

12th International Strategic Management Conference, ISMC 2016, 28-30 October 2016, Antalya, Turkey

## Effects of Family-Work Conflict, Locus of Control, Self Confidence and Extraversion Personality on Employee Work Stress

Melisa Erdilek Karabay<sup>a\*</sup>, Bülent Akyüz<sup>b</sup>, Meral Elçi<sup>c</sup>

<sup>a</sup> Marmara University, Istanbul, Istanbul, 34722, Turkey

<sup>b</sup> Çanakkale Onsekiz Mart University, Çanakkale, 17020, Turkey

<sup>c</sup> Gebze Technical University, Istanbul, 41400, Turkey

---

### Abstract

Today employees are much more employed with various stressors in organizations. It is critical to determine these various stressors since work stress continues to influence organizational structure, significantly. This paper examines the interaction between family-work conflict, locus of control, self- confidence and extraversion personality on work-stressors. For this purpose, the data (N=413) was collected from the employees working in the production, food and municipal institutions, located in Istanbul. Empirical results indicate that family-work conflict affects work-overload, poor work environment and poor role congruence stressors positively and significantly. Internal locus of control is found to be affective on poor role congruence and poor organizational structure negatively whereas external locus of control is affective on poor organizational structure positively. Results indicate no significant effect of extraversion personality and self- confidence on stressors.

© 2016 Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license

(<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of the organizing committee of ISMC 2016.

**Keywords:** Family-Work Conflict, Locus of Control, Personality, Work Stress, Self- Confidence.

---

### 1. Introduction

Organizational stress has been a critical determinant of employee perceptions, attitudes and behaviors in daily work environment. It is also a powerful factor of the workforce today. In recent years, as stated by numerous studies (Cropanzano et al, 1997; Parker and DeCotiis, 1983; Jaramillo et al, 2005; Jamal, 1984), interest among the work

---

\* Corresponding author. Tel.: 90 532 364 08 54; fax: +02163475086

*e-mail address* [merdilek@marmara.edu.tr](mailto:merdilek@marmara.edu.tr)

stress has significantly increased. Despite significant researches conducted on antecedents and consequences of work stress (Parasuraman and Alutto, 1981), predictors and its relationship with many job outcomes still remain unclear (Parker and Decotiis, 1983, 160). Regardless of the sector operating in, stress has negative consequences on employees' attitudes and behaviors. In the literature, various researchers investigated the causal relationships between stressors in various perspectives. Some researchers distinguish basic stressors such as: role ambiguity, role conflict, anxiety, psychosomatic symptoms (Spector et al, 1988; Muse et al, 2003).

Despite studies with regard to attitudinal and behavioral consequences of both family- work conflict and work-family conflict (Yavaş and Babakuş, 2008) it is hard to acknowledge that there is adequate number of evidence with its relation to employee work-stress. Even, it can be argued that the studies have focused on work-family conflict compared to family- work conflict. Supervisor support can be related to family-work conflict since research has shown that employees are more likely to take advantage of benefits when they work in a family-supportive environment (Frye and Breugh, 2004, 199-200). A substantial body of evidence suggests that employee's job stress levels are based on the social support that an employee provides from his/her social environment. According to this approach family life balance is a source of social support that can affect perceived stress of employees (Efeoğlu and Özgen, 2007, 241). Locus of control, perhaps the most studied control-related variable, reflects a person's belief in personal control in life (internality) rather than in control by outside forces or individuals (externality) (Spector et al, 2002, 454). One's sense of locus of control affects the degree of perceived stress (Pilisuk et al, 1993, 149-150). How individuals deal with stress (i.e., cope with the stress in their lives) also affects their perceptions of stress. As an example, while internal-locus-of-control individuals use solution-oriented coping, external-locus-of-control individuals tend to either ignore or to give in to problems (Rees and Cooper, 1992; Wells-Parker et al, 1990). In the relevant literature, while self-confidence was attributed with stress-related variables such as narcissism, depression, doubt and uncertainty (Campbell et al, 2004) on the other hand, in some recent studies extraversion was found to be the determinant of stress (Ebstrup et al, 2011).

In this study, we aim to examine the effects of family-work conflict, locus of control and personality on employees work stress like task stressors, physical stressors and organizational stressors). The paper is designed as follows. Following the introduction, the conceptual framework and literature of the constructs are presented in the second section. The research method, findings and results are explained in the third section. Finally, the last section presents the conclusion, discussion and the limitations of the study.

## 2. Theoretical Framework

### 2.1. Work Stress

In today's competitive and changing organizations, stress has become an important and influential factor as well as a strong predictor of various personal and work-related outcomes (Singh and Dubey, 2011, 43). Although there has been some debate as to the specific definition of stress, most researchers generally agree that it is unpleasant emotional experiences associated with "fear, terror, anxiety, discomfort, anxiety, anger, sadness, grief and depression" (Cropanzano et al, 1997, 165; Motowidlo et al, 1986, 618; Bolino and Turnley, 2005, 741). Existing evidence suggests that dissatisfaction fostered by job stress, causes problems among the workers like alienation and absenteeism (Parker and Decotiis, 1983, 161). In terms of organizational dimension, stress causes increasing costs with regard to health based expenses, absenteeism and decreasing performance (Westman and Etzion, 2001, 96). The scholars (Thayer et al, 2010; Dujits et al, 2007; Harter et al, 2002) address the substantial economic costs of work stress, such as litigation costs, sickness and decreasing productivity. Various classifications provide insights in stress theory. Leung et al (2009) have categorized stressors as; task stressors, physical stressors, psychological stressors and organizational stressors. In the classification; addition to task stressors like (work overload, role conflict, and role ambiguity, stressors like organizational stressors (the sources of stress coming from and within an organization itself (i.e.; organizational structure and career-developing environment) and physical stressors which are the environmental sources of stress existing in either the work or the home environment (like poor work environment) (Leung et al, 2009, 127-128). Stordeur et al (2001) add one stressor as a social stressor. This study is grounded on the discrimination of Leung et al (2009).

## 2.2. Family-Work Conflict (FWC)

Greenhaus and Beutell (1985, p. 77) defined the concept of family-work conflict as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect”. As stemmed from the nature of role conflict actualized by role pressures of membership in an organization (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964), family-work and work-family interference is considered as bidirectional, inter-correlated and reciprocal life domains (Frone, Russell, & Cooper, 1992). Regarding the general role demands in terms of responsibilities, requirements, expectations, duties, and commitments; the key elements of FWC were classified as time-based conflict (the devoted time given for family roles and responsibilities such as young children, spouse employment and large families); strain-based conflict (irritability and anxiety occurred on performing family duties such as low spouse support) and behaviour-based conflict (expectations for warmth and openness (Greenhaus and Beutell, 1985; Netemeyer, Boles and McMurrin, 1996). Carlson, Kacmar and Williams (2000) extended the measure with six dimensions by combining these three forms and two directions of family-work interference and work-family interference. Employee experiencing family-to-work conflict may come across with lack of energy and concentration which obstruct their appropriate behaviour at work; thus, laziness and recharging and protection efforts for gaining lost resources come in sight (Ferguson et al, 2012, 247). The predictors of FWC portrayed in the previous studies are family and job stressors, family, job and community involvement, spouse’s social support, family support, neighbour support, community support, supervisor support, coworker support, job authority and pressure, marital status and satisfaction, spouse/partner work status, number of children in household, housework hours, household income and economic hardship, gender, age, race, education, occupation, strain and leisure (Amstad et al, 2011; Keeney et al, 2013; Nohe et al, 2015; Schieman and Young, 2011; Westman and Etzion, 2005).

## 2.3. Locus of Control

Grounded on social learning theory, personality traits and interactions happening around behavior, expectancy and reinforcement; locus of control term was first coined by Rotter (1966; 1990, 489) as “degree to which persons expect that a reinforcement or an outcome of their behavior is contingent on their own behavior or personal characteristics versus the degree to which persons expect the reinforcement is a function of chance, luck or fate, is under the control of powerful others, or is simply unpredictable”. As emphasized in the above definition, while the internal side mainly focuses on directing the incidents proactively with optimistic, confident and responsible manner; the external side seeks for exogenous support with inactive and submissive turn of mind (Ng et al, 2006). People with an internal locus of control are thought to be more success-oriented, sociable, compatible, competent and independent than those with external locus of control performing suspicious, dogmatic and insecure-avoidant behaviors (Basim et al, 2009, 58). As a result of establishing positive perceptions and tough bonds between the events and the outcomes, the internals would be more likely than externals to overcome negative task experiences and job attitudes such as; job stress, depression, anxiety, burnout, turnover and withdrawal intentions, mobbing, role overload, absenteeism, role conflict, role ambiguity and, work-family conflict. On the other hand, the positive variables associated with internal locus of control are; mental and physical well-being, life satisfaction, job satisfaction, job performance, organizational commitment, intrapreneurship, self-efficacy, psychological capital, hours worked, attendance, social support and integration, and relationships with supervisors (Çetin, 2011; Erdem, 2014; Judge et al, 2003; Martin et al, 2005; Ng et al, 2006; Wang et al, 2010; Yıkılmaz, 2014).

## 2.4. Self Confidence

Based on Bandura’s (1986) social cognitive and self-efficacy theory, Perry (2011: 219) describes self- confidence concept as “a self-perceived measure of one’s belief in one’s own abilities, dependent upon contextual background and setting” via competence, vicarious experience, verbal persuasion and arousal elements. According to Berman (2006), self-confidence is associated with the courage required for assuring oneself about his/her competencies, values and targets. Relatedly, with regard to social learning theory (1977) and in terms of self-regulating and self-reflection mechanisms, Bandura (1986) emphasizes on the importance of motivation, reinforcement, and past

experience factors in order to establish and encourage confidence of an individual. In the limelight of extant literature, White (2009) highlights the attributes of self-confidence as; belief in positive achievements (optimism, self-affirmation), persistence (resilience, vision, forethought, goal-setting) and self-awareness (anxiety and arousal levels, calibration, intuition). In addition to these; narcissism, depression, doubt and uncertainty are thought to form the negative side (Campbell et al, 2004; Wichman et al, 2010). Some authors (De Cremer and Van Hiel; 2008; Nokelainen et al, 2007; Schunk and Pajares, 2005) indicated the determinants of self-confidence as; accurate knowledge, self-efficacy, strong healthy support, etc.

### *2.5. Extraversion*

Throughout the centuries, extraversion is a well-known personality trait construct stemmed from one's genes, brain structure and function and early temperament consisted of personal feelings, actions, thoughts, and goals (Wilt and Revelle, 2009: 41). Extraversion is also the most prominent component of Costa and McCrae (1992a)'s five-factor model (Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience) that portrays individuals with positive emotions such as sociable, talkative, assertive, gregarious, warm, active and, excitement-seeking (McCabe and Fleeson, 2012). Conceptually based upon Eysenck (1967)'s Arousal Theory and Gray (1970)'s Reinforcement Sensitivity Theory; the items of extraversion were identified as "outgoing, sociable, talkative, has an assertive personality, generates a lot of enthusiasm, is full of energy, reserved, is sometimes shy, inhibited, tends to be quiet" (Benet-Martinez and John, 1998:734). Ozer and Benet-Martinez (2006) pointed out the consequent variables of extraversion in three different aspects as individually (happiness, well-being, gratitude, inspiration, health longevity, coping, resilience, depression, stress, personality disorders, majority culture identification), interpersonally (peers' acceptance, attractiveness, status, romantic relations, satisfaction) and socially/institutionally (occupational choice, performance, social and enterprising interests, satisfaction, commitment, involvement, community involvement, volunteerism, leadership).

## **3. Literature Review and Hypotheses Development**

### *3.1. Family to Work Conflict and Work Stress*

Stress, directly affects employees' productivity, performance, behavior and satisfaction (Onay and Kılıcı, 2011, 364). Some scholars have examined the effects of FWC on withdrawal intentions (Turunç and Çelik, 2010), however the interaction between family-work conflict (WFC) and stress has rarely examined by scholars (Çelik and Turunç, 2009). Stoeva et al (2002) in their study examined the mechanisms by which negative affectivity influences work family conflict and family work conflict. They found that negative affectivity indirectly affected family- work conflict through its effect on family stress. Çelik and Turunç (2009) have found no significant effect of FWC on work stress despite they argue that the negative impacts from the home to work life could bring about negative consequences.

### *3.2. Locus of Control*

Individuals with high internal locus of control believe that events result primarily from their own behaviour and actions (Pilisuk et al, 1993, 151; Singh and Dubey, 2011, 44) since they feel that they have choice in their lives and have a control over their circumstances feeling happier, freer, and less stressful. On the other hand, the individuals with an external locus of control are more susceptible to depression as well as other health problems. Under stress, they have the feelings of helplessness, shame, grief, anxiety (Khan et al, 2012, 158). A worker with internal control beliefs is more likely to manage or actively cope with job-related stress, and would be less likely to be depressed, copes more effectively with circumstances than one with an external locus of control orientation, who believes that she is at the mercy of fate, luck, or chance (Gray- Stanley et al, 2010, 750- 751). Literature presents various researches which examine the locus of control as a predictor of work stress (Bernardi, 2003; DeCarvalho et al, 2009). Khan et al (2012) examined the mediating role of locus of control on stress among the college/university teachers as the results showed that the teachers with internal locus of control reveal low level of stress as contrast to

the teachers with external locus of control. The study also confirmed that teachers with external locus of control were more incline or prone to stress. Srivastava (2009) demonstrated the moderating effect of locus of control on the relationship between organisational role stress and managerial effectiveness. Huang (2007) in his study demonstrated that internal locus of control was significantly and negatively correlated with work stress.

### 3.3. Extraversion and Work Stress

Personality traits have been increasingly acknowledged in stress research. Extraversion is one of the basic traits that have been often addressed as an important predictor of stress since earlier studies (Rovik et al, 2007, 1256; Salami, 2011; Swickert et al, 2002; Uliaszek et al, 2010). Swickert et al (2002) in their study investigated the effect of extraversion on stress among psychology students. Results revealed that extraversion was positively correlated with stress. Schneider et al (2011) examined the influence of personality on stress responses. Findings demonstrated that extraversion plays positively high and negatively low effect on stress responses. Regarding the evidence summarized so far, in this study, we pretend that as they focus on the positive aspects of situations, extraverts may perceive situations as less stressful.

### 3.4. Self - Confidence and Work Stress

Despite the support linking personality and stress, researchers have tended to focus more on a main effects or mediational approach, often to the neglect of the stress-moderator approach. Korotkov (2008) argued that extraverts would engage in more health behaviours under high stress, the opposite prediction is made. Fontana and Abouserie (2011) investigated stress levels, gender and personality dimensions. Extroversion and neuroticism were found to be the best predictors of stress levels. Wayne et al (2004) in their study revealed that extraverts may accomplish more tasks in a given amount of time and may also experience less fatigue than do introverts.

## 4. Methodology

### 4.1. Research Goal and Theoretical Model

In this study, the major purpose of this study was to examine the influences of work-family conflict, locus of control, self-confidence and extraversion personality on some selected stressors. Theoretical model of the research is demonstrated in Figure 1. The following hypotheses are proposed for testing:

*H<sub>1a</sub>: Family to work conflict is positively associated with work overload.*

*H<sub>1b</sub>: Family to work conflict is positively associated with poor role congruence.*

*H<sub>1c</sub>: Family to work conflict is positively associated with poor organizational structure*

*H<sub>1e</sub>: Family to work conflict is positively associated with poor work environment.*

*H<sub>2a</sub>: Internal locus of control is negatively associated with work overload.*

*H<sub>2b</sub>: Internal locus of control is negatively associated with poor role congruence.*

*H<sub>2c</sub>: Internal locus of control is negatively associated with poor organizational structure.*

*H<sub>2e</sub>: Internal locus of control is negatively associated with poor work environment.*

*H<sub>3a</sub>: External locus of control is positively associated with work overload.*

*H<sub>3b</sub>: External locus of control is positively associated with poor role congruence.*

*H<sub>3c</sub>: External locus of control is positively associated with poor work environment.*

*H<sub>3d</sub>: External locus of control is positively associated with poor organizational structure.*

*H<sub>4a</sub>: Extraversion is negatively associated with work overload.*

*H<sub>4b</sub>: Extraversion is negatively associated with poor role congruence.*

*H<sub>4c</sub>: Extraversion is negatively associated with poor work environment.*

*H<sub>4d</sub>: Extraversion is negatively associated with poor organizational structure.*

$H_{5a}$ : Self-confidence is negatively associated with work overload.

$H_{5b}$ : Self-confidence is negatively associated with poor role congruence.

$H_{5c}$ : Self-confidence is negatively associated with poor work environment.

$H_{5d}$ : Self-confidence is negatively associated with poor organizational structure.

#### 4.2. Sample and Data Collection

In order to test the hypotheses, data was gathered through the questionnaire. SPSS statistical package program was used to examine gathered data. The total sample of this study was 413 from 64 different institutions.

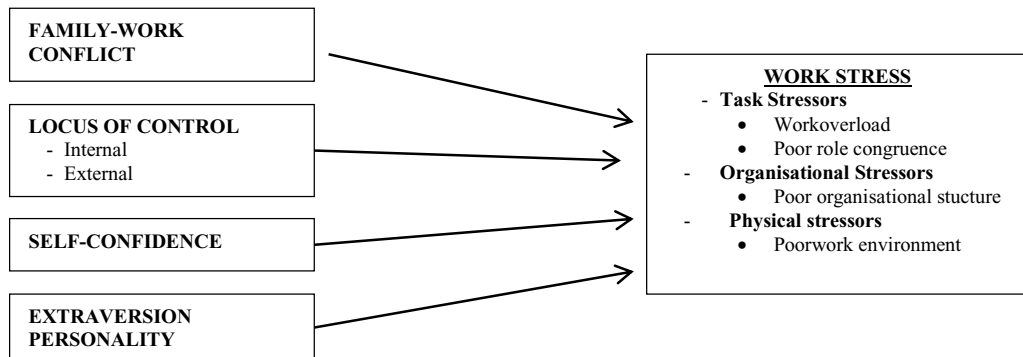


Figure 1. Model of the Study's Hypothetical Relations

#### 4.3. Measurement of the Validity of the Instruments and Factor Structure

The **stress questionnaire** was adopted from Leung, Chan and Yu, 2009. The scale consists of 26 items. But it was used 14 of them. We preferred Workoverload, Poor role congruence, Poor organisational stucture and Poorwork environment. Items for measuring the **self-confidence** were adopted from Day and Hamblin 1964; Bell 1967. The scale consists of 10 items. But one item was removed by the factor analysis. Items for measuring the **extraversion** were adopted from Benet-Martínez and John, 1998. The scale consists of 5 items. Items for measuring the **external-internal locus of control** were adopted from Rotter, 1966. The scale consists of 10 items. And lastly, **Family-Work Conflict Scales** was adapted from Netemeyer, Boles and McMurrrian, 1996. It was consist of 5 items.

#### 4.4. Findings

##### 4.4.1. Demographical Findings

The average respondent was 33,6 years old (std. dev. 7.2) and ages ranged from 19 to 72 years. 60.8 % of the participants identified themselves as married. The average work experience in years was 7.5 (std. dev. 6.5). 49.6 % of respondents were graduated from a University. 23.5 % of them were master/doctorate graduates. 12.6% of participants graduated from high school. 83.1% of the data was collected from private companies. 58.4% of participants were personnel. 27.1% of participants were mid-level managers. The data were collected from production, food and municipal institutions.

##### 4.4.2. Factor Analysis

Each scale was subjected separately to exploratory factor analysis. The factor structure was total items (44 items) of the 9 measures, in other words, family-work conflict, extraversion, locus of control (internal-external), self-confidence, stress (Workoverload, Poor role congruence, Poor organisational stucture, and Poorwork environment) and each scale separately produced clearly interpretable dimensions. Table 1 shows the items and factor loadings.

[illegible]



|             |             |             |             |
|-------------|-------------|-------------|-------------|
| $R^2=.051$  | $R^2=.116$  | $R^2=.057$  | $R^2=.100$  |
| $F=4,390$   | $F=10,640$  | $F=4,918$   | $F=9,019$   |
| $Sig.=.001$ | $Sig.=.000$ | $Sig.=.000$ | $Sig.=.000$ |

We performed a separate regression analysis to explore the proposed relationships in our hypotheses. We modelled 4 separate regression equations (Model 1, 2, 3 and 4). All five models [Model 1 ( $R^2=0,051$ ;  $F=4,390$ ;  $Sig.=0.01$ ); Model 2 ( $R^2=0,116$ ;  $F=10,640$ ;  $Sig.=0.00$ ); Model 3 ( $R^2=0,057$ ;  $F=4,918$ ;  $Sig.=0.00$ ); Model 4 ( $R^2=0,100$ ;  $F=9,019$ ;  $Sig.=0.000$ )] are found to be statistically significant. As illustrated in Table 3; Family work conflict affects sub-dimension of stress, work-overload, positively ( $\beta=0,156$ ,  $Sig.=0.002$ ). Therefore,  $H_{1a}$  is supported while  $H_{2a}$ ,  $H_{3a}$ ,  $H_{4a}$  and  $H_{5a}$  are rejected. Model 2 shows that FWC affects poor role congruence positively and significantly ( $\beta=0,162$ ,  $Sig.=0.001$ ), whereas internal locus of control affects poor role congruence negatively ( $\beta=-0,214$ ,  $Sig.=0.000$ ). However, as self-confidence increases, poor congruence increases either. This can be relied on the argument that when self-confidence increases individuals' ideas conflict with the organization and this causes employee to struggle with this conflict between different divisions. Therefore,  $H_{1b}$  and  $H_{2b}$  are supported. Additionally,  $H_{3b}$ ,  $H_{4b}$  and  $H_{5b}$  are rejected. Model 3 reveals that WFC positively affects poor work environment ( $\beta=0,111$ ,  $Sig.=0.025$ ), supporting the hypothesis of  $H_{1c}$ , while controverting  $H_{2c}$ ,  $H_{3c}$  and  $H_{4c}$ . As illustrated in Model 4; external locus of control affects poor organizational structure positively ( $\beta=0,103$ ,  $Sig.=0.044$ ) whilst internal locus of control affects poor organizational structure negatively ( $\beta=-0,185$ ,  $Sig.=0.000$ ). In this respect,  $H_{2d}$  and  $H_{3d}$  are supported, however  $H_{1d}$ ,  $H_{4d}$  and  $H_{5d}$  are rejected.

## 5. Conclusion and Further Discussion

Various studies have demonstrated that numerous factors are critical in determining the stress levels of employees in organization. Practically speaking, organizations need to find ways of taking actions that will alleviate the potential stresses their and strains. Balance of work family is one of the influential determinants of stressors since feelings of family- work conflict among employees could produce higher levels of turnover and also make it more difficult to attract new employees. This is due to the fact that family is a social institution open to any change in biological, psychological, economic, social and legal conditions of an individual's life. Therefore, the variable nature of the person's work and family life could create conflicts is a potential source of stress. As other studies have consistently demonstrated, the conceptual framework of this study supports that the lack of balance in family life causes employees to have negative perceptions of not spending enough time to their jobs leading to work stress. Our findings supported recent findings of various studies (Çelik and Turunç, 2009; Hammer et al, 2004; Efeoğlu and Özgen, 2007). Since this study aims to test the internal and external control as predictors of work stressors we rely on the theory that the contribution of locus of control plays a significant effect in employees' work attitudes and behaviors in their day-to-day lives. People who are found to be high on external and internal locus of control tend to believe and behave in different ways with regard to their job outcomes. Different levels of locus of control can prevent employee from reaching his or her full potential. Moreover, personality is one of the major factors of stress predictors that will define the behaviours of employees that they will express under stressing conditions and strain.

### Theoretical and Practical Implications

To date, only a few studies have examined the relationship between FWC, locus of control, personality and job stress. The growing interest in understanding the interface of work and family roles on work stress has stimulated the demands on investigating the roles of family work conflict on various stressors. The effects of FWC is critical because conflict between work and family leads to negative consequences in terms of organizations and individuals. One of the major consequences is job stress, since conflicts fostered by incompatible demands between the work and family roles of an employee can be a major determinant of work stress. Therefore, in work environment, organizations attempt to help employees manage the balance between work and family demands. Locus of control, on the other hand is critical because the internal or external beliefs about the outcomes of employees' actions can affect employees orientations on stress. People that are able to take or not take the control of their own lives can have different ways of coping with various stressors. Personality can be another determinant of work stress similar to they way locus of control does. Since extraverts are much more relaxed, they are able to view things more adaptively which affects the way they deal with stressors. In contrary, introversion if not properly managed, can

create stress-related illnesses. This paper is an attempt to review the recent literature and to categorize the various outcomes produced by the relationship between family-work conflict, locus of control, personality and work stress. As the literature reveals, limited studies particularly within locus of control and personality on work stress, in the authors' opinion, this dearth of empirical research on the job outcomes should be instantly addressed.

## References

- Amstad, F. T., Meier, L. L., Fasel, U., Elfering, A., & Semmer, N. K. (2011). A meta-analysis of work-family conflict and various outcomes with a special emphasis on cross-domain versus matching-domain relations. *Journal of Occupational Health Psychology*, 16, 151-169.
- Bandura, A. (1977). *Social learning theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Basım, H. N., Çetin, F., & Meydan, C. H. (2009). The Role Of Locus Of Control In Interpersonal Conflict Resolution Approaches. *Selçuk University Institute of Social Sciences Journal* 21, 57-69.
- Bell, G. D., 1967. Self-Confidence and Persuasion in Car Buying. *Journal of Marketing Research* IV(February): 46 - 52.
- Benet-Martínez, V., & John, O. P. (1998). Spanish Big Five scales using indigenous Castilian markers. Unpublished manuscript, University of Michigan, Ann Arbor
- Benet-Martínez, V., & John, O. P. (1998). Los Cinco Grandes across cultures and ethnic groups: Multitrait method analyses of the Big Five in Spanish and English. *Journal of Personality and Social Psychology*, 75, 729-750.
- Bernardi, R. A. (2003). A theoretical model for the relationship among: Stress, locus of control, and longevity. *Business Forum*, 26(3), 27-33.
- Bolino, M. C., & Turnley, W. H. (2005). The personal costs of citizenship behavior: the relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*, 90(4), 740-748.
- Campbell, W. K., Goodie, A. S., & Foster, J. D. (2004). Narcissism, confidence, and risk attitude. *Journal of Behavioral Decision Making*, 17, 297-311.
- Campbell, W. K., Goodie, A. S., & Foster, J. D. (2004). Narcissism, confidence, and risk attitude. *Journal of Behavioral Decision Making*, 17(4), 297-311.
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational Behavior*, 56, 249-276.
- Çelik, M., & Turunç, Ö. (2009). Aile-İş Çatışması, İş Stresi ve Örgütsel Sadakatin İş Performansına Etkisi: Savunma Sektöründe Ampirik Bir Çalışma. *Savunma Bilimleri Dergisi*, 8(2), 217-245.
- Cetin, F. (2011). The Roles of Self-efficacy and Locus of Control in the Intrapreneurship. *Business and Economics Research Journal*, 2(3), 69-85.
- Costa, P. T., Jr., & McCrae, R. R. (1992a). Four ways five factors are basic. *Personality and Individual Differences*, 13, 653-665.
- Cropanzano, R., Howes, J.C., Grandey, A.A., ve Toth, P.(1997). The Relationship of organizational politics and support to work behaviors, attitudes, and stress", *Journal of Organizational Behavior*, Vol. 18: 159-180.
- Day, R. C., R. L. Hamblin., 1964. Some Effects of Close and Punitive Styles of Supervision. *The American Journal of Psychology* 69 (March): 599 - 511.
- De Carvalho, C. F., Gadzella, B. M., Henley, T. B., & Ball, S. E. (2009). Locus of Control: Differences Among College Students' Stress Levels. *Individual Differences Research*, 7(3).182-187.
- De Cremer, D., & Van Hiel, A. (2008). Procedural justice effects on self-esteem under certainty versus uncertainty emotions. *Motivation & Emotion*, 32, 278-287.
- Duijts SF, Kant I, Swaen GM, van den Brandt PA, Zeegers MP. A meta-analysis of observational studies identifies predictors of sickness absence. *J Clin Epidemiol* 2007;60:1105-15.
- Ebstrup, J. F., Eplov, L. F., Pisinger, C., & Jørgensen, T. (2011). Association between the Five Factor personality traits and perceived stress: is the effect mediated by general self-efficacy?. *Anxiety, Stress & Coping*, 24(4), 407-419.
- Efeoğlu, İ. E., & Özgen, H. (2007). İş aile Yaşam Çatışmasının İş Stresi İş Doyumu Ve Örgütsel Bağlılık Üzerindeki Etkileri: ilaç Sektöründe Bir Araştırma. *Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 16(2), 237-254.
- Erdem, H. (2014). The impacts of perceived organizational support and locus of control on stress coping behavior: the role of psychological capital. Unpublished Doctoral Dissertation, İnönü University, Malatya.
- Eysenck, H. J.(1967). *The biological basis of personality*. Springfield: Thomas.
- Ferguson, M., Carlson, D., Hunter, E. M., & Whitten, D. (2012). A two-study examination of work-family conflict, production deviance and gender. *Journal of Vocational Behavior*, (81), 245-258.
- Fontana, D., & Abouserie, R. (1993). Stress levels, gender and personality factors in teachers. *British Journal of Educational Psychology*, 63(2), 261-270.
- Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, 77, 65-78.
- Frye, N. K., & Breugh, J. A. (2004). Family-friendly policies, supervisor support, work-family conflict, family-work conflict, and satisfaction: A test of a conceptual model. *Journal of Business and Psychology*, 19(2), 197-220.
- Gray, J. A.(1970). The psychophysiological basis of introversion-extraversion. *Behaviour Research and Therapy*, 8(3), 249-266.
- Gray-Stanley, J. A., Muramatsu, N., Heller, T., Hughes, S., Johnson, T. P., & Ramirez-Valles, J. (2010). Work stress and depression among direct support professionals: the role of work support and locus of control. *Journal of Intellectual Disability Research*, 54(8), 749-761.
- Greenhaus, J.H. and Beutell, N.J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10, 76-88.
- Hammer, T. H., Saksvik, P. O., Nytro, K., Torvatn, H., & Bayazit, M. (2004). Expanding the psychosocial work environment: Workplace norms and work-family conflict as correlates of stress and health. *Journal of Occupational Health Psychology*, 9, 83 -97.

- Harter JK, Schmidt FL, Hayes TL. Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *J Appl Psychol* 2002;87:268–79
- Huang, H. I. (2007). Understanding culinary arts workers: Locus of control, job satisfaction, work stress and turnover intention. *Journal of Foodservice Business Research*, 9(2-3), 151-168.
- Jamal, M. (1984). Job stress and job performance controversy: An empirical assessment. *Organizational Behavior and Human Performance*, 33: 1-21.
- Jaramillo, F., Mulki, J. P., ve Marshall, G. W. (2005). A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, 58: 705-714.
- Judge, T.A., Erez, A., Bono, J.E. and Thoresen, C.J. (2003), The core self-evaluations scale: development of a measure, *Personnel Psychology*, Vol. 56 No. 2, pp. 303-31.
- Kahn, R. L., Wolfe, D. M., Quinn, R., Snoek, J. D., & Rosenthai, R. A. (1964). *Organizational stress*. New York: Wiley.
- Keeney, J., Boyd, E. M., Sinha, R., Westring, A. F., Ryan, A. M. (2013). From “work-family” to “work-life”: Broadening our conceptualization and measurement. *Journal of Vocational Behavior*, 82, 221–237.
- Khan, A. A., Saleem, M., & Shahid, R. (2012). Buffering role of locus of control on stress among the college/university teachers of Bahawalpur. *Pakistani Journal of Commerce and Social Sciences*, 6(1), 158-167.
- Korotkov, D. (2008). Does personality moderate the relationship between stress and health behaviour? Expanding the nomological network of the five-factor model. *Journal of research in Personality*, 42(6), 1418-1426.
- Leung, M. Y., Chan, Y. S., & Yu, J. (2009). Integrated model for the stressors and stresses of construction project managers in Hong Kong. *Journal of Construction Engineering and Management*, 135(2), 126-134.
- Magnus, M. Jessica R. & Viswesvaran C., (2005). Convergence Between Measures of Work-to-Family and Family-to-Work Conflict: A MetaAnalytic Examination. *Journal of Vocational Behavior*, 67, 215-232.
- McCabe, K. O., & Fleeson, W. (2012). What is extraversion for? Integrating trait and motivational perspectives and identifying the purpose of extraversion. *Psychological Science*, 23(12), 1498–1505.
- Motowidlo, S. J., Packard, J. S., ve Manning, M. R. (1986). Occupational stress: Its causes and consequences for job performance. *Journal of Applied Psychology*, 71, 618–629.
- Muse, L. A., Harris, S. G., ve Field, H. S. (2003). Has the inverted U theory of stress and job performance has a fair test?, *Human Performance*, 16, 349–364.
- Netemeyer, R.G., Boles, J. S. and and McMurrian, R., (1996), Development and Validation of Work-Family Conflict and Family-Work Conflict Scales, *Journal of Applied Psychology*, Vol. 81. No. 4, 400-410.
- Netemeyer, R.G., Boles, J.S., & McMurrian, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of Applied Psychology*, 81, 400–410.
- Ng, T. W. H., Sorensen, K. L., & Eby, L. (2006). Locus of control at work: A meta-analysis. *Journal of Organizational Behavior*, 27, 1057–1087.
- Nohe, C., Meier, L. L., Sonntag, k., & Michel, A. (2015). The chicken or the egg? A meta-analysis of panel studies of the relationship between work–family conflict and strain. *Journal of Applied Psychology*, 100, 522-536.
- Nokelainen, P., Tirri, K., & Merenti-Valimäki, H. (2007). Investigating the influence of attribution styles on the development of mathematical talent. *Gifted Child Quarterly*, 51(1), 64–81.
- Nunnally, J.C. (1978). *Psychometric theory*, Second Ed. Newyork: McGraw-Hill.
- Onay, M., & Kılıcı, S. (2011). İş stresi ve tükenmişlik duygusunun işten ayrılma niyeti üzerine etkileri: Garsonlar ve aşçıbaşılar. *Organizasyon ve Yönetim Bilimleri Dergisi*, 3(2), 363-372.
- Ozer, D. J., & Benet-Martinez, V. (2006). Personality and the prediction of consequential outcomes. *Annual Review of Psychology*, 57, 401-421.
- Parasuraman, S., ve Alutto, J. (1981). An examination of the organizational antecedents of stressors at work. *Academy of Management Journal*, 24, 48-67.
- Parker, D. F., & DeCotiis, T. A. (1983). Organizational determinants of job stress. *Organizational behavior and human performance*, 32(2), 160-177.
- Perry, P. (2011). Concept Analysis: Confidence/Self-confidence. *Nursing Forum*, 46(4), 218-230.
- Peter, R., March, S., & du Prel, J. B. (2016). Are status inconsistency, work stress and work-family conflict associated with depressive symptoms? Testing prospective evidence in the lidA study. *Social Science & Medicine*, 100-109.
- Pilisuk, M., Montgomery, M. B., Parks, S. H., & Acredolo, C. (1993). Locus of control, life stress, and social networks: Gender differences in the health status of the elderly. *Sex Roles*, 28(3-4), 147-166.
- Rahim, A. (1996), Stress, strain, and their moderators: an empirical comparison of entrepreneurs and managers, *Journal of Small Business Management*, Vol. 34 No. 1, pp. 46-58.
- Rees, D. W., & Cooper, C. L. (1992). The occupational stress indicator locus of control scale: Should this be regarded as a state rather than trait measure?, *Work & Stress*, 6(1), 45-48.
- Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological monographs: General and applied*, 80(1), 1-28.
- Rotter, J. B. (1990). Internal Versus External Control of Reinforcement: A Case History of A Variable. *American Psychologist*, 45, 489-493.
- Røvik, J. O., Tyssen, R., Gude, T., Moum, T., Ekeberg, Ø., & Vaglum, P. (2007). Exploring the interplay between personality dimensions: A comparison of the typological and the dimensional approach in stress research. *Personality and Individual differences*, 42(7), 1255-1266.
- Salami, S. O. (2011). Job stress and burnout among lecturers: Personality and social support as moderators. *Asian Social Science*, 7(5), 110.
- Schieman, S., & Young, M. (2011). Economic Hardship and Family-to-Work Conflict: The Importance of Gender and Work Conditions. *J. Fam. Econ.* 32, 46–61.
- Schneider, T. R., Rench, T. A., Lyons, J. B., & Riffle, R. R. (2012). The influence of neuroticism, extraversion and openness on stress responses. *Stress and Health*, 28(2), 102-110.
- Schneider, T. R., Rench, T., Lyons, A., Joseph, B., Riffle, R. (2012). The influence of neuroticism, extraversion and openness on stress responses. *Stress and Health: Journal of the International Society for the Investigation of Stress*, 28(2), 102-110.

- Schunk, D. H., & Pajares, F. (2005). Competence perceptions and academic functioning. In A. J. Elliot & C. S. Dweck (Eds.), *Handbook of competence and motivation*, New York: Guilford Press.
- Singh, A. P., & Kumar Dubey, A. (2011). Role of Stress and Locus of Control in Job Satisfaction Among Middle Managers. *IUP Journal of Organizational Behavior*, 10(1), 42-56.
- Spector, P. E., Cooper, C. L., Sanchez, J. I., O'Driscoll, M., Sparks, K., Bernin, P., ... Yu, S.. (2002). Locus of Control and Well-Being at Work: How Generalizable Are Western Findings?, *The Academy of Management Journal*, 45(2), 453–466.
- Srivastava, S. (2009). Locus of control as a moderator for relationship between organisational role stress and managerial effectiveness. *Vision: The Journal of Business Perspective*, 13(4), 49-61.
- Stoeva, A. Z., Chiu, R. K., & Greenhaus, J. H. (2002). Negative affectivity, role stress, and work–family conflict. *Journal of Vocational Behavior*, 60(1), 1-16.
- Stordeur, S., D'hoore, W., & Vandenberghe, C. (2001). Leadership, organizational stress, and emotional exhaustion among hospital nursing staff. *Journal of advanced nursing*, 35(4), 533-542.
- Swickert, R. J., Rosentreter, C. J., Hittner, J. B., & Mushrush, J. E. (2002). Extraversion, social support processes, and stress. *Personality and Individual Differences*, 32(5), 877-891.
- Thayer, J. F., Yamamoto, S. S., & Brosschot, J. F. (2010). The relationship of autonomic imbalance, heart rate variability and cardiovascular disease risk factors. *International journal of cardiology*, 141(2), 122-131.
- Turunç, Ö., & Çelik, M. (2010). Algılanan Örgütsel Desteğin Çalışanların İş-Aile, Aile-İş Çatışması, Örgütsel Özdeşleşme ve İşten Ayrılma Niyetine Etkisi: Savunma Sektöründe Bir Araştırma/The Effect of Perceived Organizational Support on Work-Family Conflict, Family-Work Conflict, Org. *Atatürk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 14(1).
- Uliaszek, A. A., Zinbarg, R. E., Mineka, S., Craske, M. G., Sutton, J. M., Griffith, J. W., ... & Hammen, C. (2010). The role of neuroticism and extraversion in the stress–anxiety and stress–depression relationships. *Anxiety, Stress, & Coping*, 23(4), 363-381.
- Wang, Q., Bowling, N., & Eschleman, K. J. (2010). A meta-analytic examination of work and general locus of control. *Journal of Applied Psychology*, 95 (4), 761-768.
- Wayne, J. H., Musisca, N., & Fleeson, W. (2004). Considering the role of personality in the work–family experience: Relationships of the big five to work–family conflict and facilitation. *Journal of vocational behavior*, 64(1), 108-130.
- Wells-Parker, E., D. I. Miller, and J. S. Topping. (1990) Development of control-of-outcome scales and self-efficacy scales for women in four life roles. *Journal of Personality Assessment Summer*: 564-575.
- Westman, M., & Etzion, D. (2001). The impact of vacation and job stress on burnout and absenteeism. *Psychology & Health*, 16(5), 595-606.
- Westman, M., & Etzion, D. (2005). The crossover of work–family conflict from one spouse to the other. *Journal of Applied Social Psychology*, 35, 1936–1957.
- White, K. A. (2009). Self-confidence: A concept analysis. *Nursing Forum*, 44(2), 103–114.
- Wichman, A. L., Brinol, P., Petty, R. E., Rucker, D. D., Tormala, Z. L., & Weary, G. (2010). Doubting one's doubt: A formula for confidence? *Journal of Experimental Social Psychology*, 46(2), 350–355.
- Wilt, J. & Revelle, W. (2009). Extraversion. In Mark Leary and Rick Hoyle (Editors). *Handbook of Individual Differences in Social Behavior*, Guilford, 27-45.
- Woodman, T., Akehurst, S., Hardy, L., Beattie, S. (2010). Self-confidence and performance: A little self-doubt helps. *Psychology of Sport and Exercise*, 11, 467-470.
- Yavas, U., Babakus, E., & Karatepe, O. M. (2008). Attitudinal and behavioral consequences of work-family conflict and family-work conflict: does gender matter?, *International Journal of Service Industry Management*, 19(1), 7-31.
- Yıkılmaz, K. (2014). The Effect Of Locus Of Control And Attribution Processes On Coping Style Of Victims Of Mobbing, Unpublished Master of Science Dissertation, Middle East Technical University, Ankara.