The Effect of Gender and Work Experience on Psychological Attributes at Workplace

Shruthi Shivashankar*, Ipseeta Mitra†, Aditya Prakash‡ and Neeraj Panwar§

Abstract

For the past few years,the focus of the organizational psychologist is to work on creating a positive workplace environment and focusing on studying the perceived positive psychological attributes at the workplace. One of the primary reasons behind it is to develop and maintain a cordial and positive work climate for employees to have better interpersonal relations, violence-free climate, manager-employee relations, organizational policies, motivators, etc. All these psychological factors may influence the work environment in both a positive and negative manner. One of the perceived positive psychological attributes at the workplace is work locus of control, which describes whether employees reason out internal or external factors as the reason behind their actions and decisions. This might be leading to aggression and violence at the workplace, and thereby their personal growth might get influence. Hence, the present study aimed to explore the effect of gender and years of experience on the psychological constructs- violence prevention climate, work locus of control, and personal

---

* P.G. (Industrial Psychology), Department of Psychology, Jain (Deemed to be University), Bengaluru, India; shruthishivashankar33@gmail.com
† P.G. (Industrial Psychology), Department of Psychology, (Jain Deemed to be University), Bengaluru, India; mitraipseeta18@gmail.com
‡ P.G. (Industrial Psychology), Department of Psychology,(Jain Deemed to be University), Bengaluru, India; adityap830@outlook.com
§ Department of Psychology, Christ (Deemed to be University(, Bengaluru, India; neeraj.panwar@christuniversity.in

growth initiative using a 2x2 factorial design. For standardized scales pertaining to work locus of control, violence prevention climate and personal growth were administered on a sample of 200 employees (both male and female). The findings of the study highlighted that there was no significant gender difference on the three psychological constructs. However, years of experience did have a substantial effect on personal growth initiative and work locus of control. Additionally, a significant difference between years of experience on "practices and response" and "pressure for unsafe practices" dimension of violence prevention climate was also obtained.

1. Background

Individuals in the organization always have been motivated to work in an environment where there is a violence-free climate, respect, reward, recognition among the employees, and their superiors, which in at all helps move forward to fulfilling their personal needs leading to growth and development in the organization. This desired workplace helps an employee to flourish, but there are always drawbacks to it. A violence-free climate is the one in which the employees tend to provide better productivity and are also willing and enthusiastic to work for extended hours if required. Still,violence-prone climate leads to a decrease in the productivity scale and also has an affrighted behaviour pattern.

The construct of violence prevention climate conceptualized as "incidents where staffs are abused, threatened or assaulted in circumstances related to their work, including commuting to and from work, involving an explicit or implicit challenge to their safety, well-being or health"(Richards, 2003). The violence in the workplace may not necessarily imply physical violence only. There are other forms of non-physical violence too. For instance, workplace violence includes physical assaults, homicides, robbery, verbal abuse, bullying/mobbing, swearing,shouting,sexual and racial harassment,labelling,and threats. Many researchers have

shown that the employees who work in such an environment experience a lot of stress, anxiety, burnout, and depression. The employees who actively face violence do have negative effects, which also affect the behaviour of the people passively around them.

The demand foran optimal life includes working on one's personal growth i.e., the ability to adapt oneself as per the needs of the constantly changing life while continuing to grow as a person. This stands as an essential part ofmastering new skills, coping with life stressors, and maintaining close relationships. An employee grows personally and professionally if these needs match with the needs of the organization and lead to better work productivity and motivation.

Personal growth is "*the ability of an individual to work towards self-efficacy, including beliefs, attitudes and values that support personal growth*" (Robitschek, 1998).PGI is an aspect of human agency and, similar to other agentic characteristics such as self - efficacy, is a skill that can change and develop. It has been seen that when there is personal growth, it affects a lot of the aspects of well - being and also affects the people in the proper functioning of their private life and good mental health conditions. Henceforth, the organizations thatimplement such employee favour environment have high scales of employee engagements in the organizational goals, which lead to a rise in the production of the organization and for the employees as well.

Motivation acts majorly as an attribute which wholly contributes to a person's personal and professional well - being. When this is put in the organizational context, it is seen that there is always greater productivity when there is higher motivation. Generally, this motivation work towards shaping an employee either internally or externally. Locus of control can be viewed either as a uni-dimensional or multi-dimensional construct. Uni-dimensionality refers to a global control belief, whereas multidimensionality indicates that people may differ in their locus of control beliefs regarding different areas of life, e.g., achievement and health outcomes (Hewitt &Flett, 1996). Hence, the work locus of control largely influences an employee's commitment and persistence within the organization.

Researchers(Spector, Yang & Zhou, 2015) in a longitudinal study indicated that high values of Time 1 climate were associated with less likelihood of violence and abuse at Time 2 when prior exposure to violence and abuse was controlled (N = 126 nurses). MANOVA results suggested that being exposed to violence or abuse did not affect perceptions of climate. Both climate and violence exposure wascorrelated with some strains, both cross-sectionally and longitudinally. Still,MANOVA failed to find evidence that exposure to violence or abuse would result in an increase in strain over time. It is concluded that the direction of effects is from climate to violence/abuse but not the reverse and that climate should be a target for interventions designed to keep employees safe from both forms of mistreatment.

Another study concluded that family-work conflict affects work-overload, poor work environment, and poor role congruence stressors positively and significantly among a sample of 413 employees. Internal locus of control is found to be effective on poor role congruence and poor organizational structure negatively, whereas an external locus of control is effective on poor organizational structure positively. Results indicated no significant effect of extraversion personality and self- confidence on stressors (Karabay, Akyuz&Elci, 2016). Another research findings (Hirata & Kamakura, 2017) indicated that the importance of the influence of the authoritative parenting style on each PGI and self-esteem among Japanese university students.

Sonderbo, Annie, Charlotte, and Karin (2019) reported that people who were high on the extroversion and introversion scales were associated with significantly increased risk for work-related threats on 3584 employees. Also, accepting attitudes concerning work-related violencehad a significant association with increased risk for both work-related threats and violence. Associations between coping styles and work-related threats and violence were fragile and non-significant, and no effect of violence prevention training was found. The risk for work-related threats for persons high on the extroversion scale was decreased if supervisor violence prevention behaviour was high. Furthermore, if supervisor prevention behaviour was high, prevention training decreased the

risk ofwork-related violence. However, these associations weren't statistically significant.

A more recent study on 320 employees indicated that PGI had an indirect positive influence on psychological empowerment that was mediated by the following: (a) increasing structural job resources; (b) increasing challenging job demands; and (c) increasing social job resources, which subsequently leads to increasing challenging job demands. These findings contribute to the existing literature by elucidating the importance of self-initiated change processes at work (Matsuo, 2019). Results of another study (Mulki &Lassk, 2019)contributed to the knowledge about ethical climate and external WLOC in important ways showing a negative relationship to job meaningfulness on 143 salespersons. The beneficial role played by a firm's ethical climate in shaping salesperson's attitudes and behaviours is another contribution. The study also highlighted the need for sales managers to be aware of the potential negative impact of external WLOC during the hiring and utilize the competitive advantage facilitated by a firm's ethical climate during training programs.

2. Need of the Study

Throughout organizational development, there have been instances of verbal aggression and violence in the workplace. The victims are often adherent and reluctant to report the matter to the authorities. To understand this, the organization must create a climate that discourages employee's exposure to physical violence and verbal aggression. Research has highlighted the importance of a firm's ethical climate and how it provides a competitive advantage for an employee's performance (Mulki &Lassk,2019).

People are governed with personal and social beliefs all the time that the degree to which they have internal control over the outcomes of events they experience as opposed to external forces. At the workplace, employees either make use of external work locus of control or internal work locus of control attribute their functions. Employees with an internal locus of control are self-motivated to look forward to their growth and the growth of the organization at large. Also, external work locus of control tends to

become negative with job meaningfulness (Mulki &Lassk, 2019)and the personal growth of an employee (Panwar, Shivashankar & Mitra, 2019)

Some of the previous studies have highlighted various factors like family-work conflict, extraversion personality, self-confidence (Karabay, Akyuz & Elci, 2016) that contribute effectively towards efficient performance. However, there are limited studies that investigate the effect of certain demographic variables on the three psychological constructs violence prevention climate, work locus of control, and personal growth initiative. Hence,the aim of this research is to study the impact of gender and years of experience on the aforementioned psychological variables.

3. Research Question

Does gender and years of experience have anysignificant effect on the psychological variables- violence prevention climate, work locus of control, and personal growth initiative?

4. Objectives

1. To assess the effect of years of experience and gender on the psychological constructs –work locus of control, violence prevention climate, and personal growth initiative.

2. To assess the interaction effect of gender and years of experience on the psychological variables – work locus of control,violence prevention climate,and personal growth initiative.

5. Hypotheses

1. There would be no significant effect of years of experience on the psychological constructs – work locus of control, violence prevention climate, and personal growth initiative.

2. There would be no significant effect of gender on the psychological constructs –work locus of control, violence prevention climate, and personal growth initiative.

3. There would be no significant effect ofinteraction between gender and years of experience on the psychological constructs –work locus of control, violence prevention climate, and personal growth initiative.

6. Method

6.1 Research Design
The study followed a 2 x 2 factorial design, which is a quasi-experimental design.

6.2 Sample
The sample of the study comprised 100 employees working in the IT and Non-IT sectors. The participants were approached through the Snow-Ball sampling technique, and Google forms were used for collecting data from the participants. All physically fit and reported no severe medical condition during the last threemonths.The following were the demographic information of the participants:

Demographic information

Category	Sub-category	Number of participants (n)	%
Gender	**Male**	**50**	
	1 – 3 years of experience	28	28 %
	7 – 9 years of experience	22	22 %
	Female	**50**	
	1 – 3 years of experience	23	23 %
	7 – 9 years of experience	27	27 %
Age	25 – 29 years	17	17 %
	30 – 34 years	38	38 %
	35 – 39 years	34	34 %
	40 – 44 years	11	11 %
Education	Diploma (IT)	29	29 %
	UG	56	56 %
	PG	15	15 %
Area of living	Urban	83	83 %
	Rural	17	17 %
Family type	Joint	8	8 %
	Nuclear	92	92 %

NOTE: In total there were 100 working employees.

6.3 Tools Used

A. Work Locus Of Control [WLCS; Spector (1992)]:

This is a 16 item self-reported scale designed to assess control beliefs in the workplace, which consists of statements measuring both internal and external work locus of control. To obtain the responses on each statement, 6-point Likert scale has been used, ranging from 1 (disagree very much) to 6 (agree very much). Scoring for Items # 1,2,3,4,7,11,14, & 15 must be reversed, and then the cumulative scores have to be computed on all 16 statements. Hence, the minimum and maximum possible scores range from 16 to 96, respectively. Bond and Bunce (2003) reported test-retest reliability as 0.57.

B. Violence Prevention Climate Scale [VPCS; Kessler, Spector, & Chang (2008)]:

This is a 12-item version designed to assess individual perceptions of the extent to which organization management creates a climate that helps discourage employee exposure to physical violence and verbal aggression. Apart from the overall score, it also assesses three aspects of perceived violence prevention climate at the workplace including- practices and response (# 1,2,3 & 4), policies and procedures (# 5,6,7 & 8) and pressure for unsafe practices (# 9, 10,11,&12). To obtain the responses on each statement 6-point Likert scale has been used, ranging from 1 (agree very much) to 6 (disagree very much). Items 9,10, 11, and 12 are reverse scored. The internal consistencies for the three subscales were 0.95, 0.90, and 0.90, respectively.

C. Personal Growth Initiative Scale [PGIS; Robitschek, (1998)]:

It has 9-statements to assessperceived personal growth initiative by an individual. To obtain the responses on each statement 6-point Likert scale has been used, ranging from 1 (definitely disagree) to 6 (definitely agree). Hence, the minimum and maximum possible scores range from 9 to 54, respectively. Internal consistency estimates have ranged from 0.78 to 0.90(Spering&Robitschek, 2007).

6.4 Procedure

The data was collected from 236 employees working in the IT and Non-IT sectors using the Snowball technique. From the 236 employees, data of 100 employees fitting the inclusion criteria was finally selected for further analysis. Google forms were used for data collection. Consent was taken from the participants prior to the response collection. Instructions were mentioned in the questionnaire. Necessary demographic details were collected. There was no fixed time limit for answering the questionnaire. The confidentiality of the participant's responses was maintained.

6.5 Statistical Analysis

For this study, descriptive statistics (shown as interaction graphs) were initially run, followed by Two-Way Analysis of Variance.

7. Results and Discussion

The primary objective was to study the effect of year of experience and gender on three psychological variables,including work locus of control, violence prevention climate, and personal growth initiative. The second objective was to study the interaction effect of years of experience and gender on these variables. The overall sample size included 100 participants from which 50 of them were male, and 50 of them were female.

Table 1: *Summary of Two-way* ANOVA on Work Locus of Control

Source	SS	df	MS	F	Sig.
Exper	1420.95	1	1420.95	14.85***	0.001
Gender	8.34	1	8.345	0.09	0.77
Exper X Gender	142.42	1	142.42	1.49	0.22
Error	9185.38	96	95.68		

* Significant at .05 p level; ** Significant at .01 p level; *** Significant at .001 p level

Note: SS = Sum of squares; df = Degrees of freedom; MS = Mean of squares; Sig. = Significance ; Exper = Experience

From Table 1, it is evident that there is a significant effect of year of experienceon work locus of control (F = 14.85; p < 0.001) among employeessuggesting that as an employee gains more experience in

his/her job the tendency to become susceptible to the suggestions of others or chance factors tend to decrease.Hence, employees might tend to orient themselves towards having a balance in work locus of control and acting according to the situations. The employee might orient more towards internal work locus of control than external work locus of control. However, gender does have a significant effect on work locus of control (F = 0.09; NS), indicates that both males and females tend not to differ with regard to their external and internal work locus of control.

An interaction effect of gender and experience was not found to be significant for work locus of control (F = 1.92; NS). However, the mean obtained by male and female participantswith fewer years of experience (1-3 years) was 59.78 and 56.72, respectively. On the other hand, mean values obtained by male and female participants with higher years of experience (7-9 years) were 51.41 and 49.54, respectively, which was less as compared to the employees with lesser years of experience. Such a trend isagain indicating a possibility of a shift from having an external work locus of control to internal work locus of control as the year of experience increases. The same has been graphically presented in Fig. 1.
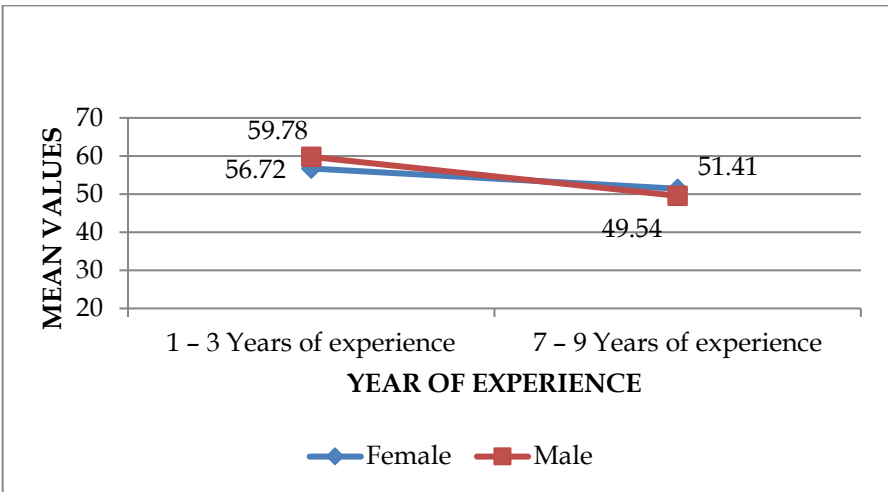

Fig. 1: Graphical depiction of interaction effect of gender and experience on work locus of control

Table 2:Summary of Two-way ANOVA on Practices and Responses

Source	SS	df	MS	F	Sig.
Exper	210.75	1	210.75	8.28**	.01
Gender	204.40	1	204.40	8.03**	.01
Exper X Gender	102.88	1	102.88	4.04*	.05
Error	2442.23	96	25.440		

* Significant at .05 p level; ** Significant at .01 p level; *** Significant at .001 p level

Note: SS = Sum of squares; df = Degrees of freedom; MS = Mean of squares; Sig. = Significance; Exper = Experience

From the table above, it can be seen that there is a significant effect of year of experience and gender on practices and response (dimension of violence prevention climate). This indicates that where male employees with less experience (M = 19.36) do not differ with regard to their awareness towards the practices and response of the organization's formal policiesthan their female (M = 18.50) counterparts with similar experience. On the other hand, with the increase in the work experience male (M = 18.45) and female (M = 13.41) employees do significantly differ concerning their awarenessofthe practices and response of the organization's formal policies regarding aggression and violence at the workplace. Further, as the male employees are equally aware regarding practices and response of the organization to manage workplace violence irrespective of their work experience. On the contrary, female employees differ in their awareness of practices and response with regards to workplace violence management as their experience increases. This could be because, with the increase in experience, female employees are more focused on personal growth, if they are not satisfied with the workplace they tend to move or shift the job, there are more chances for them to get married and move either the organization or the city. Additionally, the majority of female employees are not involved in the policy-making of the organization until and unless they are part of the 'Board of Members'.

Further, there has been asignificant interaction effect of experience,and gender results in a decrease in the mean score of experienced employees as compared to fresher employees. This suggests that greater the experience, greater an employee's

understanding of the internal policies and procedures, practices to prevent violence, and the like. Hence,particularly female employees might be demanded to follow certain practices in order to prevent any form of violence. The same has been graphically presented in Fig. 2.
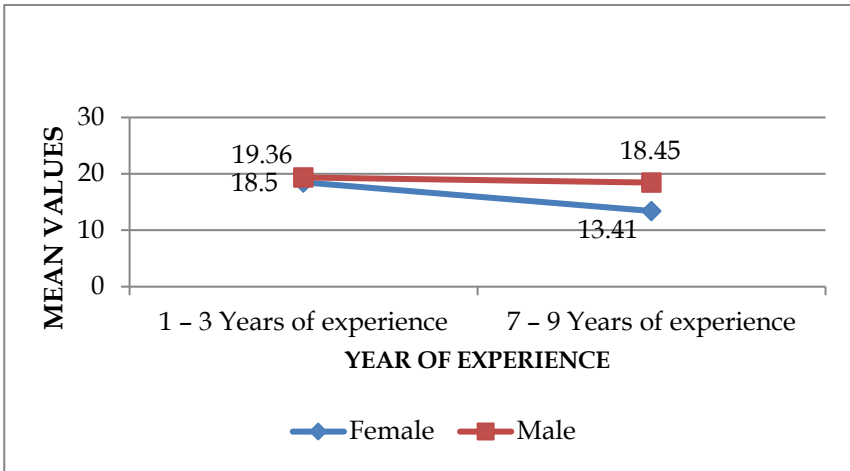

Fig. 2: Graphical depiction of the interaction effect of gender and experience on practices and response (dimension of violence prevention climate)

Table 3: Summary of Two-way ANOVA onPolicies and Procedures

Source	SS	df	MS	F	Sig.
Exper	16.07	1	16.07	0.66	0.42
Gender	2.71	1	2.71	0.11	0.74
Exper X Gender	19.61	1	19.61	0.81	0.37
Error	2334.81	96	24.32		

* Significant at .05 p level; ** Significant at .01 p level; *** Significant at .001 p level

Note: SS = Sum of squares; df = Degrees of freedom; MS = Mean of squares; Sig. = Significance; EXPER = Experience

Summary of two-way ANOVA from the above table highlights thatthere is neither significant effect of year of experience nor of gender on policies and procedures (dimension of violence prevention climate). The trend suggests that employees who are fresh (1-3 years) in the organization and those who are more

experienced (7-9 years), both the group of employees'perceive adequacy of management policies and procedures toward violence or aggression incidents. Further, even there has been a slight decline observed in the attitude of female employees towards adequacy of management responses toward violence or aggression incidentswith the increase in the work experience, but this difference found not to be significant for the current sample. On the other hand, male employees hold a somewhat similar attitude towards adequacy of management policies and procedures toward violence or aggression incidentscompared to their female counterparts, irrespective of their work experience.

Moreover, there has been no significant interaction effect of years of experience and gender observed on the employees' adequacy of management policies and procedures toward violence or aggression incidents. This could be because fresher employeesare in a tendency to form impression management or, due to the fear of being reprimanded by a higher authority, might tend to follow the policies and procedures of the organization more strictly than the experienced female employees. The same has been graphically presented in Fig. 3.
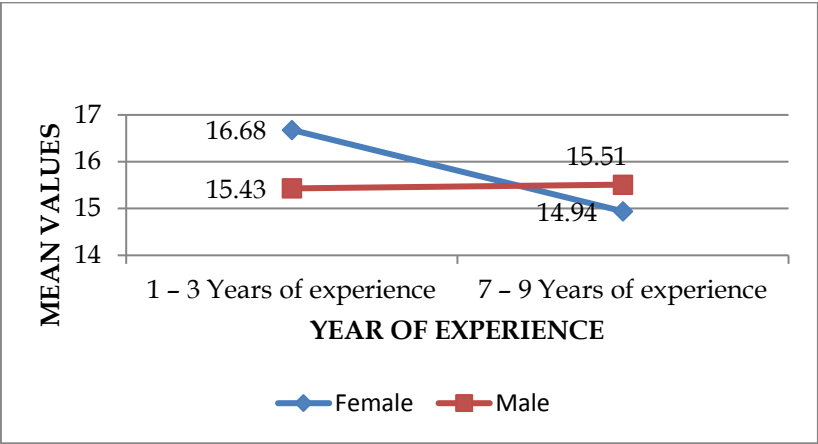

Fig. 3: Graphical depiction of the interaction effect of gender and experience on policies and procedures (dimension of violence prevention climate)

Table 4: Summary of Two-way ANOVA on Pressure for Unsafe Practice

Source	SS	df	MS	F	Sig.
Exper	148.98	1	148.98	**6.19***	0.02
Gender	7.07	1	7.07	0.29	0.59
Exper X Gender	84.15	1	84.15	3.50	0.06
Error	2310.93	96	24.07		

* Significant at .05 p level; ** Significant at .01 p level; *** Significant at .001 p level

Note: SS = Sum of squares; df = Degrees of freedom; MS = Mean of squares; Sig. = Significance; EXPER = Experience

The statistical outcome from Table 4 indicates that there has been a significant effect of year of experience (F = 6.19; p < 0.02) on pressure for unsafe practices (dimension of violence prevention climate), but no such effect found of the gender (F = 0.29; NS) on the same. This indicates that as the year of experience increases, employees feel pressure to ignore workplace aggression and violence prevention policies, as compared to fresh employees. This could be attributed to the fact that as the experience increases, employees,either male or female, tend to witness pressure for ignoring unsafe practices.

Additionally, findings also indicate a non-significant interaction effect (F = 3.50; NS) between the year of experience and gender on pressure for unsafe practices. As a result of which an employee's position/ status within an organization might force him/her to engage in certain unsafe practices, resulting in a subtle form of violence. The same has been graphically presented in Fig. 4.
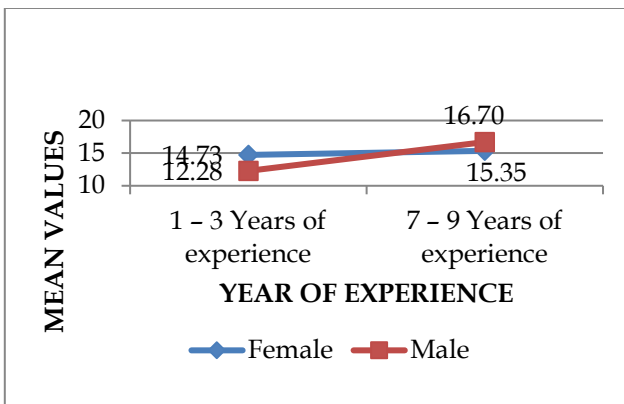

Fig. 4: Graphical depiction of interaction effect of gender and experience onpressure for unsafe practices (dimension of violence prevention climate).

Table 5: Summary of Two-way ANOVA on Violence Prevention Climate

Source	SS	df	MS	F	Sig.
Exper	39.94	1	39.94	0.45	0.50
Gender	99.83	1	99.83	1.13	0.29
Exper X Gender	563.78	1	563.78	6.38*	0.01
Error	8482.54	96	88.36		

* Significant at .05 p level; ** Significant at .01 p level; *** Significant at .001 p level
Note: SS = Sum of squares; df = Degrees of freedom; MS = Mean of squares; Sig. = Significance; EXPER = Experience

With respect to the overall violence prevention climate, no significant effect of experience (F = 0.45; NS) and gender (F = 1.13; NS) has been observed on overall scores of violence prevention climate. This indicates that employees do not differ concerning their perception of positive workplace climate, in terms of their year of experience and gender. But,there has been a significant interaction effect of experience and gender on violence prevention climateresults in a decrease ofthe mean score of experienced female employees (M = 43.70) as compared to fresher female employees (M = 49.91). Whereas, in the case of male employees, as the experience increases (M = 50.67), employees perceive that organization has a positive workplace climate as compared to fresher male employees (M = 47.07). The interaction is shown in Fig. 5 makes it more evidentand reveals that with experience male employees perceive workplace climate more positive as compared to their female counterparts.
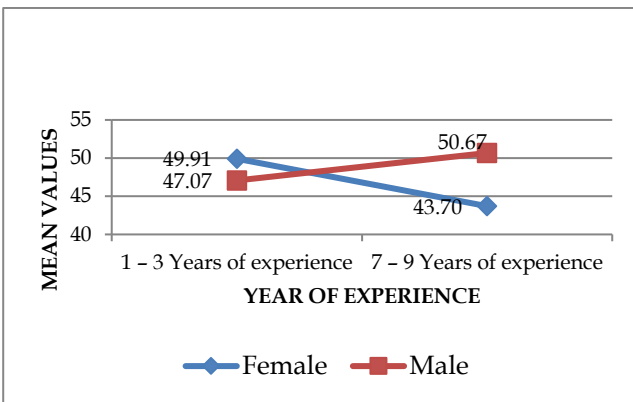

Fig. 5: Graphical depiction of the interaction effect of gender and experience on violence prevention climate.

Table 6: Summary of Two-way ANOVA on Personal Growth Initiative

Source	SS	df	MS	F	Sig.
Exper	278.15	1	278.15	8.40*	0.01
Gender	10.03	1	10.03	0.30	0.58
Exper X Gender	28.92	1	28.92	0.87	0.35
Error	3180.51	96	33.13		

* Significant at .05 p level; ** Significant at .01 p level; *** Significant at .001 p level

Note: SS = Sum of squares; df = Degrees of freedom; MS = Mean of squares; Sig. = Significance; EXPER = Experience

For the current empirical research work,personal growth initiative was the last variable on which the effect of experience was found significant (F = 8.40; p < .01). Such a trend indicates that with the increase in experience, both male and female employees tend to look forward totheir personal growth and engage themselves in more activities to initiate professional courses. As the experience grows, employees become more aware ofthe new avenues of personal and professional growth, and all the employees must work on personal growth. Further, the non-significant effect of gender has been observed on personal growth initiative (F = 0.30; NS) which reveals that irrespective of experience, both male and female holds a similar attitude towards personal growth.

Additionally, no significant interactive effect of experience and gender has been seen on personal growth initiativesamong employees. The trend indicates almost a parallel (Fig. 6) increase in the steps taken by employees for their personal growth. This could be attributed to an employee's awareness and a better understanding of the organization; the procedures and policies followed, a better understanding of job and roles, better interpersonal relations, and the like. Also, this adds to a personal knowledgeof his/her strengths and weaknesses. Thus, motivating the employee not only to hone their skills and expertise rather improve on their weaknesses, too. This contributes to the overall personal growth and development of the organization as well.
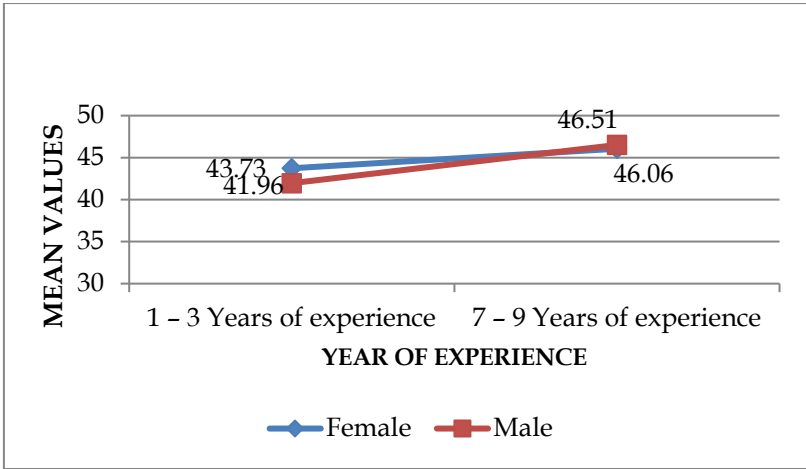
Fig. 6: Graphical depiction of interaction effect of gender and experience on personal growth initiative.

8. Conclusion

From the above section of results, it is evident that except practices and responses (dimension of violence prevention climate), no significant effect of years of experience, gender, and interaction effect has been obtained. This indicates that employees with less or more work experience do differ regarding awareness towards the practices and response of the organization's formal policies regarding aggression and violence at the workplace. Even male and female employees differ on the same. Additionally, male and female employees differ in terms of their year of experience (significant interaction effect).

Further, a significant effect of year of experience has been observed on work locus of control, presser of unfair practices, and personal growth initiative. This trend highlights that as the experience of the employees increases, they learn more about their own attributes at the workplace and learn deeply about the internal policies and procedures of the organization, based on which they either develop a more positive attitude about the workplace climate.

Finally, a significant interaction effect has been found for overall violence prevention climate, which reveals that with experience,

male employees perceive workplace climate more positive as compared to their female counterparts.

9. Limitations

1. Focus on managerial level employees could have led to a better understanding of the role of years of experience on the three psychological variables.

2. The study wasn't restricted to a single occupation.

3. The study had to exclude a large number of samples as they did not fit into the inclusion criteria.

10. Suggestions

1. Organizations could focus on improving the skills, knowledge, and attitude of employees (both males and females) through effective training programs as both would contribute equally to the organization's development and growth.

2. Appointing employees for managerial level jobs could be done irrespective of their gender.

3. Policies and procedures implemented to prevent violence within an organization could be made gender-neutral and applied to every single employee within the organization.

References

Andersen, L. P. S., Hogh, A., Gadegaard, C., &Biering, K. (2019). Employees exposed to work-related threats and violence in human services sectors: Are any employees members particularly exposed to violence and threats and what role do supervisors play? *Work*, *63*(1), 99–111.

Aytac, S., &Dursun, S. (2011). The Effect on Job Satisfaction and Stress of the Perceptions of Violence Climate in the Workplace. *Mediterranean Journal of Social Sciences*, *2*(3), 70-77.

Bhattacharya, A., & Mehrotra, S. (2014). Personal growth initiative scale: How does it perform in Indian youth samples. *Journal of Indian Academy of Applied Psychology*, *40*, 122-129.

Hirata, H., & Kamakura, T. (2017). The effects of parenting styles on each personal growth initiative and self-esteem among Japanese university students. *International Journal of Adolescence and Youth*, *23*(3), 325–333.

Karabay, M. E., Akyüz, B., &Elçi, M. (2016). Effects of Family-Work Conflict, Locus of Control, Self Confidence and Extraversion Personality on Employee Work Stress. *Procedia - Social and Behavioral Sciences*, *235*, 269–280.

Kessler, S. R., Spector, P. E., Chang, C.-H., & Parr, A. D. (2008). Organizational violence and aggression: Developmentof the three-factor Violence Climate Survey. *Work & Stress, 22,* 108-124.

Matsuo, M. (2019). Personal growth initiative as a predictor of psychological empowerment: The mediating role of job crafting. *Human Resource Development Quarterly*, *30*(3), 343–360.

Muhonen, T., &Torkelson, E. (2004). Work locus of control and its relationship to health and job satisfaction from a gender perspective. *Stress and Health*, *20*(1), 21–28.

Mulki, J. P., &Lassk, F. G. (2019). An Exploration of the Combined Impact of Ethical Climate and Work Locus of Control on Job Performance and Turnover Intentions: An Abstract. *Developments in Marketing Science: Proceedings of the Academy of Marketing Science Finding New Ways to Engage and Satisfy Global Customers*, 875–875.

Panwar, N., Shivashankar, S., & Mitra, I. (2019*). Mediating role of violence prevention climate in the relationship between work locus of control and personal growth initiative.* Paper presented in National conference at MP Birla Institute of Management, Bangalore.

Robitschek, C. (1998). Further validation of the Personal Growth Initiative Scale. *Measurement and Evaluation in Counseling and Development*, *31*, 197-210.

Robitschek, C., Ashton, M. W., Spering, C. C., Geiger, N., Byers, D., Schotts, G. C., &Thoen, M.   (2012). Development and psychometric properties of the Personal Growth Initiative Scale – II. *Journal of Counseling Psychology*, *59*, 274-287.

Spector, P. E. (1988). Development of the work locus of control scale. *Journal of Occupational Psychology, 61*, 335-340.

Spector, P. E., Yang, L.-Q., & Zhou, Z. E. (2015). A longitudinal investigation of the role of violence prevention climate in exposure to workplace physical violence and verbal abuse. *Work & Stress*, *29*(4), 325–340.