitative, quantitative, and mixed methods approaches. NY: Sage publications.
- [17] Cunningham, G.B., Miner, K.N., & Benavides-Espinoza, C. (2012). Emotional reactions to observing misogyny: Examining the roles of gender, forecasting, political orientation and religiosity. *Sex Roles* 67, 58-68.
- [18] Dayo, I. A. (2012). Locus of control and job satisfaction as predictors of perceived non-teaching staff's productivity in higher institutions in Ogun state, Nigeria. *Global Advanced Research Journal of Management and Business Studies*, 1 (6), 181-187.
- [19] Dhole, V., & Tipnis, J. (2013). Role of stress and locus of control on job satisfaction among employees with special reference to the manufacturing industry. *International Journal of Social Sciences & Interdisciplinary Research*, 2(1), 93-105.
- [20] Duffy, M. K., Scoot, K. L., Shaw, J. D., Tepper, B. J., & Aquino, K. (2012). A social context of envy and social undermining. *Academy of Management Journal*, 55(3), 643-666.
- [21] Dugguh, S.I. & Ayaga, D. (2014). Job satisfaction theories: Traceability to employee performance in organizations. *IOSR Journal of Business and Management*, 16(5), 11-18.
- [22] Eatough, E. M., & Spector, P. E. (2014). The role of workplace control in positive health and wellbeing. *Work & Wellbeing*, 3, 21-32.
- [23] Fazal E. Hasan, S., Mortimer, G., Lings, I. N., & Neale, L. (2017). Examining the antecedents and consequences of gratitude. *Journal of Services Marketing*, 31(1),34-47.
- [24] Fehr, R., Fulmer, A., Awtray, E., & Miller, J. A. (2017). The grateful workplace: A multilevel model of gratitude in organizations. *Academy of Management Review*, 42(2), 361-381.
- [25] Franks, T. M. (2015). Documenting gratitude as a practice in positive scholarship. *Communication Teacher*, 29(1), 32-36.
- [26] Gangai, M. K. N., Mahakud, G. C., & Sharma, M. V. (2016). Association between locus of control and job satisfaction in employees: A critical review. *The International Journal of Indian Psychology*, 3(2), 16-25.
- [27] Gibbs, P. (2009). Gratitude in workplace research: A Rossian approach. *Journal of Education and Work*, 22(1), 55-66.
- [28] Gill, D., Prowse, V., & Vlassopoulos, M. (2013). Cheating in the workplace: An experimental study of the impact of bonuses and productivity. *Journal of Economic Behavior & Organization*, 96, 120-134.
- [29] Grant, A. & Gino, F. (2010). A little thanks goes a long way: Explaining why gratitude expressions motivate prosocial behavior. *Journal of Personal & Social Psychology*, 98(6), 946-55.
- [30] Hale, E. (2012). How your locus of control impacts business success. *Fast Company*, <https://www.fastcompany.com/1840496/how-your-locus-control-impacts-business-success>
- [31] Hans, A., Mubeen, A., & Ghabshi, A. (2014) A study on locus of control and job satisfaction in private international schools in Sultanate of Oman, *International Journal of Application or Innovation in Engineering & Management (IJAEM)*, 3(1), 91-98.
- [32] Hans, A., Mubeen, A. S., & Ghabshi, A. (2013). A study of locus of control and job satisfaction in semi government organizations in Sultanate of Oman. *The SIJ Transactions on Industrial, Financial & Business Management*, 1 (2), 93-100.
- [33] Hauff, S., Richter, N. F., & Tressin, T. (2015). Situational job characteristics and job satisfaction: The moderating role of national culture. *International Business Review*, 24(4), 710-723.
- [34] Hausmann, R., Tyson, L. D., and Zahidi, S. (2012). *Global gender gap report*. Geneva:WorldEconomicForum. [http://www3.weforum.org/docs/WEF\\_GenderGap\\_Report\\_2012.pdf](http://www3.weforum.org/docs/WEF_GenderGap_Report_2012.pdf)
- [35] Hirsh, E., & Cha, Y. (2017). Mandating change: The impact of court-ordered policy changes on managerial diversity. *ILR Review*, 70(1), 42-72.
- [36] Houston, D.J. (2011). Implications of occupational locus and focus for public service motivation: Attitudes towards work motives across nations. *Public Administration Review*, 71(5), 761-771.
- [37] Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2012). *Leadership: Enhancing the lessons of experience (7th ed.)*. NY: McGraw-Hill/Irwin.
- [38] International Personality Item Pool: A scientific Collaboratory for the Development of Advanced Measures of Personality Traits and Other Individual Difference (<http://ipip.ori.org/>). Internet Web Site.
- [39] Karabay, M. E., Akyüz, B., & Elçi, M. (2016). Effects of family-work conflict, locus of control, self-confidence and extraversion personality on employee work stress. *Procedia-Social and Behavioral Sciences*, 235, 269-280.
- [40] Kobersy, I., Khasiyeva, L., Yakhina, V., Ignaryeva, O., Goloshchapova, L., Shkurkin, D. & Sadykova, L. (2016). Approaches to implementation of motivation as the complex conditions of increase of efficiency of social and labor relations. *International Review of Management and Marketing*, 6 (S1), 208-217.
- [41] Lambert, N. M., Graham, S. M., Fincham, F. D., & Stillman, T. F. (2009). A changed perspective: How gratitude can affect sense of coherence through positive reframing. *The Journal of Positive Psychology*, 4(6), 461-470.
- [42] Levenson, H. (1981). Differentiating among internality, powerful others, and chance. In H. M. Lefcourt (Ed.), *Research with the locus of control construct* (Vol. 1, pp. 15-63). New York: Academic Press.
- [43] Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, 22(140), 1-55.
- [44] Liu, C., Nauta, M., & Yang, L. (2013). Examining the mediating effects of supervisor conflict on procedural injustice-job strain relations: The function of power distance. *Journal of Occupational Health Psychology*. 18(1), 64-74.
- [45] Mahajan, N., & Kaur, J. (2012). Relation between locus of control of college teachers and their job satisfaction. *International Journal of Applied Psychology*, 2 (5), 98-103.
- [46] Mali, V. (2013). Locus of control and its impact on employees' performance. *International Journal of Science and Research*, 2(12), 23-29.
- [47] Miner, K. N., & Cortina, L. M. (2016). Observed workplace incivility toward women, perceptions of interpersonal injustice, and observer occupational well-being: Differential effects for gender of the observer. *Frontiers in Psychology*, 7, 17-27.

- [48] Morgan, B., Gulliford, L., & Kristjánsson, K. (2014). Gratitude in the UK: A new prototype analysis and a cross-cultural comparison. *The Journal of Positive Psychology*, 9(4), 281-294.
- [49] Müceldili, B., Erdil, O., Akgün, A. E., & Keskin, H. (2015). Collective gratitude: Positive organizational scholarship perspective. *International Business Research*, 8(8), 92-5.
- [50] Nguyen, S. (2013). *Locus of control: Stop making excuses and start taking responsibility*. <https://workplacepsychology.net/2013/06/05/locus-of-control-stop-making-excuses-and-start-taking-responsibility/>
- [51] Northouse, P. G. (2013). *Leadership: Theory and practice (6th ed.)*. Thousand Oaks, CA: Sage.
- [52] Omari, S. M., K'Obonyo, P., & Kidombo, H. (2012). Human resource practices, the relationship between locus of control and employee outcomes, *DBA Africa Management Review*, 3(1), 90-99.
- [53] Patterson-Silver Wolf, D. A., Dulmus, C. N., Maguin, E., & Cristalli, M. (2013). Factors influencing worker morale: Evaluating provider demographics, workplace environment and using ESTs. *Research on Social Work Practice*, 23(3), 304-310.
- [54] Peterson, C., & Seligman, M. E. P. (2004). *Character strengths and virtues: A handbook and classification*. New York: Oxford University Press/Washington, DC: American Psychological Association.
- [55] Pohler, D. M., & Luchak, A. A. (2014). Balancing efficiency, equity, and voice the impact of unions and high-involvement work practices on work outcomes. *ILR Review*, 67(4), 9-14.
- [56] Reich T. C., & Hershcovis M. S. (2015). Observing workplace incivility. *Journal of Applied Psychology*, 100, 203-215.
- [57] Resick, C. J., Hargis, M. B., Shao, P., & Dust, S. B. (2013). Ethical leadership, moral equity judgments, and discretionary workplace behavior. *Human Relations*, 66(7), 951-972.
- [58] Rotter, J.B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs: General & Applied*, 80(1), 1-28.
- [59] Schiefelbein, J. (2014). How to retain employees: The importance of workplace equity for retaining top talent. *The Dynamic Communicator*, <http://www.thedynamiccommunicator.com/how-to-retain-employees-the-importance-of-workplace-equity-for-retaining-top-talent/>
- [60] Shan, S., Ishaq, H. M., & Shaheen, M. A. (2015). Impact of organizational justice on job performance in libraries: Mediating role of leader-member exchange relationship. *Library Management*, 36(1/2), 70-85.
- [61] Sharma, R. R., & Sharma, N. P. (2015). Opening the gender diversity black box: Causality of perceived gender equity and locus of control and mediation of work engagement in employee well-being. *Frontiers in Psychology*, 6, 1371-6.
- [62] Spector, P. E., Cooper, C. L., Sanchez, J. I., O'Driscoll, M., Sparks, K., Bernin, P., & Miller, K. (2013). Do national levels of individualism and internal locus of control relate to well-being: An ecological level international study. In *From Stress to Wellbeing Volume 1* (pp. 327-346). UK: Palgrave Macmillan.
- [63] Spector, P. E. (1988). Development of the Work Locus of Control Scale. *Journal of Occupational Psychology*, 61: 335-340. doi:10.1111/j.2044-8325.1988.tb00470.x
- [64] Suárez-Álvarez, J., Campillo-Álvarez, Á., Fonseca-Pedrero, E., García-Cueto, E., & Muñiz, J. (2013). Professional training in the workplace: The role of achievement motivation and locus of control. *The Spanish Journal of Psychology*, 16, E35 – E41.
- [65] Tang, S. W., Siu, O. L., & Cheung, F. (2014). A study of work-family enrichment among Chinese employees: The mediating role between work support and job satisfaction. *Applied Psychology*, 63(1), 130-150.
- [66] Tanner, R. (2017). *Equity Theory- Why employee perceptions about fairness do matter*. <https://managementisajourney.com/equity-theory-why-employee-perceptions-about-fairness-do-matter/>
- [67] Voza, S. (2016). The science of gratitude and why it's important in your workplace. *Fast Company*. Retrieved from <https://www.fastcompany.com/3065948/the-science-of-gratitude-and-why-its-important-in-your-workplace>.
- [68] Waters, L. (2012). Predicting job satisfaction: Contributions of individual gratitude and institutionalized gratitude. *Psychology*, 3, 1174-1176.

#### AUTHORS

**First Author** – Lauren Rivas, Masters graduate, Albizu University, [Lauren.Rivas@gmail.com](mailto:Lauren.Rivas@gmail.com)

**Second Author** – Toni Didona, Phd, Albizu University, [tdidona@albizu.edu](mailto:tdidona@albizu.edu)

**Third Author** – Brandon Tello-Hernandez, Masters graduate, Albizu University

**Correspondence Author** – Lauren Rivas, [Lauren.Rivas@gmail.com](mailto:Lauren.Rivas@gmail.com), 786 333 6516.