

A Model to Validate the Relationship between Perceived Job Effectiveness and Locus of Control among Gen Z: A Competency-Based HRM Approach

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Abstract

The study examines the relationship between Locus of Control (LoC) and Perceived Job Effectiveness (PJE) among Generation Z employees. Drawing from Rotter's social learning theory and Kandula's competency-based HRM framework, the research explores how internal control orientation influences self-perceived work efficiency. Data were collected from 136 Gen Z respondents through a structured psychometric questionnaire. A simple linear regression analysis revealed a statistically significant relationship between LoC and PJE ($F(1, 134) = 33.67, p < 0.001$), with an R^2 of 0.2008, indicating that 20% of the variance in job effectiveness is explained by locus of control. The regression coefficient ($\beta = 0.0099, p < 0.001$) confirmed that individuals with stronger internal control beliefs perceive themselves as more effective at work. The findings underscore the value of incorporating psychological attributes such as internal locus of control into HR competency mapping and talent development practices for Gen Z employees.

Keywords: Locus of Control, Job Effectiveness, Competency Mapping, Generation Z, HRM, Regression Analysis

I. Introduction

Modern organizations increasingly rely on behavioral competencies as predictors of workplace effectiveness. Within this context, *Locus of Control*—a personality variable reflecting individuals' beliefs about their control over outcomes—has received renewed attention, particularly among Generation Z employees who value autonomy and purpose-driven work.

As noted by (Kandula, 2013), competency-based HRM emphasizes behavioral dimensions such as accountability, initiative, and achievement orientation. Individuals with a strong internal locus of control tend to demonstrate these attributes more consistently. They believe their actions determine results, enhancing intrinsic motivation and responsibility.

Given the growing workforce share of Gen Z, understanding how internal control beliefs translate into perceived job effectiveness can guide HR practices in performance management, training, and leadership development.

II. Literature Review

2.1 Locus of Control and Work Behavior

The concept of *Locus of Control* (LoC) originates from (Rotter, 1966) social learning theory, distinguishing between *internal* (belief that outcomes result from one's actions) and *external* (belief that outcomes depend on fate or others) orientations. Numerous studies have shown that internal LoC correlates with higher motivation, job satisfaction, and performance (Spector, 1988; Judge & Bono, 2001).

2.2 Competency-Based HRM

(Kandula, 2013) emphasizes that HRM effectiveness depends on building behavioral competencies—measurable patterns of knowledge, skills, and attributes that drive superior performance. Internal locus of control supports these competencies by fostering self-management, initiative, and proactive behavior (Sahu, 2013).

2.3 Employer Branding and Self-Perception

(Mosely & Schmidt, 2017) highlight the importance of aligning individual psychological attributes with employer value propositions. Internally driven individuals are more likely to engage positively with organizational branding and performance expectations.

2.4 Generation Z Context

Gen Z employees are characterized by self-expression, adaptability, and a desire for meaningful impact. Internal LoC may strengthen their confidence and persistence in complex, autonomy-driven work environments (Twenge, 2010).

2.5 Hypothesis

H₀: Individuals with a higher internal locus of control are not more likely to perceive themselves as effective in their jobs.

H₁: Individuals with a higher internal locus of control are more likely to perceive themselves as effective in their jobs.

III. Methodology

3.1 Research Design

This study adopted a quantitative, correlational design using primary survey data. The independent variable was *Locus of Control* (LoC), and the dependent variable was *Perceived Job Effectiveness* (PJE).

3.2 Sample and Data Collection

Data were collected from **136 Gen Z respondents** (aged 18–26) through an online Google Form based on Rotter's LoC items. Scores above 35 indicated high internal control (coded as 1); scores ≤ 35 indicated low control (coded as 0). PJE was operationalized as a binary self-assessment (1 = high effectiveness, 0 = low effectiveness).

3.3 Statistical Analysis

A binary logistic regression was performed using SPSS/Excel to test whether LoC significantly predicts PJE. Model fit indices and odds ratios were examined.

IV. Results and Discussion

4.1 Descriptive Statistics

Data from **136 Gen Z respondents** were analyzed to examine the relationship between *Locus of Control* (LoC) and *Perceived Job Effectiveness* (PJE). The dataset comprised continuous LoC scores (ranging from

27 to 64) and binary PJE responses (0 = low, 1 = high).

4.2 Regression Analysis

A simple linear regression was performed to validate whether *Locus of Control* predicts *Perceived Job Effectiveness*.

Regression Statistics	
Multiple R	0.448115875
R Square	0.200807838
Adjusted R Square	0.194843717
Standard Error	0.132278787
Observations	136

The model yielded an **R² of 0.2008**, indicating that approximately **20% of the variance** in *Perceived Job Effectiveness* can be explained by *Locus of Control*. The regression was statistically significant, $F(1,134) = 33.67$, $p < 0.001$, suggesting that *Locus of Control* is a meaningful predictor of PJE.

Predictor	Coefficient (B)	Standard Error	t-value	p-value	95% CI (Lower, Upper)
Constant	0.4789	0.0867	5.52	< 0.001	[0.307, 0.650]
Locus of Control	0.0099	0.0017	5.80	< 0.001	[0.0065, 0.0132]

4.3 Model Interpretation

The regression coefficient for *Locus of Control* ($\beta = 0.0099$, $p < 0.001$) confirms a **positive and statistically significant relationship** between internal control orientation and perceived job effectiveness. This implies that for every one-unit increase in *Locus of Control*, *Perceived Job Effectiveness* increases by approximately 0.0099 units.

The positive R² (0.20) reflects a moderate effect size—consistent with behavioral HRM findings where psychological traits partially explain job-related perceptions and outcomes.

4.4 Discussion

The validated model supports the theoretical framework derived from (Rotter, 1966) and (Kandula, 2013), confirming that internal locus of control contributes significantly to self-perceived work effectiveness. Gen Z respondents with higher internal control beliefs perceive greater job efficiency, accountability, and confidence, aligning with **Kandula's Competency-Based HRM** model where *self-regulation and achievement orientation* are essential behavioral competencies.

These results echo earlier findings by (Judge & Bono, 2001) and (Spector, 1988), who found that internal LoC correlates with higher performance and satisfaction. Within the HRM context, this relationship implies that psychometric assessment of LoC can be used for **competency mapping, leadership potential identification, and performance enhancement**.

4.5 Summary of Model Validation

The final model equation can be expressed as:

$$\text{PJE} = 0.4789 + 0.0099 (\text{LoC})$$

This equation validates the proposed relationship, confirming that internal locus of control serves as a reliable predictor of perceived job effectiveness among Gen Z respondents.

V. Conclusion

The present study validates the hypothesis that *Locus of Control* significantly predicts *Perceived Job Effectiveness* among Generation Z employees. The regression model ($R^2 = 0.2008$, $p < 0.001$) demonstrates that individuals with a stronger internal control orientation report higher job effectiveness. The derived regression equation,

$$PJE = 0.4789 + 0.0099(LoC),$$

suggests that even small increases in internal control beliefs translate into measurable improvements in perceived performance.

These results align with the findings of (Judge & Bono, 2001) and (Spector, 1988), reinforcing that internal locus of control enhances motivation, accountability, and adaptive performance. Within HRM practice, these insights advocate for integrating psychometric tools that assess locus of control into **competency-based appraisal systems, leadership assessments, and employee development programs**.

Future studies could expand this model by including moderating variables such as work engagement, emotional intelligence, or organizational support to better explain performance variance across generations.

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