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The role of leader-member-exchange in mediating the relationship between work locus of control and job satisfaction.

Ntsebeza, Castro

2011-05-19
http://hdl.handle.net/10539/9831

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Abstract

The aim of this study was to examine the relationship between work locus of control, the quality of exchanges between subordinates and leaders (leader-member exchange) and job satisfaction. The research design of this study was a non-experimental, cross-sectional mediator design. A biographical questionnaire was used to ascertain the demographic information for the participants. Work locus of control was assessed using Spector's (1988) work locus of control measure. Leader Member exchange was measured utilizing the member form of the leader member exchange scale LMX7. Job satisfaction of the employees was measured using The Warr 15-item Job Satisfaction Scale (JSS). The sample consisted of 115 employees from all levels of the organisation with the exception of members in top management. The sampling strategy that was utilised was non-probability sampling in which participants were recruited on the basis of their willingness to participate in the study. The study used correlations and regression analyses to analyse the data. The results of this study indicated that work locus of control had an inverse relationship with job satisfaction and leader member exchange. Mediation regression analysis indicated that leader member exchange partially mediated the relationship between work locus of control and job satisfaction. In view of the findings of this study, it is suggested that researchers on industrial relations could focus on ways in which South African organisations could improve employee-manager relations through the management of employee work locus of control, leader-member exchanges and workplace factors that contribute to employee job satisfaction

Keywords: leader-member exchange, work locus of control, job satisfaction, mediation