

**INFLUENCE OF LOCUS OF CONTROL ON EMPLOYEE JOB
SATISFACTION AT KAPA OIL REFINERIES LIMITED**

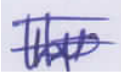
JOY ACHIENG OJUOK

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION, FACULTY OF
BUSINESS AND MANAGEMENT SCIENCES, UNIVERSITY OF
NAIROBI**

NOVEMBER, 2022

DECLARATION

I declare that this research report is entirely original and has not formerly been submitted for awards to any other learning institution.

Signed 
JOY ACHIENG OJUOK
D61/28254/2019

Date : 28th Nov 2022

This research project has been submitted for presentation with my approval as university supervisor.

Signed :  Date : 28th Nov 2022

Prof. PETER K'OBONYO
Faculty of Business and Management Sciences
University of Nairobi

DEDICATION

This work is dedicated to my family members.

ACKNOWLEDGEMENT

First and foremost I thank God the almighty for giving me strength and courage throughout this journey. I also appreciate and acknowledge with profound gratitude my supervisor; Professor Peter K'Obonyo for his tireless supervision, advice, great patience and encouragement during the exercise. I will forever be indebted. Thank you for your professional support and input.

I am also grateful to University of Nairobi for admitting me into a Master Degree Programme, not forgetting the entire staff in the faculty of business and management sciences for laying the foundation and skills upon which this work was based.

I can't forget all the respondents who were the employees of Kapa Oil Refineries Limited for sacrificing their time and providing information that was necessary for the completion of this research. To all those who participated in one way or the other to make this a success and have not been mentioned here I say thanks from the bottom of my heart.

Last but not least I thank my colleagues in the masters' class who served as a source of encouragement in times of hardship like, may God bless you all.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	vii
ABBREVIATIONS/ACRONYMS.....	ix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Locus of Control	3
1.1.2 Job Satisfaction	5
1.1.3 Kapa Oil Refineries Limited	6
1.2 Research Problem	7
1.3 Research Objective	8
1.4 Research Questions	8
1.5 Value of the Study	8
CHAPTER TWO: LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Theoretical Foundation	10
2.2.1 Attribution Theory	10
2.2.2 Hierarchy of Needs	12
2.2.3 The Two Factor Theory	13
2.3 Relationship between Locus of Control and Job Satisfaction	15
2.4 Summary of Literature Research Gaps	18
CHAPTER THREE: RESEARCH METHODOLOGY	20
3.1 Introduction.....	20

3.2 Research Design.....	20
3.3 Target Study Population	20
3.4 Data Collection	21
3.5 Data Analysis	22
CHAPTER FOUR: DATA ANALYSIS AND INTEPRETATION OF FINDINGS	24
4.1 Introduction.....	24
4.2 Response Rate.....	24
4.3 Respondents General Information	25
4.4 Descriptive Statistics Results	26
4.4.1 Employee Job Satisfaction.....	26
4.4.2 Locus of Control	30
4.5 Regression Analysis Output.....	33
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	36
5.1 Introduction.....	36
5.2 Summary of Findings.....	36
5.3 Conclusions.....	41
5.4 Recommendations.....	42
5.5 Limitations of the Study.....	43
5.6 Areas for Further Research	44
References.....	45
APPENDIX I: QUESTIONNAIRE	49

LIST OF TABLES

Table 3.1 Distribution of the Target Population **Error! Bookmark not defined.**

Table 3.2 Operationalization of the Variables23

LIST OF FIGURES

Figure 2.1 Conceptual Framework **Error! Bookmark not defined.**

ABBREVIATIONS/ACRONYMS

LOC: Locus of Control

WLOC: Work Locus of Control

ABSTRACT

Locus of control shows how individuals ascribe their reinforcements, the outcomes of their activities or compensations, their successes or failures. However, it is not clear whether it is also predictor of employee job satisfaction. The purpose of the study is to establish the effect of locus of control on job satisfaction of employees in Kapa Oil Refineries Limited. The study was guided by attribution theory, theory of hierarchy of needs and two factor theory in relation to the study and used survey design. Using census sampling technique 114 employees working in different departments in the organization, namely finance, human resource and administration, production, sales and marketing department were administered with the questionnaires for quantitative data. The data was analysed using descriptive statistics of frequency, percentages, mean and standard deviation, as well as through inferential statistics of linear regression model to predict the association between predictor variable and the dependent variable. The study found that employees with internal locus of control were satisfied with their work and hence there was a significant relationship between internal locus of control and employees job satisfaction. However, there was a relatively weak but significant positive relationship between external locus of control and employees job satisfaction. The study recommends that employers and businesses who want to increase the job happiness of their employees are advised to assist their workers in developing a positive mental attitude and a solid internal locus of control. This may be accomplished in several ways. Employees should be provided with self-awareness training in order to build a positive mental attitude toward their job, co-workers, and the firm. Existing personnel should get training to refresh their skills and urge them to assume more responsibilities. Encouraging workers to cultivate the appropriate mental attitude can assist them in appreciating and assuming responsibility over their own work-related destinies.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Most organizations are focused on what must be done to sustainably reach high levels of employee performance. They pay great attention to the finest methods for motivating employees, such as incentives, rewards, proper leadership, and, most significantly, the attractiveness of the task they perform and the organizational context in which they perform it (Mapuranga, et al., 2021). The objective is to establish a work environment that encourages individuals to generate results in conformity with management's expectations. The locus of control focuses on the capacity to endure or manage unpredictability. While those with low tolerance are resistant to change, those with high tolerance can quickly adapt to it. If a person has self-control and believes he or she is in charge of his or her destiny, he or she can respond positively to change (Rambe, Modise, & Chipunza, 2018; Padmanabhan, 2021).

Rambe et al. (2018) further posits that persons having internal locus of control should be more contented with their work since the possibility of staying in an unsatisfying job is very low and more likely to achieve organizational success. Job satisfaction is essential for all employees since it impacts employee retention, motivation, and productivity (Ratnawati, 2020). Even if people are unsatisfied, facades are normally immovable, so they will likely continue working until natural causes compel them to quit or leave their profession (Okello, 2020). Individuals possessing external locus of control (LOC) feel that their success is coincidental or is dictated fortune or other external factors (Rachman & Handayani, 2022). Incapability, lack of self-confidence, and lack of drive might impede individuals from adopting external control of their life. This investigation will be grounded on attribution theory, the two-factor theory, and the hierarchy theory.

The attrition theory serves to explain how locus of control as a personality component reveals the general propensity of workers to ascribe cause of happenings to either internal or external factors, which in turn helps to explain their job satisfaction. Hierarchy of needs concept provides a good structure for the examination of the diversity of requirements that employees in business enterprises face and how the fulfilment or absence of those needs influences their motivation. Two factor theory describes aspects that may lead to work satisfaction and differentiates between elements that can lead to job contentment and those that can lead to job discontent.

Conceptually, locus of control within the context of an organization is believed to impact employee work satisfaction. For instance, Padmanabhan (2021) explored the influence of locus of control on work stress and job satisfaction, and found a positive correlation between work locus of control and workplace stress. In addition, Khushk and Works (2019) examined the influence of locus of control on performance in Pakistan's service sector and discovered a positive association between LOC and organizational commitment in Careem Pakistan. Okello (2020) examined the notion of psychological motivation contracts for workers and found that psychological motivation contracts accounted for 57.3% of the variance in employee organizational commitment. While these researches have highlighted the nature of a connexion between locus of control and job gratification, they have contextual gaps given that they were done in different countries across the globe and not Kenya and also in diverse organizations and not Kapa Oil Refineries. It is therefore inconclusive to summarise that locus of control influence job contentment among the workers in Kapa Oil Refineries Limited given that also the available empirical studies have used different methodological approaches for their findings. The present study therefore seeks to establish the effect of locus of control on job satisfaction of employees' job satisfaction in Kapa Oil Refineries Limited.

1.1.1 Locus of Control

Locus of control refers to how individuals ascribe their reinforcements, the outcomes of their activities or compensations, their successes or failures (Ahluwalia & Preet, 2018). Locus of control is an identity variable that refers to an individual's belief of the principal driver of life events (Tuncer, 2019). Façades believe that their fates are governed by outside forces, such as good fortune, chance, destiny, or effective individuals (Bashir & Gani, 2020). Moreover, Bashir and Gani, (2020) explains that externalizers are those who are confidence that they have no control over their destiny and that their actions have no bearing on their performance.

According to Triplett and Loh (2018), individuals' conduct is governed by incentives and punishments, and individuals' views about the fundamental reasons of their behaviors are dictated by these consequences. The majority of people's behaviors and attitudes are determined by their perceptions of what motivates them to act. Triplett and Loh (2018) further adds that incentives give advantageous employment conditions and terms, such as gifts of appreciation and vacations. This correlates with responsibility, performance, standing, and seniority.

According to Galvin et al. (2018), persons with an internal locus of control tend to create high-quality outcomes for circumstances under their control because they believe that the results of their activities are the result of their own abilities. In addition, Okello (2020) says that persons having internal locus of control trust that their determinations will result in positive outcomes. They also think that every action has a consequence, which leads them to accept the way that things transpire and to decide for themselves whether or not to exert control over it. Attributing results of events to exterior conditions (Gupta, Singh, & Singh, 2018) explains that individuals with an external locus of control normally consider that the

things that exist in them are past their control, and that even their own activities are the consequence of outside influences, such as opportunity, great fortune, the effect of prominent individuals, and a belief that the world is too complicated to predict or effectively control its outcomes. These individuals generally blame others rather than themselves for their outcomes (Padmanabhan, 2021; Tistianingtyas, 2021).

A study conducted by Kalil, Abd-Elrhaman, and Sliman (2019) on the interaction between nurses' locus of control and organizational engagement revealed a positive and statistically significant linkage between nurses' ultimate locus of control score, work motivation factors, and organizational commitment. Similarly, Duffin (2022) evaluated self-efficacy, locus of control, gender, age, and duration of teaching as predictors of teaching job satisfaction among a sample of teachers in Filipino working for fewer than three years in the United States. The research discovered that locus of control, gender, age, and years of teaching experience may be key components for enhancing teaching job satisfaction. Mulki and Lassk (2019) examined the interaction between salespeople's external locus of control and a company's ethical environment in relation to job importance, performance, and turnover intents. The study revealed that when salespeople realize that their organization has a decent ethical environment, the negative influence of external LOC is minimized by the salesperson's sentiments of work importance, ensuing better job performance and less intentions to leave. While several studies demonstrate the link between locus of control and work satisfaction or employee commitment, they do not reveal the sort of locus of control, whether internal or external, that influences employee job satisfaction. Therefore, the current research will investigate how internal and external locus of control impact the job satisfaction of Kapa Oil refineries limited personnel.

1.1.2 Job Satisfaction

Job satisfaction as defined by Sembiring and Purba (2019) is the attitudes and emotions that people have about their jobs. Job satisfaction is critical for both employees and managers since it reduces worker turnover. According to Arab, Nurmayanti and Furqan (2019), happiness at work is an important component in a job scenario and has been linked with improved execution and extended responsibility for the company. As enlisting and holding play a role, abnormal levels of non-appearance and personnel turnover have influenced several organizations. Due to failures to recognize the key open door that exists before them, few firms have made job happiness a high priority. Organizations that create an appealing workplace, motivate and retain committed employees should be in a better position to succeed in a focused domain that demands quality and cost effectiveness.

According to Tella, Ayeni, and Popoola's (2007) research, work happiness is enhanced by a spirit of collaboration and employee satisfaction. Wang and Brower (2019), in their study of the job satisfaction of federal employees and employee interaction with the work situation, discovered that perceived compatibility between employees and their jobs, interpersonal characteristics and administrators have significant effects on the job contentment of the employees. Padmanabhan, (2021) also discovered that insufficient participation can influence their control over their fate, successes, and flaws in life. The findings indicated the favorable association between work-control location and organizational engagement. According to Magolego (2013) job satisfaction and authoritative responsibility are completely associated with each other, with the essential recommendation that employment satisfaction is a forerunner of hierarchical duty because responsibility takes more time to frame and simply after one is happy with their occupation. Individual variables, part states, and the workplace environment all contribute to hierarchical duty. However, given the diverse methodological

approaches used by the previous studies in different settings, their findings cannot be generalised for the present study, which seeks to evaluate the influence of both external and internal locus of control on job satisfaction of the employee's job satisfaction in Kapa Oil refineries.

1.1.3 Kapa Oil Refineries Limited

Kapa Oil Refineries Ltd is a grain and oilseed milling company based in Nairobi, Kenya. Kapa Oil Refineries Ltd employs 114 people across multiple departments and earns \$177.26 million in revenue (Kenya Trade Portal, 2021). This company manufactures fats, cooking oils, edible oils, corn oil, among other oil products, and emphasizes on healthful and high-quality products that provide 'value for money.' Furthermore, Kapa Oil Refineries Ltd strives to provide quality consumer products at reasonable costs while functioning in an ecologically conscious and socially accountable way. All of the company's processes and procedures are of the greatest quality, with the goal of producing high-quality outputs (Handah, 2018). The mechanics and techniques behind the company's processes and procedures leave no room for error, resulting in high-quality goods and quality consistency.

Kapa Oil Refineries has been chosen because of low employees' turnover in the organization and the company's vision of remaining the market leader in Kenya in terms of the quality and performance of its goods and customer service. To do this, a major emphasis has been placed on customer service excellence, production quality and job satisfaction among the workers. Currently, records from company's human resources department shows that there are 114 employees working in different departments of the organization. However, it is not clear whether the high level of job satisfaction characterised by low turnover is linked with locus of control in this firm.

1.2 Research Problem

Employee job satisfaction is a growing academic and management issue since contented workers sometimes, but not always, perform better. According to Galvin, Randel, Collins, and Johnson (2018), locus of control is a crucial predictor of job contentment and satisfaction, and employee performance, with those having internal locus of control exhibiting more job satisfaction, superior job performance, and organizational engagement. Those with an internal locus of control feel that their talents and skills influence their work satisfaction, while those with an external locus of control consider that they are controlled by other forces (Bashir & Gani, 2020). Content employees will be cooperative and driven, while unhappy employees would likely go on strike, miss work, or quit the organization.

Numerous studies have investigated the function or contribution of locus of control on employee job gratification. Padmanabhan (2021), for instance, researched the effect of locus of control on work anxiety and job gratification and discovered, people having internal locus of control were contented more with their occupations. Giao, Vuong, and Tushar (2020) explored the influence of social support on work associated behaviors, taking into consideration the function of job stress as a mediator. In addition, they discovered that persons with a greater internal locus of control had lesser levels of work anxiety, and that this variable attenuated the association between social support and job anxiety. Khushk and Works (2019) in their study found that employees with an internal locus of control feel organizational commitment is vital for employee success, but employees with an external locus of control do not believe organizational commitment has a substantial influence on employee performance. Locally, Okello (2020) examined psychological motivation contracts for employees and presented the findings that psychological motivation contracts in general

explain a greater portion of the difference in employees' organizational commitment. Although majority of the past studies investigated how employees' locus of control influences their job satisfaction, these studies employed diverse methodological approaches, in different organizations therefore having contextual gaps as their findings were not within the context of Kapa Oil Refineries Limited. Besides, some studies focused on organization commitment as being influenced by locus of control and not job satisfaction among the employees hence conceptual gap. The current study aims to bridge these knowledge gaps by answering the research question, "How does locus of control effect job satisfaction among Kapa Oil Refineries Limited employees?"

1.3 Research Objective

To establish the effect of locus of control on job satisfaction of employees in Kapa Oil Refineries Limited

1.4 Research Questions

- i. How does Internal Locus of Control affect the job satisfaction of employees in Kapa Oil Refineries Limited?
- ii. How does external Locus of Control affect the job satisfaction of employees in Kapa Oil Refineries Limited?

1.5 Value of the Study

Job ssatisfaction is an essential factor in the workplace, and it has been linked to enhanced performance and increased commitment to the business. The study's findings will help management comprehend the association between locus of control and job fulfilment and

then come up with practicable strategies and policies that would promote job satisfaction among the employees especially through external locus of control.

Human resource managers from various organizations will utilize the findings of the study to determine ways in which employer-employee relationship may be fostered to increase employee job satisfaction. The study will provide information that will be valuable to Kenyan businesses in creating policies that will lead the Human Resource Management (HRM) department in effectively maintaining better human resource practices in order to meet the company's goals efficiently. The study will also assist scholars as the basis in which theories will be formed that reinforce the knowledge on the relationship between locus of control and job satisfaction in various industries, thereby using the results and recommendations for future references.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the association between locus of control and employee job gratification. The chapter starts by providing a theoretical review of the study, followed by a review of empirical literature on locus of control and job gratification. The chapter then provides a summary of literature review before finalizing with the conceptual model.

2.2 Theoretical Foundation

This study was based on attribution theory, theory of hierarchy of needs and two factor theory in relation to the study.

2.2.1 Attribution Theory

Fritz Heider initially introduced this hypothesis in 1958, suggesting that how individuals observed and believed about what they saw affected how they behaved, even if their perceptions of what they saw were inaccurate (Spitzberg & Manusov 2021). Because apparent reasons of behavior possibly will sway the decisions and behaviors of managers and workers, attributions are significant in management (Malle, 2004). Managers must routinely examine employee performance and make choices accordingly. If a manager associates an employee's poor performance to inadequate effort, the person is likely to get a negative performance review mark or perhaps be dismissed (Weiner, 2005; Rotter, 2006).

The manager may apportion more training, education, or coaching to an employee whose low performance is attributed to a lack of competence. An inaccurate evaluation of the reasons of

poor performance might have severe repercussions for the firm (Kelley & Michela, 1980). Given that workers who feel the cause of their achievement is past their control may be hesitant to undertake new activities and lose drive to perform well at work, characteristics may also impact employee motivation (Rotter, 2006). On the other hand, workers who attribute their success to themselves are highly inspired at work. Because it assumes that human beings are rational and logical thinkers, attribution theory has been attacked as mechanical and reductionist. It also disregards the socio-cultural, and historical rudiments that influence cause attributions (Aarts, 2006). In addition, some academics critique the attribution theory for being retrospective. For instance, Ross (2007) argues that the theory is beneficial for understanding the construction of future objectives, the impacts on self-efficacy, and the perception of values, but has no direct effect on motivation. Researchers lay a higher emphasis on the effects of motivation than on its causes. It is also challenging for researchers to examine this theory because it is difficult to quantify an individual's views of an event.

This theory is pertinent to the present research because it explains how locus of control, as a personality trait, characterizes workers' overall tendency to attribute the cause or control of events to either internal or external factors, which in turn explains their job satisfaction. Consequently, based on the foundations of this theory, workers' job satisfaction ratings are highly impacted by internal and external factors resulting from their actions, personalities, and work environments. Consequently, understanding a person's attributions may have a major influence on employee work satisfaction through its contributions to both internal and external locus of control.

2.2.2 Hierarchy of Needs

The hierarchy of needs hypothesis, designed by psychologist Abraham Maslow in 1943, is one of the most well-known theories of motivation. Maslow regarded the hierarchy of human needs as progressing from the least to the uppermost (Maslow, 1943). He says that when one set of requirements is met, this precise need ends to be a motivation (Tay & Diener, 2011). (Tay & Diener, 2011). The essential requirements for human survival are food, housing, clothes, and sex. Employees experience stress in the absence of these fundamental needs. It ultimately leads to work unhappiness and poor job performance (Cianci & Gambrel, 2003).

Business companies should guarantee that their employees' physiological requirements are met. Security desires are the need to be free from physical threat and the panic of becoming a jobless, possessions, housing, etc., that is, the necessity for a steady, threat-free environment (Wahba & Bridwell, 2016). Organizations should guarantee that safety and security of their employees to ensure that this fundamental need is met and that their employees remain productive and content with their jobs (Monnot & Beehr, 2022). Similarly, companies should increase the job security of their employees by fulfilling employment contracts, providing retirement benefits, and preventing arbitrary summary terminations.

Many academics, while critiquing this theory, argue that Maslow's hierarchy of needs has considerable effect outside of academia, probably because it describes aspects that most individuals identify quickly in themselves and others (Abulof, 2017). Recent studies indicate to verify the presence of universal human wants and the general ordering of how individuals seek and fulfill their needs, however the precise hierarchy described by Maslow is questioned (Tay & Diener, 2011). The absence of a concrete cause-and-effect link between need and

behavior is a further complaint. Different individuals may respond to a same demand in a variety of ways. Thus, need hierarchy is not as straightforward as it may appear (Cianci & Gambrel, 2003).

The theory of hierarchy of needs is linked to the present study because it has offered a useful framework for discussing the range of demands that employees in any business enterprises or organizations encounter and how their motivation to work towards achieving organization goals can be impacted by either internal locus focus or external locus focus. Therefore, the hypothesis assists in comprehending how internal or external locus of control in the workplace contributes to employee or worker satisfaction.

2.2.3 The Two Factor Theory

Frederick Herzberg proposed this theory in 1966 and postulated that there are some elements in a place of work that lead to job gratification, while others lead to job dissatisfaction, and that these two sets of factors are independent of one another (Schultz & Schultz, 2010; Mohani, Hashanah & Noor, 2010). After conducting the analysis, Herzberg came to the conclusion that job characteristics correlate with individual activities, that is, the type of job the individual performs appears to be able to satisfy such needs as accomplishment, competence, status, personal value, and self-realization, resulting in the worker becoming happy and fulfilled (Ratzburg, 2003). However, the absence of such rewarding work qualities does not invariably result in employee discontent and unhappiness (Stern, 2003). Instead, dissatisfaction arises from a negative assessment of job-related features such as business guidelines, supervision, technical challenges, remuneration, interpersonal relationships on the job, and working conditions (Schultz & Schultz, 2010). As a result, if management wishes to grow job gratification, it should focus on the nature of the job itself

and examine prospects for advancement, taking on responsibility, and reaching one's full capacity. If management desires to lessen employee discontent, it must pay attention to workplace legislation, monitoring, and working conditions. If both are equally important to management, then both sets of job qualities must be considered.

The two-factor theory separates motivators from hygiene factors. The former factors are exciting work, recognition for one's activities, responsibilities, and the chance to accomplish useful undertakings, growth, participatory decision-making, and a sense of prominence to the business. Job happiness is naturally translated by intrinsic job conditions such as recognition, accomplishment, or personal progress (Vroom & Deci, 1970). Status, employment stability, income and fringe benefits, working conditions, high pay, and overtime payment are all facets of hygiene. Employees are dissatisfied when these attributes are lacking. The term "hygiene" relates to maintenance difficulties in this context. These are outside of the work and include firm policies, supervision methods, and compensation/wages (Sims, 2012).

Herzberg's Two Factor Theory has limitations in that job satisfaction or discontent might be induced by a combination of more than two elements listed by Herzberg. Because some components are extrinsic, the factors that determine one's contentment are not as straightforward as motivators and demotivators. For example, authorization to care for loved ones in times of difficulty would have a significant impact on one's perception of the organization for which one works. A person who is given time to attend to personal matters when necessary will be happier and hence have a more positive perspective of the organization than one who is denied the opportunity. Such elements are not taken into account in the theory, and so contribute to its weakness.

This theory is appropriate to the present research since it focuses on generating workers who are motivated, productive, and satisfied by fostering an atmosphere that fosters job satisfaction. Consequently, employee happiness influences every element of an employee, from his or her own satisfaction to general productivity and morale. Frederick Herzberg hypothesized that there are two levels to employee gratification: "hygiene" and motivation. Employees' discontent with the work environment is alleviated by hygiene factors such as remuneration and management. While motivators like praise and achievement increase employees' productivity, originality, and commitment. These factors find can further be categorized as either external or internal locus of control that helps the employee to either get satisfied or dissatisfied in job.

2.3 Relationship between Locus of Control and Job Satisfaction

Padmanabhan (2021) examined the association between locus of control and work stress and job contentment. According to studies, individuals with an internal LOC are likely to be more content with their professions. The relationship between work locus of control and workplace stress was shown to be favorable, but the connexion between work LOC and job contentment was negative. Nonetheless, an analysis of this research reveals contextual inadequacies, since the conclusions were not applicable to Kapa Oil refineries restricted. In addition, there was a methodological flaw due to the study's reduced sample size, which may not have been representative.

Giao, Vuong, and Tushar (2020) explored the association between social support and work-associated behaviors, highlighting the moderating role of job pressure and stress. The research investigated the extent at which these diverse LOC influence the association between social provision and occupational anxiety. The primary results of this research

suggested that social care and LOC are vital employee performance determinants. It was inferred that firms must create a healthy work environment that upholds psychological happiness and have policies in place to foster social care among superior employees and workers in order to minimize job anxiety and enhance job-associated behaviors. However, the reviewed research's conclusions were based on banking organizations, not production enterprises like Kapa Oil Refineries, and owing to differences in work environments, the reviewed study's findings cannot be generalized to match the present study.

Khushk and Works (2019) examined the influence of external and internal LOC, firms' commitment and how employee performed in Pakistan's service sector, namely Careem (transportation network firm), used Pearson correlation to establish correlation. Pearson correlation demonstrates the positive link between LOC and organization's engagement on Careem Pakistan employee. To further comprehend the connexion between LOC and engagement and employee performance, a survey-based inferential research was conducted. Respondents completed Likert-scale-based closed-ended questions. Respondents held upper, medium, and lower-level management roles in Careem, Pakistan's transportation service sector. This study indicated that an association between locus of control and workers' performance was moderate and lacks sufficient proof, however the association between organizational engagement and employee performance is significant and gives proof of correlation. Conversely, employees having external locus of control think that company commitment has minimal effect on employee performance. However, the reviewed research based its results on the service industry in Pakistan, not the production sector as in the case of Kapa Oil Refineries, and owing to differences in the work environment, the reviewed study's conclusions cannot be generalized to apply to the present study.

Mulki and Laskk (2019) assessed the influence of a firm's ethical atmosphere on job meaningfulness and desire to leave. According to the study's results, the organization had a favourable ethical environment, the detrimental effect of external LOC is lessened, resulting in improved work performance and decreased inclinations to leave. However, the reviewed study's findings were only based on sales workers; as a result, there was a methodological gap, as the conclusions were based solely on salespersons in the United States and not on workers from diverse departments; and as a result of differences in the work environment, the reviewed study's findings cannot be generalized to fit the current study.

Okello (2020) evaluated the notion of psychological motivation contracts for workers and reported the results of a poll of senior administrative personnel, Deans, and Directors from different divisions. Using a questionnaire, information was acquired from the participants. The research sampled 89 administrative staff employees, the Vice Chancellor and the other two Deputy Vice Chancellors were also selected using a random selection procedure. As evidenced by the adjusted R² value of .573, the research discovered that psychological motivation contracts accounted for 57.3% of the variance in organizational commitment across workers. As a result, there was a methodological gap between the reviewed study and the present study due to the fact that the reviewed study's conclusions were based solely on university staffs and not on employees from the production industry. Furthermore, the reviewed study's findings cannot be generalized to fit the current study's work environment.

Korir and Ndegwa (2020) examined the association between employee contentment and performance at Finlays Kenya Limited. In addition, the job characteristics model served as the basis for the study. The study applied a descriptive approach with the targeted population

consisting of 641 permanent Finlays Kenya Limited personnel. Using stratified random sampling, a sample size of 128 was determined, which represents 20% of the total study population. According to the research, employee performance is strongly influenced by employee satisfaction. Aside from promotions and work positions, which allow workers to complete their tasks and meet their goals, money and other perks are the most important factors in job satisfaction. Due to the fact that the reviewed research solely based its conclusions on work satisfaction and employee performance, and not on locus of control on job satisfaction, the reviewed study's findings cannot be generalized to match the present study.

2.4 Summary of Literature Research Gaps

The literature review begins by identifying the theories that serve as the basis underpinning the current study. These theories are attribution theory, hierarchy of needs and two factor theory of motivation. The recent empirical literature, both locally and globally, shows a wide range of perspectives on how locus of control influence the employees' job satisfaction in diverse organizations globally. The differing points of view lead to inconsistencies in the conclusions drawn about the correlation between locus of control influence the employees' job gratification. This is due to the fact that the empirical studies under consideration used a variety of different methodological approaches in order to draw conclusions on how locus of control influence the employees' job satisfaction of diverse firms. As a result, the generalizability of the findings of the reviewed literature may not be possible within the context of the current study, which focuses on Kapa Oil Refineries limited. Apart from that, the studies evaluated were conducted in a variety of geographical settings, both domestically and abroad, resulting in contextual gaps, given that the majority of them were not conducted

in the context of Kenyan firms. The current study, which examines the influence of locus of control on the employees' job fulfilment, fills in some of the gaps left by previous research.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the research methodological approaches that guide the present study to achieve its objectives. As such, an explanation of methodological procedures and practices and nature of study design that was applied is underscored. Therefore, this chapter provides details such as study design, target population, sample sizes, data collection approaches, analysis and operationalization and measurements of variables.

3.2 Research Design

This study applied research survey design, which can be described a specific kind of study design where sourcing of the primary data collection is conducted by survey approach. Therefore in the current research, surveys was preferred by the researcher to get a greater comprehension about individual or group perspectives in relation effect of locus of control on job satisfaction of employees in Kapa Oil Refineries Limited. The design is also chosen because it upholds accuracy and systematically explain a population or situation within a particular point of time. Moreover, the method is adopted due to the design's capacity to allow for the gathering of information concerning respondents' emotions, sensations and views regarding a given aspect of concern (Cohen, Manion & Morrison, 2000).

3.3 Target Study Population

Target study population can be described as a collection of entities or items in a study that is considered to be hypothetical with respect to the individuals, objects or events that a researcher intends to make conclusions of the study findings (Shields & Rangarjan 2013). This study was conducted at Kapa Oil Refineries Limited, which has a total of 114 employees working in

different departments in the organization, namely finance, human resource and administration, production, sales and marketing department. The target population therefore constituted all the 114 employees of Kapa Oil Refineries Limited. The distribution of these employees per department is depicted in Table 3.1 presented below:-

Table 3.1 Target Population

Department	Population Size
Finance	11
Administration and Human Resource	26
Production	43
Sales and Marketing	34
Total	114

Source: Kapa Oil Refineries Human resource records (2022)

The study involved all the 114 employees of Kapa Oil Refineries Limited through census technique. Census sampling approach is a statistical method in which the data are gathered from every study population. It is similarly known as 'complete enumeration' or full survey'. It is suitable when case intensive study is necessary or the area is restricted and in the case of the present study (Harris, Holyfield, Jones, Ellis, & Neal, 2019). The present study used census technique where all the 114 employees of Kapa Oil Refineries Limited were involved in the study.

3.4 Data Collection

The study used questionnaire to collect the primary quantitative data from the study respondents, who were the 114 employees of Kapa Oil Refineries Limited. According to

Tashakkori and Teddlie, (2018) a questionnaire is an appropriate research tool for data collection as it doesn't portray any feelings, attitude or motivations to the respondents and therefore doesn't influence the respondents. Further, respondents using questionnaires may not be manipulated in any way by the researcher. The questionnaire was issued to the study participants by the researcher herself, to enhance response rate. The questionnaires were structured in terms of sections where Section A sourced for the background information of the study participants while Section B assessed the locus of control among the employees. Section C assessed the job satisfaction of the employees.

3.5 Data Analysis

This study used a combination of descriptive statistics and inferential statistics. The study used descriptive statistical analysis to assess quantitative data from the study. Descriptive statistics is a technique of explaining a data set by producing summaries about data samples in terms of measures of central tendencies. The present study used descriptive statistics that comprised of computation of the mean and standard deviation. The descriptive statistics is preferred because it helps the researcher to meaningfully present the data, which permits easier understanding of the data. With respect to inferential statistics, linear regression model was used to predict the association between predictor variable and the dependent variable. The following linear regression model was employed for this purpose:-

$$Y = \alpha + \beta_a X_a$$

Where:

Y = the dependent variable that measures job satisfaction

α = Constant term depicting the level of job satisfaction in the absence of any predictor variable.

X= is the predictor variable

Table 3.2 Operationalization of the Variables

Operationalizing a variable is how precisely a researcher observed or measure every variable. It is vital in any study that how the significance of each variable is gathered is well defined and accurately measured or recorded

Type	Variables	Symbol	Measurement
Dependent Variable	Job Satisfaction	Y	Level of satisfaction
Independent Variables	Locus of control	X₁	Internal Locus of control
		X₂	External Locus of control

Source: Researcher (2022)

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents data analysis and interpretation on effect of locus of control on job satisfaction of employees in Kapa Oil Refineries Limited. The analysis was guided by the research questions which were; how does Internal Locus of Control affect the job satisfaction of employees in Kapa Oil Refineries Limited?, and how does external Locus of Control affect the job satisfaction of employees in Kapa Oil Refineries Limited?. After the coding, data were entered into the SPSS version 25 for analysis. The data was analysed using descriptive statistics such as mean and standard deviations as well as through inferential statistics of linear regression. Data was presented in the subsequent tables.

4.2 Response Rate

The researcher targeted 114 respondents were all the employees working for Kapa Oil Refineries Limited in Nairobi County. The questionnaires were administered to 114 respondents out of which 108 fully completed questionnaires translating to a response rate of 94.7%. Mugenda and Mugenda (2003) posits that generalization purposes a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of at least 70% is excellent. This response rate was attributed to the data collection procedure, where the researcher administered questionnaires in person, followed the respondents up with the phone calls, clarify any ambiguity questions and gave the respondents humble time to fill questionnaires before picking them later.

4.3 Respondents General Information

The study sought to determine the respondents' basic information of the respondents given that this would indicate the respondents' aptness to responding to the research questions. Respondents were therefore probed on their gender, age and duration they had worked for Kapa Oil Refineries Limited. Table 4.1 shows the response

Table 4.1 Respondents General Information

		Frequency	Percentage
Gender	Male	65	60.2%
	Female	43	39.8%
Age	31-40 years	30	27.8%
	41-50 years	48	44.4%
	Above 50 years	30	27.8%
Duration in the firm	Less than 5 years	38	35.2%
	5-10 years	45	41.7%
	Above 10 years	25	23.1%

Majority of the employees at Kapa Oil Refinery were male 65 (60.2%) while females make up to 43 (39.8%). This shows that there were many male employees of Kapa Oil Refinery than their female counterparts. Based on age, most of the employees were between the ages of 41 and 50 years old as shown by 44.4%, 30(27.8%) were between 31 and 40 years while another 30(27.8%) were above 50 years of age. The study also checked the duration the respondents had been in the company, of which majority 45(41.7%) had been in the firm for 5-10 years, 38(35.2%) had been in the firm for less than 5 years while 25(23.1%) had been in the firm for above 10 years. This shows that most of the respondents had stayed or worked for the company long enough to provide reliable and insight information on how locus of

control influence the employee job satisfaction.

4.4 Descriptive Statistics Results

4.4.1 Employee Job Satisfaction

The dependent variable of the study was employee job satisfaction, which was measured through likert scale of very satisfied, satisfied, moderately satisfied, dissatisfied, and very dissatisfied. Respondents were therefore asked to select appropriately on the scale for each item that applies to them. Table 4.2 shows the results.

Table 4.2 Employee Job Satisfaction

Statement	Mean	Standard Deviation
1. Being able to be kept occupied all the time	3.85	0.71
2. The opportunity to operate by myself on the job	3.85	0.71
3. The opportunity to carry out diverse undertakings from time to time	4.06	0.66
4. The way my seniors addresses his/her junior employees	3.73	0.77
5. The proficiency in my supervisor in coming up with decisions	3.92	0.70
6. Being able to carry out tasks that don't flout my conscience	4.19	0.61
7. The way my job delivers steady employment	3.75	0.75
8. The opportunity to carry out tasks for others	3.80	0.72
9. The opportunity to instruct people on what to do	3.96	0.70
10. The opportunity to do something that apply my capabilities	4.02	0.68
11. The way organization policies are practiced	3.83	0.72
12. My remuneration and the quantity of task I carry out	3.85	0.71
13. The opportunities for progress on this task	4.00	0.69
14. The liberty to apply my own judgment	3.84	0.72
15. The opportunity to try my own approaches of carrying out the job	3.69	0.82
16. The working circumstances	3.82	0.72
17. The way my colleagues at work get along with one another	3.90	0.72
18. The applause I get for doing a perfect job	3.99	0.70
19. The feeling of achievement I get from the job	4.02	0.68

According to the study findings, majority of the respondents as shown by the weighted mean 3.85 and standard deviation of 0.71 agreed that they were satisfied of being able to be kept

busy all the time. This shows that most of the employees of Kapa Oil Refineries were always satisfied with being kept busy at the work place at all the time. The study also found that majority of the respondents confessed that they were satisfied and pleased to operate alone on their job as indicated by a weighted mean response of 3.85 with a standard deviation of 0.71. This shows that most of the employees of Kapa Oil Refineries were satisfied with the chance to discharge their duties alone without undue supervision. Majority of the employees were also found to be contented with the opportunity to carry out different undertakings from time to time at Kapa Oil Refineries, these findings are supported by a weighted mean of 4.06 with a standard deviation of 0.66.

Most of the employees also were contented with the way their seniors handled the staff they supervised, this can be shown by the weighted mean of 3.73 with a standard deviation of 0.77. This shows that the managers are very efficient in the ways they handle their juniors. A weighted mean of 3.92 with a standard deviation of 0.70 shows that majority of the employees at Kapa Oil Refineries are satisfied in the proficiency of their supervisors in coming up with decisions. This shows the supervisors are well trusted by their employees. A similar finding was found in a study by Weiner, (2005) and Rotter, (2006) who both came to the conclusion that managers must routinely examine employee performance and make choices accordingly

A weighted mean of 4.19 with a standard deviation of 0.61 shows that majority of the employees at Kapa Oil Refinery are satisfied with the ability to carry out tasks that do not flout their conscience this shows that the working environment is very customized to fit each and everyone's needs. Majority of the respondents were also contented with the security their jobs offered, this is shown by the weighted mean of 3.75 with a standard deviation of 0.75.

These findings show that most of the employees at Kapa Oil Refinery found the employer to be steady. The findings concur with that of Monnot & Beehr, (2022) also is agreement with the fact that guaranteeing the safety and security of employees ensures that their fundamental need are met and that they remain productive and content with their jobs. The study also found that most of the employees were satisfied with the opportunities they got to do things for others, this is shown by the weighted mean of 3.80 with a standard deviation of 0.72. Herzberg's Two Factor Theory states that authorization to care for loved ones in times of difficulty would have a significant impact on one's perception of the organization for which one works. A mean of 3.96 with a standard deviation of 0.70 shows that most of the employees were contented with the opportunities they got to tell people what to do. This shows that the company also gave its employees the chance to polish their leadership skills. Kapa Oil Refinery employees were mostly contented with the opportunities they got to do things using their abilities, this is shown by the weighted mean of 4.02 with a standard deviation of 0.68. These employees had their abilities productively utilized at the work place. The study also found that majority of the employees are contented with the organization policies practiced, this is shown by the weighted mean of 3.83 with a standard deviation of 0.72. A similar study done by Mulki and Lassk, (2019) assessed the influence of a firm's ethical atmosphere on job meaningfulness and desire to leave and found that favourable ethical environment improved work performance and decreased inclinations to leave.

Majority of the employee at Kapa Oil Refinery are contented with the remuneration and the amount of tasks they carry out. This is shown by the weighted mean of 3.85 with a standard deviation of 0.71. We can hereby conclude that the amount of pay given is commensurate to the duties assigned to the employees. This study also found out that the employees were satisfied with the opportunities for advancement in their various tasks, this is shown by the

mean of 4.00 with a standard deviation of 0.69. These results show that the employees felt they had a chance to grow in their careers at their organization. Sims, 2012 found that status, employment stability, income and fringe benefits, working conditions, high pay, and overtime payment are all facets of hygiene that contributed highly to employee's satisfaction at the work place.

The study also wanted to find out whether employees were at liberty to apply their own judgment and majority of the respondents were contented with the liberty they were given to make their own decisions. This is shown by the weighted mean of 3.84 with a standard deviation of 0.72. The employees at Kapa Oil Refinery were also satisfied with the opportunities they had to try out their own approaches of carrying out their jobs, this is shown by the weighted mean 3.69 ± 0.82 . From this we can deduce that these employees had been given room to be innovative by finding ways to solve the problems they encountered on their own. Vroom & Deci, (1970) discovered that Job happiness is naturally translated by intrinsic job conditions such as recognition, accomplishment, or personal progress

A weighted mean of 3.82 with a standard deviation of 0.72 shows that the employees at Kapa Oil Refinery were satisfied with their working circumstances. Most of the employees were in support of this which proves that the company offers ideal working conditions. A study conducted by Schultz & Schultz in 2010 deduced that management must pay attention to workplace legislation, monitoring, and working conditions Most of the respondents were also satisfied with the way they got along with their colleagues at work, this is shown by a weighted mean of 3.90 with a standard deviation of 0.72. Most of the employees at Kapa Oil Refinery were also contented with the levels of applause they got for doing a good job, this is shown by the weighted mean of 3.99 ± 0.70 . This shows that the business firm has a good

system for recognizing the efforts made by their employees. In conclusion, most of the respondents in this study were satisfied with the feeling of achievement they got from the job, this is denoted by a weighted mean of 4.02 and a standard deviation of 0.68. From these findings we can say that a large percentage of respondents find fulfilment in the roles they play at the workplace. These findings concur with that of Ratzburg (2003) who also states that the type of job the individual performs appears to be able to satisfy such needs as accomplishment, competence, status, personal value, and self-realization, resulting in the worker becoming happy and fulfilled.

4.4.2 Locus of Control

The study's predictor variable was locus of control which was indicated as either external or internal locus of control, whose indicators were measured using a five point likert scale Where 5 denotes strongly agree, 4 denotes agree, 3 signifies undecided or neutral, 2 denotes disagree, 1 denotes strongly disagree. Respondents were therefore asked to choose appropriately on the scale for each item that applies to them as far as locus of control is concerned. Table 4.3 illustrates the response.

Table 4.3 Locus of Control

Statement	Mean	Standard Deviation
Internal Locus of Control		
1. Team work is an outstanding approach to build character and improve productivity	4.13	0.65
2. I believe a person can really be master of his/her life	3.97	0.69
3. There is a connection between how I work hard and the output I get	3.95	0.71
4. My flaws and problems are my tasks to handle	3.69	0.84
5. Am capable of controlling my problems, only if I receive outside support	3.57	0.88
6. I can predict difficulties and take action to evade them	2.92	0.98
External locus of Control		
1. My life is governed by external actions and events	3.67	0.84
2. A great deal of what happens to me is possibly a matter of coincidence	3.34	0.93
3. Everyone recognizes that luck or chance defines one's future	3.16	0.95
4. In my case, upholding control over my problem is accredited to mostly luck	3.13	0.96

Based on internal locus of control, Most of the respondents also confirmed that team work was an outstanding approach to build character and improve productivity among them, this is shown by the weighted mean of 4.13 ± 0.65 . Majority of the respondents also confirmed that they believed that each person could be the master of their own life, this is supported by a weighted mean of 3.97 ± 0.69 . It was also found that most of the respondents agreed that there was a connection between how they work hard and the output they get as shown by the

weighted mean of 3.95 with a standard deviation of 0.71. This shows that most of the respondents associate how they work hard and the output they got. These findings were in agreement with that of Aarts, (2006) who also found that workers who attribute their success to themselves are highly inspired at work. Most of the respondents also agreed that their flaws and problems were their task to handle, this is shown by the weighted mean of 3.69 and a standard deviation of 0.84. Majority of the respondents also confessed that they were capable of controlling their problems if they received external support, this is depicted by a weighted mean of 3.57 and a standard deviation of 0.88. Similarly, Giao, Vuong, and Tushar (2020) found that firms must create a healthy work environment that upholds psychological happiness and have policies in place to minimize job anxiety and enhance job-related behaviors. Most of the study participants also revealed as indicated by weighted mean of 2.92 with standard deviation of 0.98 were neutral on the statement that they could predict difficulties and take action to evade them.

On external locus of control, Most of the also confirmed that their lives were governed by external actions and events, this is shown by the weighted mean of 3.67 with a standard deviation of 0.84. These findings corroborates that of Rotter (2006) who also deduced that workers who feel the cause of their achievement is past their control may be hesitant to undertake new activities and lose drive to perform well at work. The study also found that most of the respondents were neutral when asked whether they believed that a great deal of what happened to them was possibly a matter of coincidence, this is shown by a weighted mean of 3.34 with a standard deviation of 0.93.

The study also shows that the respondents could neither agree nor disagree on the matter of whether upholding control over their problems was accredited to luck, a weighted mean of

3.13 and standard deviation of 0.96 support these findings. In addition to this, the respondents could also neither concur nor differ with the statement that everyone recognized whether luck or chance defined ones future, this is supported by a weighted mean of 3.16 ± 0.95 .

4.5 Regression Analysis Output

4.5.1 Linear Regression Analysis of internal locus of control and Employee Job Satisfaction

To determine how internal locus of control influence employee job satisfaction, the two variables were analyzed and assessed through regression model. Table 4.4 illustrate the analysis results.

Table 4.4: Linear Regression Output of internal locus of control and Job Satisfaction

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.729 ^a	0.532	0.519	1.730		
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.6	1	25.6	38.729	0.000 ^b
	Residual	70.7	107	0.661		
	Total	106.3	108			
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.93	2.454		13.82	0.000
	Internal Locus Of Control	0.598	0.092	-0.729	6.5	0.000

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), internal locus of control

The analysis depicts that internal locus of control justify up to 53.2% given that R^2 was found to be 0.532 of variance observed in employee job satisfaction. The study also found that the ANOVA model results was statistically significance in which $F(1, 107) = 38.729$ [$p < .05$]. Thus, internal locus of control account for 53.2% of variance in the employee job satisfaction. This shows that, when internal locus of control increase by one positive unit, employee job satisfaction also increased by 0.598. Thus, internal locus of control positively

influence employee job satisfaction to a value equal to 0.598. These findings concur with that of Kalil, Abd-Elrhaman, and Sliman (2019) who also when studying the interaction between nurses' locus of control and organizational engagement revealed a favorable and statistically significant link between nurses' ultimate locus of control score, work motivation predictors and organizational obligation. Similarly, Padmanabhan (2021) looked into the association between locus of control and work stress and job contentment and the result depicts that persons displaying internal locus of control are likely to be more content with their professions.

4.5.2 Linear Regression Analysis of External locus of control and Employee Job Satisfaction

To determine how external locus of control influence employee job satisfaction, the pair variables were displayed through regression. Table 4.5 depicts the results.

Table 4.5: Linear Regression Analysis of External locus of control and Employee Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.682 ^a	0.465	0.450	1.849

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.9	1	19.9	27.832	0.000 ^b
	Residual	76.5	107	0.715		
	Total	96.4	108			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.83	2.960		11.77	0.000
	External Locus of Control	0.394	0.112	-0.682	3.518	0.000

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), External Locus of Control

It was found that external locus of control results into 46.5% (R square =0.465) of employee job satisfaction. Modeled output had statistical significance with $F(1, 107) = 27.832$ [$p < .05$]. This shows that from regression, external locus of control contribute to 46.5% of existing difference in employee job satisfaction. The regression output also reveals a weak but significant relationship between external locus of control and employee job satisfaction. This shows that, when external locus of control change by one positive unit, employee job satisfaction increases by 0.394.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section discusses a summary of the key findings of the study, recommendations, limitations of the study, and possible areas of further research.

5.2 Summary of Findings

Empirical results informed the objective of the study which was to effect of locus of control on job satisfaction of employees in Kapa Oil Refineries Limited. According to the study findings, majority of the respondents as shown by the weighted mean 3.85 and standard deviation of 0.71 agreed that they were satisfied of being able to be kept busy all the time. This shows that most of the employees of Kapa Oil Refineries were always satisfied with being kept busy at the work place at all the time. The study also found that majority of the respondents confessed that they were satisfied and pleased to operate alone on their job as indicated by a weighted mean response of 3.85 with a standard deviation of 0.71. This shows that most of the employees of Kapa Oil Refineries were satisfied with the chance to discharge their duties alone without undue supervision. Majority of the employees were also found to be contented with the opportunity to carry out different undertakings from time to time at Kapa Oil Refineries, these findings are supported by a weighted mean of 4.06 with a standard deviation of 0.66.

Most of the employees also were contented with the way their seniors handled the staff they supervised, this can be shown by the weighted mean of 3.73 with a standard deviation of 0.77. This shows that the managers are very efficient in the ways they handle their juniors. A weighted mean of 3.92 with a standard deviation of 0.70 shows that majority of the employees at Kapa Oil Refineries are satisfied in the proficiency of their supervisors in

coming up with decisions. This shows the supervisors are well trusted by their employees. A similar study done by Weiner, (2005); Rotter, (2006) came to the conclusion that managers must routinely examine employee performance and make choices accordingly.

A weighted mean of 4.19 with a standard deviation of 0.61 shows that majority of the employees at Kapa Oil Refinery are satisfied with the ability to carry out tasks that do not flout their conscience this shows that the working environment is very customized to fit each and everyone's needs. Majority of the respondents were also contented with the security their jobs offered, this is shown by the weighted mean of 3.75 with a standard deviation of 0.75. These findings show that most of the employees at Kapa Oil Refinery found the employer to be steady. A similar study done by Monnot & Beehr (2022) also is agreement with the fact that guaranteeing the safety and security of employees ensures that their fundamental need are met and that they remain productive and content with their jobs. The study also found that most of the employees were satisfied with the opportunities they got to do things for others, this is shown by the weighted mean of 3.80 with a standard deviation of 0.72. Herzberg's Two Factor Theory states that authorization to care for loved ones in times of difficulty would have a significant impact on one's perception of the organization for which one works.

A mean of 3.96 with a standard deviation of 0.70 shows that most of the employees were contented with the opportunities they got to tell people what to do. This shows that the company also gave its employees the chance to polish their leadership skills. Kapa Oil Refinery employees were mostly contented with the opportunities they got to do things using their abilities, this is shown by the weighted mean of 4.02 with a standard deviation of 0.68. These employees had their abilities productively utilized at the work place. The study also found that majority of the employees are contented with the organization policies practiced,

this is shown by the weighted mean of 3.83 with a standard deviation of 0.72. A similar study done by Mulki and Lassk, (2019) assessed the influence of a firm's ethical atmosphere on job meaningfulness and desire to leave and found that favourable ethical environment improved work performance and decreased inclinations to leave.

Majority of the employee at Kapa Oil Refinery are contented with the remuneration and the amount of tasks they carry out. This is shown by the weighted mean of 3.85 with a standard deviation of 0.71. We can hereby conclude that the amount of pay given is commensurate to the duties assigned to the employees. This study also found out that the employees were satisfied with the opportunities for advancement in their various tasks, this is shown by the mean of 4.00 with a standard deviation of 0.69. These results show that the employees felt they had a chance to grow in their careers at their organization. Sims, (2012) found that status, employment stability, income and fringe benefits, working conditions, high pay, and overtime payment are all facets of hygiene that contributed highly to employee's satisfaction at the work place.

The study also wanted to find out whether employees were at liberty to apply their own judgement and majority of the respondents were contented with the liberty they were given to make their own decisions. This is shown by the weighted mean of 3.84 with a standard deviation of 0.72. The employees at Kapa Oil Refinery were also satisfied with the opportunities they had to try out their own approaches of carrying out their jobs, this is shown by the weighted mean 3.69 with a standard deviation of 0.82. From this we can deduce that these employees had been given room to be innovative by finding ways to solve the problems they encountered on their own. Vroom & Deci, (1970) discovered that Job happiness is naturally translated by intrinsic job conditions such as recognition, accomplishment, or

personal progress

A weighted mean of 3.82 with a standard deviation of 0.72 shows that the employees at Kapa Oil Refinery were satisfied with their working circumstances. Most of the employees were in support of this which proves that the company offers ideal working conditions. A study conducted by Schultz & Schultz (2010) deduced that management must pay attention to workplace legislation, monitoring, and working conditions. Most of the respondents were also satisfied with the way they got along with their colleagues at work, this is shown by a weighted mean of 3.90 with a standard deviation of 0.72. Most of the employees at Kapa Oil Refinery were also contented with the levels of applause they got for doing a good job, this is shown by the weighted mean of 3.99 with a standard deviation of 0.70. This shows that the company has a good system for recognizing the efforts made by their employees. In conclusion, most of the respondents in this study were satisfied with the feeling of achievement they got from the job, this is shown by a weighted mean of 4.02 and a standard deviation of 0.68. From these findings we can say that a large percentage of respondents find fulfilment in the roles they play at the workplace. A study done by Ratzburg (2003) states that the type of job the individual performs appears to be able to satisfy such needs as accomplishment, competence, status, personal value, and self-realization, resulting in the worker becoming happy and fulfilled.

The study found that majority of the respondents as revealed by the weighted mean of 2.92 with standard deviation of 0.98 were neutral on the statement that they could predict difficulties and take action to evade them. It was also found that most of the respondents agreed that there was a connection between how they work hard and the output they get as shown by the weighted mean of 3.95 with a standard deviation of 0.71. This shows that most

of the respondents associate how they work hard and the output they got. A similar study by Aarts, (2006) states that workers who attribute their success to themselves are highly inspired at work. Most of the respondents also agreed that their flaws and problems were their task to handle, this is shown by the weighted mean of 3.69 and a standard deviation of 0.84. Majority of the respondents also confirmed that they believed that each person could be the master of their own life, this is supported by a weighted mean of 3.97 with a standard deviation of 0.69. Most of the respondents also confirmed that team work was an outstanding approach to build character and improve productivity among them, this is show by the weighted mean of 4.13 with a standard deviation of 0.65.

Majority of the respondents also confessed that they were capable of controlling their problems if the received external support, this is supported by a weighted mean of 3.57 and a standard deviation of 0.88. Giao, Vuong, and Tushar (2020) found that firms must create a healthy work environment that upholds psychological happiness and have policies in place to foster social support among supervisors and workers in order to minimize job anxiety and enhance job-related behaviours. Most of the also confirmed that their lives were governed by external actions and events, this is shown by the weighted mean of 3.67 with a standard deviation of 0.84. A similar study done by Rotter (2006) deduced that workers who feel the cause of their achievement is past their control may be hesitant to undertake new activities and lose drive to perform well at work. The study also found that most of the respondents were neutral when asked whether they believed that a great deal of what happened to them was possibly a matter of coincidence, this is shown by a weighted mean of 3.34 with a standard deviation of 0.93. The study also shows that the respondents could neither agree nor disagree on the matter of whether upholding control over their problems was accredited to luck, a weighted mean of 3.13 and standard deviation of 0.96 support these findings. In

addition to this, the respondents could also neither agree nor disagree or remain neutral with the statement that everyone recognized whether luck or chance defined ones future, this is supported by a weighted mean of 3.16 with a standard deviation of 0.95.

5.3 Conclusions

According to results informed by the objectives, the concluded that most of the employees of Kapa Oil Refineries were satisfied of being able to be kept busy all the time, were pleased to operate alone on their job and were contented with the opportunity to carry out different undertakings. The study also concluded that most of theses employees were contented with the way their seniors handled the staff they supervised, were satisfied in the proficiency of their supervisors in coming up with decisions and the ability to carry out tasks that do not flout their conscience. Majority of the respondents were also contented with the security their jobs offered, the opportunities they got to do things for others, opportunities they got to tell people what to do and with the opportunities they got to do things using their abilities.

Employees were also contented with the organization policies practiced, the remuneration and the amount of tasks they carry out, the opportunities for advancement in their various tasks, and the liberty to apply their own judgment and majority of the respondents were contented with the liberty they were given to make their own decisions. The employees at Kapa Oil Refinery were also satisfied with the opportunities they had to try out their own approaches of carrying out their jobs, meaning that these employees had been given room to be innovative by finding ways to solve the problems they encountered on their own. On working conditions, most of the employees at Kapa Oil Refinery were satisfied with their working circumstances, indicating that the company offers ideal working conditions, and that they were also satisfied with the way they got along with their colleagues at work, the levels of applause they got for doing a good job, and the feeling of achievement they got from the

job.

Based on the locus of control, there was a connection between how most of the employees work hard and the output they get. Moreover, their flaws and problems were their task to handle, and they believed that each person could be the master of their own life. Team work was also an outstanding approach to build character and improve productivity the employees. Some employees with external locus of control believed that they were capable of controlling their problems if they received external support, and that their lives were governed by external actions and events. These kinds of employees also believed that a great deal of what happened to them was possibly a matter of coincidence, or luck.

5.4 Recommendations

Internal locus of control has a larger effect on work satisfaction than external locus of control, as shown by the research. Employers and businesses who want to increase the job happiness of their employees are advised to assist their workers in developing a positive mental attitude and a solid internal locus of control. This may be accomplished in several ways. Employees should be provided with self-awareness training in order to build a positive mental attitude toward their job, co-workers, and the firm. Existing personnel should get training to refresh their skills and urge them to assume more responsibilities. Encouraging workers to cultivate the appropriate mental attitude can assist them in appreciating and assuming responsibility over their own work-related destinies. In turn, this will empower them to take initiative and substantially contribute to the organization's objectives via exceptional contextual performance.

Furthermore, it has been shown that when workers are pleased or content with their employment, they go above and beyond their job requirements to assist in achieving the corporation's overarching goals. Therefore, employees should be encouraged to work in

teams rather than individually. Setting tasks for groups means that the group will succeed or fail as a unit; hence, workers will be more corporative and assist one another. Also, a brief exercise should be used to highlight the advantages of good and poor teamwork and to shape the mindset of new employees toward excellent teamwork. The Outward Bound program is the most effective program used by organizations to foster teamwork. By conquering physical challenges, this training teaches employees teamwork, cooperation, and the need to trust and depend on one other. Employees that go above and above their assigned duties, show initiative in the organization's best interest, and assist others in completing their jobs should be recognized, congratulated, and rewarded appropriately. This will inspire others to adopt these practices. In circumstances when these attempts are rejected, however, it will just serve as a deterrent. Therefore, promotions and other performance evaluations should involve contextual performance evaluation as an intrinsic component of individuals' total productivity in a company.

5.5 Limitations of the Study

In conducting this study, some of the respondents were not readily willing to offer the needed information due to the nature of the study, where some data were so sensitive, especially those touching on their level of job satisfaction. However, the researcher addressed this challenge by explaining to the respondents the intention of the study and assuring them of their confidentiality of information and concealing of their identity to conform to ethical considerations.

The findings of the study were solely based on a single firm which was Kapa Oil Refinery and not any other business organization. This limits the generalization of the study findings for other business entities. Besides, the conclusions of the findings were linked with the job satisfaction of the employees which were only measured in terms likert scale of very

satisfied, satisfied, moderately satisfied, dissatisfied, and very dissatisfied, and so, the findings cannot be generalized for other measurement of job satisfaction. The study findings only relied on primary quantitative data to draw its conclusions and not supplementing its findings with the qualitative data. Absence of qualitative data limits the in-depth analysis of how employee engagement influences the performance of an organization.

5.6 Areas for Further Research

The present study looked at the effects or influence of locus of control on job satisfaction of employees working in Kapa Oil Refineries limited. However, given that the findings were based on one organization, it limits generalization of these findings for other organizations. Therefore, the study suggest similar study to be conducted among the employees of other institutions or organizations before the generalizations is made.

The study only looked at the effects or influence of locus of control on job satisfaction of employees working in Kapa Oil Refineries limited but not how this translate to organization performance. Therefore, further study should be done on the influence of locus of control on employees' performance and the general performance of the organization.

References

- Aarts, B., (2006). "Conceptions of categorization in the history of linguistics". *Language Sciences*. 28 (4): 361–385
- Abulof, U., (2017). "Introduction: Why We Need Maslow in the Twenty-First Century". *Society*. 54 (6)
- Ahluwalia, A. K., & Preet, K. (2018). Work motivation, organizational commitment and locus of control vis-a-vis work experience amongst university teachers. *Samvad*, 14, 26-33.
- Arab, A. M., Nurmayanti, S., & Furqan, L. (2019). Effect of Locus of Control, Non-Physical Work Environment and Work Discipline on Job Satisfaction. *International Journal of Humanities, Religion and Social Science*, 3(2), 17-37.
- Bashir, B., & Gani, A. (2020). Testing the effects of job satisfaction on organizational commitment. *Journal of Management Development*.
- Cianci, R. and Gambrel, P. A. (2003). "Maslow's hierarchy of needs: Does it apply in a collectivist culture". *Journal of Applied Management and Entrepreneurship*. 8 (2): 143–161
- Cohen, L., Manion, L., & Morrison, K. (2000). *Research methods in education*. Routledge.
- Creswell, J.W. (2008). *Research Methods, Mixed Methods Approaches*, Second Edition, Sage Publications, USA
- Duffin, J. L. (2022). *Investigating Self-Efficacy and Locus of Control as a Predictor of Teaching Job Satisfaction: A Quantitative Study* (Doctoral dissertation, Capella University).
- Galvin, B. M., Randel, A. E., Collins, B. J., & Johnson, R. E. (2018). Changing the focus of locus (of control): A targeted review of the locus of control literature and agenda for future research. *Journal of Organizational Behavior*, 39(7), 820-833.
- Giao, H. N. K., Vuong, B. N., & Tushar, H. (2020). The impact of social support on job-related behaviors through the mediating role of job stress and the moderating role of locus of control: Empirical evidence from the Vietnamese banking industry. *Cogent Business & Management*, 7(1), 1841359.
- Gupta, V. K., Singh, A. P., & Singh, A. K. (2018). Role of life events stress and locus of control (external) in job satisfaction: An empirical evidence. *Indian Journal of Positive Psychology*, 9(1), 69-73.
- Handah, P. (2018). *Innovation Processes And Organizational Performance In Kenyan Manufacturing Firms: A Case Study Of Kapa Oil Refineries LIMITED* (Doctoral dissertation, MUA).

- Harris, D. E., Holyfield, L., Jones, L., Ellis, R., & Neal, J. (2019). Research methods. In *Spiritually and Developmentally Mature Leadership* (pp. 57-65). Springer, Cham.
- Kalil, S. I. M., Abd-Elrhaman, E. S. A., & Sliman, W. M. M. (2019). Relationship among Nurses' Locus of Control, Work Motivation Factors, and Their Organizational Commitment. *American Journal of Nursing Research*, 7(2), 167-178.
- Kelley, H.H, & Michela JL (1980) Attribution theory and research. *Annu Rev Psychol* 31:457–501
- Kenya Trade Portal, (2021). Kapa Oil Refineries limited, <https://www.kenyatradeportal.go.ke/content/kapa-oil-refineries>
- Khushk, A. A., & Works, P. (2019). Impact of Locus of Control (LOC) and organizational commitment on employee performance-study of service sector, Pakistan. *International Journal of Law and Peace Works*, 6(5), 1-6.
- Korir, C. K., & Ndegwa, P. (2020). Job Satisfaction and Employee Performance at Finlays Kenya Limited in Kericho County, Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, 2(2), 82-97.
- Landy, F. J., & Conte, J. M. (2016). *Work in the 21st century: An introduction to industrial and organizational psychology*. John Wiley & Sons.
- Lefcourt, H. M. (2014). *Locus of control: current Trends in Theory and Research*. New York.
- Magolego, H.M. (2013). *The relationship between talent management, job satisfaction and performance in a government institution* [Unpublished Masters dissertation]. North-West University.
- Malle, B. F. (2004). *How the mind explains behavior. Folk Explanation, Meaning and Social Interaction*. Massachusetts: MIT-Press.
- Mapuranga, M., Maziriri, E. T., Rukuni, T. F., & Lose, T. (2021). Employee Organisational Commitment and the Mediating Role of Work Locus of Control and Employee Job Satisfaction: The Perspective of SME Workers. *Journal of Risk and Financial Management*, 14(7), 306.
- Martin, R., Thomas, G., Charles, K., Epitropaki, O., & McNamara, R. (2005). The role of leader-member exchanges in mediating the relationship between locus of control and work reactions. *Journal of Occupational and Organizational Psychology*, 78(1), 141-147.
- Maslow, A.H. (1943). "A theory of human motivation". *Psychological Review*. 50 (4): 370–396
- Mkubwa, J. (2010). *Job satisfaction among public sector physicians in Botswana* [Unpublished Master's dissertation]. University of the Witwatersrand.
- Mohani A, Hashanah I, & Noor I.H. (2010). Job Satisfaction among Executives: Case of

- Japanese Electrical and Electronic Manufacturing Companies, Malaysia. *The Journal of Global Business Management*, 6(2), 165-173)
- Monnot, M. J., & Beehr, T. A. (2022). "The Good Life Versus the "Goods Life": An Investigation of Goal Contents Theory and Employee Subjective Well-Being Across Asian Countries". *Journal of Happiness Studies*. **23** (3): 12–15–1244.
- Mulki, J., & Lassk, F. G. (2019). Joint impact of ethical climate and external work locus of control on job meaningfulness. *Journal of Business Research*, 99, 46-56.
- Mulki, J., & Lassk, F. G. (2019). Joint impact of ethical climate and external work locus of control on job meaningfulness. *Journal of Business Research*, 99, 46-56.
- Okello, L. M. (2020). *Relationship between Locus of Control of Employees' Psychological Motivation with Organizational Commitment in Rongo University, Kenya*. Unpublished Thesis, Rongo University.
- Padmanabhan, S. (2021). The impact of locus of control on workplace stress and job satisfaction: A pilot study on private-sector employees. *Current Research in Behavioral Sciences*, 2, 100026.
- Padmanabhan, S. (2021). The impact of locus of control on workplace stress and job satisfaction: A pilot study on private-sector employees. *Current Research in Behavioral Sciences*, 2, 100026.
- Rachman, M. M., & Handayani, C. M. (2022). Improving Lecturer Performance: The Role Of Locus Of Control, Motivation And Competence. *Journal of Management*, 26(1), 99-120.
- Rambe, P., Modise, D. L., & Chipunza, C. (2018). The combined influence of self-leadership and locus of control on the job performance of engineering workforce in a power generation utility: An empirical perspective. *SA Journal of Human Resource Management*, 16(1), 1-9.
- Ratnawati, V. (2020). Factors affecting tax auditors' performance: the moderating role of locus of control. *Problems and Perspectives in Management*, 18(2), 36.
- Ratzburg, W. (2003), "*Herzberg's Two Factor Theory*", available at: www.geocities.com. (Use of italics?)
- Ross, L. D. (2007). "*The Intuitive Psychologist and His Shortcomings: Distortions in the Attribution Process*," in *Advances in Experimental Social Psychology*, Vol. 10, Leonard Berkowitz (ed.), Academic Press, New York, 173-220
- Rotter, J. B. (2006). Generalized expectancies for internal versus external control of reinforcement. *Psychological monographs: General and applied*, 80(1), 1.
- Schultz, D.P.; & Schultz, S.E (2010). *Psychology and Work Today: An Introduction to Industrial and Organizational Psychology* (10th ed.). New York City: Prentice Hall.

- Sembinging, E., & Purba, S. (2019). Influence of Interpersonal Communication, Work Environment and Locus of Control On Teachers' job Satisfaction. *MOJEM: Malaysian Online Journal of Educational Management*, 7(4), 64-81.
- Shields, P. and Rangarjan. T, (2013). A Playbook for Research Methods: Integrating Conceptual Frameworks and Project Management. *Stillwater. OK: New Forums Press*
- Sims, R. (2012), "*Managing Organisational Behaviour*", Westport CT: Quorum Books
- Spitzberg, B. H., & Manusov, V. (2021). Attribution theory: finding good cause in the search for theory. In *Engaging Theories in Interpersonal Communication* (pp. 39-51). Routledge.
- Stern, S. (2003), "Is Job Satisfaction a Good Measure of Staff Effectiveness?" *Human Resources. European Journal of Business and Management Research*, 8(4), 12-17.
- Tashakkori, A., & Teddlie, C. (2018). *SAGE handbook of mixed methods in social & behavioral research* (2nd ed.). SAGE Publications, Inc.
<https://www.doi.org/10.4135/9781506335193>
- Tay, L. & Diener, E. (2011). "Needs and subjective well-being around the world". *Journal of Personality and Social Psychology*. 101 (2): 354–365.
- Tella, A. Ayeni, C.O., & Popoola, S.O. (2007). Work motivation, job satisfaction, and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library Philosophy and Practice*, 1(1), 1-16.
- Tistianingtyas, D. (2021). Effect of Locus of Control and Job Satisfaction on Employee Performance through Organizational Citizenship Behavior (OCB) on Accounting Department Personnel of Naval Base V Surabaya. *European Journal of Business and Management Research*, 6(2), 12-17.
- Triplett, S. M., & Loh, J. M. (2018). The moderating role of trust in the relationship between work locus of control and psychological safety in organisational work teams. *Australian journal of psychology*, 70(1), 76-84.
- Tuncer, Ö. (2019). *Determinants of counterproductive work behaviors: the role of workload, role ambiguity, leader support and work locus of control* (Master's thesis, Middle East Technical University).
- Vroom, V. & Deci, E. (1970), "Management and Motivation". *Organisational Behaviour and Human Resource Performance*, 8(2), 217-229).
- Wahba, M. A.; & Bridwell, L. G. (2016). "Maslow reconsidered: A review of research on the need hierarchy theory". *Organizational Behavior and Human Performance*. 15 (2): 212–240
- Wang, T. K., & Brower, R. (2019). Job satisfaction among federal employees: The role of employee interaction with work environment. *Public Personnel Management*, 48(1), 3-26.

Weiner, B. (2005). An attributional theory of achievement motivation and emotion. *Psychological review*, 92(4), 548

APPENDIX I: QUESTIONNAIRE

The purpose of this research is to gather information on the relationship between locus of control and job satisfaction at Kapa Oil Refineries, which will provide information for determining the best practices in Human Resources Department.

SECTION A: Demographic Information

1. Gender: _____
2. Age: _____
3. Duration in the organization _____

SECTION B: LOCUS OF CONTROL

Tick as appropriate on the scale for each item that applies to you as far as locus of control is concerned. Use the five point likert scale presented below which will indicate your level of agreement. Where 1= strongly disagree; 2 = disagree; 3 = undecided; 4 = agree; 5=strongly agree

	LOCUS OF CONTROL	5	4	3	2	1
1.	I can predict difficulties and take action to evade them					
2.	There is a connection between how I work hard and the output I get.					
3.	My flaws and problems are my tasks to handle.					
4.	I belief a person can really be master of his/her life.					
5.	Team work is an outstanding approach to build character and improve productivity.					
6.	Am capable of controlling my problems, only if I receive outside support.					
7.	My life is governed by external actions and events.					
8.	A great deal of what happens to me is possibly a matter of coincidence.					
9.	In my case, upholding control over my problem is accredited to mostly luck.					
10.	Everyone recognizes that luck or chance defines one's future					

SECTION C: JOB SATISFACTION

Tick as appropriate on the scale for each item that applies to you. Use the five point likert scale presented below which will indicate your level of agreement.

Ask yourself: *How satisfied am I with this aspect of my job?*

Very Sat. means I am very satisfied with this facet of my job.

Sat. means I am satisfied with this characteristic of my job.

N means I can't decide whether I am satisfied or not with this characteristic of my job.

Dissat. means I am dissatisfied with this characteristic of my job.

Very Dissat. means I am very dissatisfied with this aspect of my job.

	On my present job, this is how I feel about....	Very Dissat.	Dissat.	N	Sat.	Very Sat.
1.	Being able to be kept busy all the time					
2.	The opportunity to operate alone on the job					
3.	The opportunity to carry out different undertakings from time to time					
4.	The way my seniors handles his/her workers					
5.	The proficiency in my supervisor in coming up with decisions					
6.	Being able to carry out tasks that don't flout my conscience					
7.	The way my job delivers steady employment					
8.	The opportunity to do things for others					
9.	The opportunity to tell people what to do					
10.	The opportunity to do something that use my abilities					
11.	The way organization policies are practiced					
12.	My remuneration and the amount of task I carry out					
13.	The opportunities for advancement on this task					
14.	The liberty to apply my own judgment					
15.	The opportunity to try my own approaches of carrying out the job					

16.	The working circumstances					
17.	The way my colleagues at work get along with one another					
18.	The applause I get for doing a good job					
19.	The feeling of achievement I get from the job					

THANK YOU