A Study of External Locus of Control on Relationships among Coping Behavior on Agency Workers Job Satisfaction

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With the rapid trend of the human resources strategy of the globalization, dispatched work becomes the result of flexible human resource using. Dispatched work as a newly risen service industry, belong to the short term and more flexibility work styles and make the firms cost down for the manpower requested. This study probes into the manpower coordinate with the agency workers needs the correlation between agency workers of retail stores in Taiwan, External Locus of Control on relationships among Coping Behavior on Job Satisfaction to conduct quantitative research by questionnaire survey. 250 questionnaires are distributed, with a total of 230 returns. After eliminating 18 invalid questionnaires, the researcher obtains 212 valid questionnaires and return rate is 92.2%. According to the findings, there is significant correlation between agency workers, External Locus of Control and Job Satisfaction. Coping Behavior significantly influences Job Satisfaction, and External Locus of Control significantly influences Job Satisfaction. Moderating effect Coping Behavior between External Locus of Control and Job Satisfaction is supported.

Keywords: Agency Workers, External Locus of Control, Coping Behavior, Job Satisfaction

INTRODUCTION

With the changes brought on by informatization and globalization, global economy is no longer limited by borders. Enterprises need to find ways to improve their core competitiveness reduce costs and at the same time maintain quality to win the trust of customers. Consequently, the cost of human resources has also become an important part that requires strategic adjustment. As the structure of domestic industries turns more and more service-oriented, work becomes diversified and product life cycles gets shorter, dispatched work grows year by year (Lin Zhengyu, 2008). Worker dispatching services are able to provide needed personnel immediately after the contract is signed with an enterprise that faces rapid increase of manpower demand. In the past, looking for workers through conventional approaches was time-consuming and the results could not be guaranteed. Therefore, dispatched work has become a finest option for enterprises to save on personnel cost because there is a group of workers ready to work according to demand. However, many controversies have also surfaced. Dispatched workers are the first ones to be let go when enterprises are hit by recessions. This has negative effects, such as decline in morale, difficult work team coordination, lack of long-term commitment, and increase of difficulty in staff recruitment for the company in the future (Xu Miaosui, 2001). The study by Freidin, Watson and Wooden (2002) points out that whether from the angle of flexibility, work stability, skill utilization and development, pay and benefits, or employee independence, the satisfaction of dispatched workers is far lower than that of full-time employees. For this reason, this study aims to explore the difference in satisfaction as a result of the personality traits of dispatched workers when they cope with the environment. It is hoped that the conclusion achieved may be applied to stimulate the work performance of dispatched workers to upgrade work results and reduce turnover rates. Thus, enterprises can continue to use dispatched work to boost their productivity to economize their operating costs and achieve their profitability target.
LITERATURE REVIEW

Dispatched work

Rising human rights awareness in recent years has prompted workers to value their benefits, pay and different needs. Meanwhile, as enterprises look for ways to avoid the pressure from hiring long-term employees but maintain quality at the same time to achieve both personnel downsizing and work performance, the flexible human resources that worker dispatching companies provide become an ideal choice (Huang Nengtang and He Yihua, 2009). As the demand of big corporations for human resources increases (like Hewlett Packard, City Bank, ChinaTrust, for example), dispatched workers become an indispensable workforce and use of dispatched workers allows businesses to reduce their operating costs with flexibility. The concept of dispatched work in Taiwan was learned from Japan. Different terms have been adopted, such as outsourcing, temporary work, and so forth. Regardless of what it is called, dispatched work is provided under a temporary employer-employee relationship. In Japan and Korea, such workers now constitute one third of the total workforce. In certain European Countries, like Germany, the practice has also become popular among the enterprises and such workers have the opportunity to become official employees (Huang Nengtang and He Yihua, 2009; Business Weekly, 2007).

Dispatched work involves three parties, namely the user enterprise, dispatching agency and the workers dispatched. The dispatching agency is required to sign a business contract or dispatch contract with the user enterprise, while between the workers dispatched and the user enterprise exists only the relationship of provision and use of labor (Kalleberg et al., 2000; McKeown, 2003). Although dispatched work can bring each worker opportunities and varieties of employment, the psychological contract between such a worker and the user enterprise and the dispatching agency has a subconscious effect on the worker’s work attitude, commitment and pressure (Marie-Eve Lapalme and Gilles Simard, 2011).

Locus of Control

Different upbringing and habits lead to dissimilar behavioral characteristics. In other words, personality traits are behind the overall performance of an individual (Zheng Zhenmei, 2001). Internal locus of control and external locus of control are the two types of perception of an individual toward the results of events. People with an internal focus of control believe that they can control or predict the results of events, the consequences of their behavior, and these consequences are closely related to their conduct, personality and experience. On the other hand, those with an external locus of control are convinced that the results of events are determined by external forces, such as social relations, opportunities and other people’s authority; the consequences cannot be predicted and are beyond their control or understanding (Spector, 1988; R. Martin, G. Thomas, K. Charles, O. Epitropaki, & R. McNamara, 2005). These two types of people also behave differently in the same environment. When facing a difficult task, those with an internal locus of control tend to double their effort and achieve the target or what they have been assigned by their supervisor to accomplish. They are also able to adapt and control work pressure. The ones with an external locus of control, on the contrary, are more likely to receive information passively as usual or execute what they have been told to; they are fatalistic. Studies have pointed out that those with an internal locus of control are more active and independent, whereas the ones with an external locus of control tend to resign to their fate as well as have a negative attitude and low self-esteem (Ringer and Boss, 2000). Nevertheless, no one is entirely either type. It is only a matter of degree of tendency. Most people come in between. The extreme values are merely relative (Chen Yuqian, 2009). Due to different cultural backgrounds, the locus of control between Chinese people and
Westerners are not the same. Chinese tend to have an external locus of control. Since the Taiwanese culture is intrinsically Chinese, the external locus of control has therefore been adopted as a variable in domestic studies (Huang Youli and Yan Yan, 2009).

**Coping Behavior**

Coping is a defense mechanism. When encountering pressure, a person transforms the reaction to external pressure or a negative incident through cognitive and behavioral efforts. The same person can have dissimilar coping behavior when facing pressure of different nature. Hence, the process of an individual’s interaction with the environment is managed differently according to the situation and the results are regarded internal and external demands that take shape when the pressure is beyond what the personal resources can handle. Folkman & Lazarus (1988) consider coping behavior the efforts of an individual in cognition and behavior to reduce pressure and these efforts undergo changes over time. They do not remain unchanged because of the individual’s specific qualities or behavioral patterns. Personality also can directly or indirectly leads to certain limitations on coping behavior which can be divided into problem-focused coping and emotion-focused coping but both are intended to alleviate pressure, sense of oppression, and other negative emotions (Wang Qianyi, 2007; Connor-Smith & Flachsbart, 2007). Problem-focused coping leads to action when the likely improvement appears acceptable or could at least reduce the negative impact to a certain extent. The objective of motion-focused coping, on the contrary, is to mitigate or manage the problem derived from the negative emotions created by the pressure (Tsai Hsinyi, 2007). Positive coping behavior can ease work pressure and boost satisfaction. Evasive coping behavior, on the other hand, will increase emotional exhaustion and lower the sense of accomplishment. Apparently, problem-focused coping is more positive than emotion-focused coping in handling of pressure (Chen Shumei, 2004). It is indicated in related literature that there is a correlation between a salesperson and sales. For example, the conviction in self-performance of a hotel manager with the tendency of emotion-focused coping and external locus of control will have a positive effect on the sales of the hotel(Zellars et al. 2004; Jeffrey E. Lewin and Jeffrey K. Sager, 2010).

**Job Satisfaction**

The level of employees’ job satisfaction is a factor in an enterprise’s maintenance and improvement of competitive edges while job satisfaction is a subjective and self-measured frame of mind. Arnett, Laverie, & McLane (2002) suggest that evaluation of job satisfaction changes with an employee’s position and duties, the incentive measures of the organization, and the work environment; it is affected in the individual psychological aspects, such as work changeability, whether instructions from the supervisors are explicit, interpersonal relations at work, pay and benefits, whether the organization has a clearly defined system and policies, and whether employee training is valued. At the same time, for employees to have higher job satisfaction, it is important that the management is reasonable and fair and the company has a decent work environment policy. Robbins (2003) believes that job satisfaction is the overall attitude of a worker. High job satisfaction means the worker holds a positive attitude toward work. Therefore, fulfilling the needs of the employees to maintain and improve employees and their work performance is what an enterprise can do to achieve positive results that will have full and significant effects. Khandekar and Sharma (2005) point out that when job satisfaction is high, workers will have high-level performance and work results as well as passion for their work. High-level job satisfaction will make employees want to stay and devote to the organization (Gene, 2001). All enterprises ought to respect and value their employees. They need to see the organization as a market and the employees the
internal suppliers and customers. The internal customers have to be satisfied before the employees will have the motivation to provide services that customers find satisfactory.

HYPOTHESIS

External Locus of Control and Coping Behavior

When coping with pressure, employees will have different results because of their personality traits. Above all, personality traits and the sense of control of their job (Siu, Spector, Cooper, Lu, & Yu, 2002) will have an effect on employees’ perception of work pressure. This means that people ought to take into consideration their perception of the society, their mentality and the organization when deciding how to cope. Whatever coping approaches adopted will help decrease the negative effects of work pressure and result in higher job satisfaction, physical and mental well-being, and reduction of employee turnover rates. Personality traits can be regarded an individual’s capacity to make cognitive evaluation and react and cope when encountering pressure. Compared to Westerners, Chinese people tend to have an external locus of control as a result of cultural differences. Therefore, personality traits of people with an external locus of control are adopted as a variable in this study (Xu Yaowen and Huang Yuqing, 2009). Thus, this study proposes the hypothesis below:

H1 : External Locus of Control and Coping Behavior has positive signification effective

Coping Behavior and Job Satisfaction

In the rapidly changing environment, there are many factors that have influence on employees’ work pressure, including job satisfaction, performance, commitment, and stay at the job. Kindergarten teachers, above all, who face growingly diverse teaching methods, have to continue improving their expertise to meet the demand. For young children, the teachers are very important. In consequence, however, work pressure increases and such teachers sometimes encounter frustrations and begin to be tired and dissatisfied with the work. Therefore, how to cope and release pressure becomes rather important for kindergarten teachers (Wu Zhengrong, 2002). They need to be able to ease work pressure through leisure activities, develop interpersonal relations and improve the quality of their life in order to be happy and satisfied with teaching work (Xu Yaowen and Huang Yuqing, 2009). Different coping approaches can have a psychological effect on them. Those adopting problem-focused coping will be able to have better job satisfaction and mental health (Heaney, Price & Rafferty, 1995). Thus, this study proposes the hypothesis below:

H2 : Coping Behavior and Job Satisfaction has positive signification effective

External Locus of Control and Job Satisfaction

Not every person can choose work that suits their personality traits, although personality definitely has a close relation with one’s profession. If the goodness of fit between an individual and the work environment is high, his or her work performance will be stable and the achievement will thus be higher and job satisfaction will increase. Moreover, the more an employee’s personality traits are fit for the culture of the organization, the more positive the effects will be, such as better work performance and stronger commitment of the organization (Jiang Jinhua, 2001). People with the personality traits that make them have an internal locus of control tend to have higher job satisfaction. In the West, however, the cultural differences and open environment make people tend to have an external locus of control. Meanwhile, there are also personality variations between people with an internal or external locus of control.
control in Taiwan and in the West (Xu Yaowen and Huang Yuqing, 2009). Thus, this study proposes the hypothesis below:

**H3**: External Locus of Control and Job Satisfaction has positive signification effective

According to the previous researcher theories, the Coping Behavior as the mediator between the External Locus of Control and Job Satisfaction, therefore this study also proposes the hypothesis as the following:

**H4**: The relationship between the External Locus of Control and Job Satisfaction will be mediated by Coping Behavior.

**METHOD**

**Data analysis methods**

Applications of structural equation modeling (SEM) have increased considerably over the past few decades across the social and behavioral sciences. One reason for the frequent use of SEM is that it provides researchers with a comprehensive approach to quantification and testing of theories; a second reason is that structural equation models explicitly take into account the measurement error that is ubiquitous in most disciplines (Raykov and Marcoulides, 2000). The statistical analysis software package use IBM SPSS 20.0 and AMOS 20.0 as the analysis technology. The statistic methods used in this study include: reliability and validity analysis, the mean and standard deviation analysis of the correlation analysis, structural equation model to test the hypothesized correlation and relationships between variables, moreover the bootstrapping as the meditation test tool. Finally, the exam of overall model analysis to inspect the test of compliance with its standards fit.

**Sample information**

The study will take convenience sampling from northern Taiwan area including Taipei City and Taipei County, Taoyuan County, Hsinchu City and County) hypermarkets such as Carrefour, FE-amart, RT-Mart retail stores questionnaires. The distributed sample of above stores of agency worker was selected through agency and referred to the hypermarkets as the study target sample. The test session will be in four weeks periodic. After the convenient random sample distributed, there are 250 survey send and 230 survey returned. Eliminate the 8 unusable questionnaires and there are 212 samples are useable. The total returned rate is 92.2%.

**Measurement: External Locus of Control**

The operational definition of personality traits of people with an internal or external locus of control in this study is the general result of a dispatched worker’s personal experience in early years and the current environment. Those with an internal locus of control have more confidence in their ability and are able to try hard and gather information in a complicated environment. The ones with an external locus of control are more submissive and more likely to follow orders in the organization. The work locus of control scale developed by Spector (1988) is applied for measurement. The questions include forward and reverse items. Calculation of the scores on the reverse items in the original questionnaire showed that the lower the score, the higher the tendency of the sample being from a person with the personality traits for external locus of control. Analysis indicated that scores on the questions about internal locus of control were all insignificant. Therefore, only the personality traits of people with an external locus of control are measured in this study. There are 7 questions in total.
Coping Behavior

The operational definition of coping behavior in this study is the coping attitude or conduct of a dispatched worker when facing pressure. The objective of problem-focused coping is to solve the problem or try to change the influence of source of pressure on the individual whereas the objective of emotion-focused coping is to reduce or manage the negative emotions created by pressure. The coping behavior scale established by Lazarus R. S. & Folkman, S. (1984) is applied for measurement. In accordance with the direction of this study, problem-focused coping is measured. There are 7 questions in total.

Job Satisfaction

The operational definition of job satisfaction in this study is whether a dispatched worker is able to have a positive perception toward his or her work. The Job Satisfaction scale established by Judge, T. A., & Bono, J. E. (2001) is applied for measurement. There are 5 questions in total.

These questionnaires using Likert’s style scale 7-point. The questionnaires according to agency workers and External Locus of Control, Coping Behavior, and Job Satisfaction dimensions completed by intuition. The response scale consists of seven points, ranging from 1 (Strongly Disagree) to 7 (Strongly agree).

Reliability and Validity Analysis

This study questionnaire totally has four major dimensions: External Locus of Control, Coping behavior, Job satisfaction. External Locus of Control has sub-dimension of total 7 questions, Coping behavior has sub-dimension of 7 questions, Job satisfaction has 7 questions in sub-dimension. The pilot test was distributed after the questionnaire development by three experts review and provides word correction. The questionnaire was returned and deleted the low reliability that low than 0.5 and low factor loading question (less than 0.5). There are total 18 questions as the final survey questions. After the survey sample analysis, the reliability analysis of the questionnaire various total dimensions of reliability test are greater than 0.7, and each scale the total dimensions Cronbach’s α values were> 0.7, the total of dimensions in External Locus of Control Cronbach's α value is 0.857, Coping behavior Cronbach's α is 0.905, Job satisfaction Cronbach's α is 0.836. The three dimensions are presented a high degree of reliability. The analysis of the results shows as the table one.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Construct Dimensions</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Cronbach’s α</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Locus of Control</td>
<td>External Locus of Control</td>
<td>3.90</td>
<td>1.162</td>
<td>0.857</td>
</tr>
<tr>
<td></td>
<td>Total Dimensions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coping behavior</td>
<td>Problem-Focused</td>
<td>5.50</td>
<td>0.863</td>
<td>0.905</td>
</tr>
<tr>
<td></td>
<td>Total Dimensions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>Job Satisfaction</td>
<td>4.58</td>
<td>1.003</td>
<td>0.836</td>
</tr>
<tr>
<td></td>
<td>Total Dimensions</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Construct validity : Convergent Validity Analysis

Confirmatory factor analysis (CFA) enables to test how well the measured variables represent the construct. The latent variables reliable depend on the value of composite reliability. The latent variable of composite reliability is to measure the dimensions of consistency; the higher of degree means the higher of internal consistency reliability. The first step in checking the reliability of the observed variables must
be greater than 0.50 (Bentler&Wu, 1993; Jöreskog and Sörbom, 1989). Then check the Construct reliability. According to Scholar Fornell and Larcker (1981) recommend the best CR value should above 0.6. After the CFA test, it is found all dimensions standardized loadings are greater than 0.7 and in addition to two questions under the job control scale is slightly less than 0.7, the remaining dimensions are standardized load greater than 0.7. After the CAF examination of four dimensions, the CR values are greater than 0.7 and it shows this scale has a pretty good reliability.

The confirmatory factor analysis (CFA) exam of convergent validity based on the dimensions average variable number of items extracted amount (average variance extracted, AVE). The item that are indicators of a specific construct should converge or share a high proportion of variance in common and the average percentage of variance extracted (AVE) among s asset of construct items is a summary indicator of convergence. This value 0.5 or higher is good rule of thumb suggesting adequate convergence Hair et. al (2009). The result of AVE as the following information: External Locus of Control at observed variables AVE values was 0.506; Coping behavior dimensions AVE values were 0.578; Job satisfaction scale AVE were 0.55. The construct variables are all higher than suggested AVE values greater than 0.5. (Hair et al, 2009).

**The variables statistic**

The Descriptive Analysis:

1. **Gender:** The sample consisted of 98 men (46%) and 114 women (54%).
2. **Age:** below 24 years old of 128 people (60%), aged between 25 and 34 years old of 49 people (23%), aged between 35 and 44 years old of 13 people (6%), more than 45 years old of 23 people (11%).
3. **Marriage:** Unmarried of 163 people (77%), Married of 41 people (19%), with 4% unidentified.
4. **Education background:** Junior high school of 4 people (2%), senior high school of 21 people (10%), vocational or technical college of 37 people (17%), associate bachelor 17 people (8%), bachelor degree of 120 people (57%), master's degree of 13 people (6%).
5. **The calculative of salary:** Hourly employee of 64 people (30%), daily wage of 32 people (15%), salary of 91 people (43%), piecework of 18 people (9%), with 3% unidentified.
6. **Seniority:** Less than 1 year of 83 people (39%), 1 year to less than 2 years of 52 people (25%), 2 years to less than 3 years of 31 people (15%), 3 years to less than 5 years of 9 people (4%), more than 5 years of 37 people (17%).

**Over all model fit indices**

In this study focus on the correlation of agency workers External Locus of Control, Coping behavior, Job satisfaction dimensions measurement. The first phase of the dimensions value will indicated the second phase adjusted model. After the first phase of CFA analysis, the goodness fit od model as: \( \chi^2 \) value is 329.004(df=133); \( \chi^2/\text{df} \) value is 2.474 and the other fit indices is as GFI=0.858, AGFI=0.817, NFI=0.838, CFI=0.896, all of the fit indices lower than the standard value 0.9. And it is below the standard required. Also the RMSEA =0.08, RMR=0.106,SRMR = 0.064. The initial confirmatory factor analysis indicators do not entirely satisfactory in this study. Therefore, the adjust parameter was released that offered by the modification indices. The indices shows that released and deleted the External Locus of Control and Coping behavior total of four questions dimension will reduce the chi-square value. According to this suggestion, the social support was released and deleted. And the final adjust model fit as the following \( \chi^2 \) value is 119.686(df=75); \( \chi^2/\text{df} \) is 1.596, the other fit indices: GFI=0.931, AGFI=0.903, NFI=0.909, CFI=0.964. the absolute fit index should higher than 0.9. However, the RMSEA=0.043 and
RMR=0.082, the model fit is not good. It is good model fit in the parsimony fit index as PGFI=0.665, PCFI=0.794, PNFI=0.794, the model fit higher than 0.5. The model fit results partial are acceptable in absolute model fit and the parsimony and incremental model fit are good. The result of model fit as the table 3.

### Table 3: Overall Model Fit

<table>
<thead>
<tr>
<th>Evaluation Indicators</th>
<th>Range</th>
<th>Evaluation Criterion</th>
<th>Preliminary validation of the model</th>
<th>Result</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absolute Fit Index</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>χ²/df</td>
<td>Less is better</td>
<td>&lt;5</td>
<td>2.474</td>
<td>1.596</td>
<td>Acceptable</td>
</tr>
<tr>
<td>GFI</td>
<td>0-1</td>
<td>&gt;0.9</td>
<td>0.858</td>
<td>0.931</td>
<td>Acceptable</td>
</tr>
<tr>
<td>AGFI</td>
<td>0-1</td>
<td>&gt;0.9</td>
<td>0.817</td>
<td>0.903</td>
<td>Good</td>
</tr>
<tr>
<td>RMR</td>
<td>as less as better</td>
<td>0.106</td>
<td>0.100</td>
<td>Acceptable</td>
<td></td>
</tr>
<tr>
<td>SRMR</td>
<td>0-1</td>
<td>&lt;0.05</td>
<td>0.064</td>
<td>0.057</td>
<td>Acceptable</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0-1</td>
<td>&lt;0.08</td>
<td>0.08</td>
<td>0.053</td>
<td>Good</td>
</tr>
<tr>
<td>Parsimony Fit Index</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PGFI</td>
<td>0-1</td>
<td>&gt;0.5</td>
<td>0.667</td>
<td>0.665</td>
<td>Good</td>
</tr>
<tr>
<td>PCFI</td>
<td>0-1</td>
<td>&gt;0.5</td>
<td>0.779</td>
<td>0.794</td>
<td>Good</td>
</tr>
<tr>
<td>PNFI</td>
<td>0-1</td>
<td>&gt;0.5</td>
<td>0.729</td>
<td>0.749</td>
<td>Good</td>
</tr>
<tr>
<td>Incremental Fit Index</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NFI</td>
<td>0-1</td>
<td>&gt;0.9</td>
<td>0.838</td>
<td>0.909</td>
<td>Good</td>
</tr>
<tr>
<td>NNFI/TLI</td>
<td>0-1</td>
<td>&gt;0.9</td>
<td>0.880</td>
<td>0.956</td>
<td>Good</td>
</tr>
<tr>
<td>CFI</td>
<td>0-1</td>
<td>&gt;0.9</td>
<td>0.896</td>
<td>0.964</td>
<td>Good</td>
</tr>
</tbody>
</table>

**Hypotheses test**

In the unstandardized estimates model test results shows that the correlation between External Locus of Control and Coping Behavior estimated value is 0.219, standard error is 0.070, CR is 3.122, P value is 0.002, the standardized path coefficient = 0.254. The result shows that External Locus of Control and Coping Behavior has positive signification effective.

**H1**: External Locus of Control and Coping Behavior has positive signification effective. It is accepted.

In the unstandardized estimates model test results shows that the correlation between Coping Behavior and Job Satisfaction estimated value is 0.463, standard error is 0.095, CR is 4.883, P value = ***, the standardized path coefficient = 0.378. The result shows that Coping Behavior and Job Satisfaction has positive signification effective.

**H2**: Coping Behavior and Job Satisfaction has positive signification effective. It is accepted.

In the unstandardized estimates model test results shows that the correlation between External Locus of Control and Job Satisfaction estimated value is 0.204, standard error is 0.083, CR is 2.462, P value is 0.014, the standardized path coefficient = 0.193. The result shows that External Locus of Control and Job Satisfaction has positive signification effective.

**H3**: External Locus of Control and Job Satisfaction has positive signification effective. It is accepted.

### Table 4: AMOS output for model hypotheses test

<table>
<thead>
<tr>
<th>Regression weight</th>
<th>unstandardized parameters estimate</th>
<th>Standardized parameters estimate t</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Estimate</td>
<td>S.E.</td>
</tr>
<tr>
<td>Coping Behavior</td>
<td>0.219</td>
<td>0.070</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.463</td>
<td>0.095</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.204</td>
<td>0.083</td>
</tr>
</tbody>
</table>
Mediating Effect test

In this study, the bootstrapping method is used for test the mediating effect for judgment value that under the (1-\(\alpha\)) 100% confidence interval (95% CI). The score between the highest and lowest range does not include zero. It means that the \(\alpha\) result reach the statistically significant level (Cheung & Lau, 2008). However, this study test Coping Behavior as mediator between External Locus of Control and Job Satisfaction and the result shows that the total effect of Z score higher than 1.96. Moreover, the Bias-Corrected and Percentile exam value of the highest and lowest score doesn’t include the Zero after the bootstrapping exam. It shows that the total effect does exist. The indirect effect of Z score 2.83 is higher than 1.96 also the Bias-Corrected and Percentile exam value of the highest and lowest score doesn’t include the Zero after the bootstrapping exam. The result shows that the indirect effect does exist. The direct effect of Z score 2.29 is higher than 1.96 also the Bias-Corrected and Percentile exam value of the highest and lowest score doesn’t include the Zero after the bootstrapping exam. The result shows that the direct effect does exist. Therefore, Coping Behavior as mediator exam between External Locus of Control and Job Satisfaction is accepted. Coping Behavior does has the mediate effect. The result of mediation effect is as the table 5.

\[ H4 : \text{The relationship between the External Locus of Control and Job Satisfaction will be mediated by Coping Behavior. It is accepted.} \]

\begin{table}[h]
\centering
\begin{tabular}{|c|c|c|c|c|c|c|}
\hline
\textbf{Variable} & \textbf{Estimate} & \textbf{Product of Coefficients} & \textbf{Bootstrapping} & \textbf{Bias-Corrected} & \textbf{Percentile} \\
& & & \textbf{95% CI} & \textbf{95% CI} & \textbf{95% CI} & \textbf{95% CI} \\
\hline
& & & \textbf{SE} & \textbf{Z} & \textbf{Lower} & \textbf{Upper} & \textbf{Lower} & \textbf{Upper} \\
\hline
\textbf{Total Effects} & \textbf{External Locus of Control} & \textbf{Job satisfaction} & 0.306 & 0.093 & 3.29 & 0.130 & 0.494 & 0.111 & 0.479 \\
\hline
\textbf{Indirect Effects} & \textbf{External Locus of Control} & \textbf{Job satisfaction} & 0.102 & 0.036 & 2.83 & 0.042 & 0.187 & 0.032 & 0.177 \\
\hline
\textbf{Direct Effects} & \textbf{External Locus of Control} & \textbf{Job satisfaction} & 0.204 & 0.089 & 2.29 & 0.041 & 0.389 & 0.024 & 0.383 \\
\hline
\end{tabular}
\end{table}

\[ \text{The SEM Standardized Estimate Figure} \]
CONCLUSION

The use of dispatched work can solve manpower shortages within a short period and it has therefore become more and more valued by enterprises. Since dispatched work was introduced into the country from overseas, enterprises have become able to hire workers on a short-term basis in different seasons and according to the orders they receive and thus save a lot of personnel costs. At present, domestic businesses that have large demands for dispatched workers include banks, insurance companies, department stores, and so forth (Directorate-General of Budget, Accounting and Statistics, 2001). Under the impact of the financial storm in 2008, many enterprises started to downsize their staffs to cope with the fluctuations. Chimei Corporation, for example, cancelled the contract for about 80 percent of its dispatched workers while Cosmos Bank also announced at the end of the year that it would lay off around 100 dispatched workers. Recently, as the repercussion of the European Debt Crisis swept across the globe, dispatched workers have become the first group of personnel to be let go to reduce management costs as a result of the changes in the greater environment and company policies. Subsequently, the turnover rate of dispatched workers has increased. However, if enterprises could apply the same set of management regulations to assign work and duties and make their commitments, dispatched workers would feel that they receive the same treatment as the regular employees (Slattery, Selvarajan and Anderson, 2006). Since the scores on the questions about people with an internal locus of control appeared insignificant, questions about people with an external locus of control are adopted in this study. The results indicate that there is a significantly positive correlation between people with personality traits for external locus of control and their coping behavior. Compared to those with the personality traits for internal locus of control, these people tend to be more passive. Due to cultural differences, Asians are more likely to have an external locus of control. They tend to believe that it is their obligation to execute the instructions from their supervisors and will resign themselves to adversity when changes occur in the environment. The study shows the effect is significantly positive (Huang Youli and Yan Yan, 2009). The study also proves that coping behavior has a mediation effect between the personality traits of people with an external locus of control and their job satisfaction. These people are more willing than those with an internal locus of control to accept changes in the environment and attribute the results to the influence of external factors. Therefore, they are able to cope and adjust themselves to fit the environment and become satisfied with their work (Heaney, Price, & Rafferty, 1995), unlike the ones with an internal locus of control who would try to change the environment and other influencing factors. Hence, it is suggested that enterprises establish and value education and training aimed at human resource management (Koene and van Riemsdijk, 2005; Mitlacher, 2005). In addition to being concerned about the development of regular employees, if enterprises can also treat dispatched workers equally, they will be able to upgrade organizational performance effectively and reduce turnover rates. The questionnaire has been conducted mainly on dispatched workers in hypermarkets in northern Taiwan. The dispatched workers in other industries and areas have not been included. Therefore, the conclusion does not apply to dispatched workers in other industries and areas.

REFERENCES


