

Employees' Locus of Control, Organizational Commitment and Job Involvement in One State College in the Philippines

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Asia Pacific Journal of
Multidisciplinary Research

Vol. 7 No.4, 143-150

November 2019 Part III

P-ISSN 2350-7756

E-ISSN 2350-8442

www.apjmr.com

CHED Recognized Journal

ASEAN Citation Index

Date Received: October 15, 2018; Date Revised: November 17, 2019

Abstract – People managers are challenged to balance the complexity and diversity of its human resources to achieve desired organizational goal. The locus of control orientation of the employees in the organization has a substantial impact particularly in performing assigned tasks because it deals with peoples' behaviour in the workplace. Work-related attitudes such organizational commitment and job involvement are also factors to be considered because these determine the individual's attachment and commitment to the organization. The aim of this study was to determine the locus of control, organizational commitment, and job involvement of employees of a state college. The method used was quantitative-descriptive research with 93 respondents. The result of the study showed that the locus of control of the employees as perceived by them is moderately internal, and their organizational commitment and job involvement are of great extent. It was also found out that there is a highly significant difference in the locus of control and organizational commitment of employees, but no significant difference was noted in their job involvement. The findings of the study serve as basis in crafting an organizational development program with the following characterizations: creation of opportunities wherein capacities and energy of each employees are tapped and maximized; establishment of training programs suited to the employees' present locus of control orientation; building a tradition of commitment and involvement among the employees for the benefit of the College; and strengthening or enhancing the present extent of organizational commitment and job involvement.

Keywords – Job Involvement, Locus of control, Organizational Commitment

INTRODUCTION

Managing people in the organization is, indeed, challenging because people managers are fated to deal with the diversity of its human resources. People managers are turned between imposing organizational performance and productivity, and understanding and balancing the complexity its manpower to achieve the desired organizational outcomes. It is always emphasized that in every organization, human resource is the most significant element; however, management tends to overlook the fact that managing this element is crucial and necessary. The locus of control, organizational commitment and job involvement of this human element are important factors that affect human behavior in the workplace.

Locus of control, according to psychologist Julian B. Rotter, as cited by Kirchner [1], is a dimension of personality that helps explain one's traits and behavior. It is, therefore, a concept that has value and effect on our daily lives. Wise [2] explained that an *internal locus of control* is the belief that the course of one's life is largely up to oneself. Those with an internal locus of control see the

world through a more adaptive perspective. They believe that hard work and personal abilities will lead to positive outcomes. This makes them more likely to meet challenges and succeed in their future endeavors. Likewise, Wise [2] added that an *external locus of control* regards the events in one's lives as occurring regardless of one's own efforts. Those with an external locus of control believe that their own actions do not influence future outcomes. This makes individuals less likely to work to reach their full potential due to the motivational, emotional, and cognitive deficits it creates. In fact, people with an external locus of control are more likely to suffer from depression and other ailments because they believe their actions cannot improve their current positions. As further explained by Manichanter [3], persons with an internal locus of control (LOC) possess an attitude of "personal responsibility" for the results of their doings, while the persons with an external locus of control believe that all things are products of accidents and chances. LOC, according to Mali [4], has something to do with how an individual perform his or her duties and functions in the organization. It affects one's ability to adapt and embrace

changes to advance the level and growth of the organization. LOC is grounded by Majzub, et al. [5] to expectancy-value theory which describes human behavior as predictive of one's perception towards an outcome.

The level of work-related attitudes such organizational commitment and job involvement are also factors worthy of learning because this determines the individual's attachment and commitment to the company or organization where he or she belongs as identified by Meyer and Allen [6].

Organizational commitment is defined as a sense of identification, involvement and loyalty expressed by the employees towards the company as noted by Gibson, et.al[7]. Work values, that are attributed to organizational commitment is crucial in influencing employee's affective responses in the workplace [8]. To Northcraft and Neale [9], commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well-being. Organizational commitment is determined by a number of factor, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-organizational factors (availability of alternatives).

Job involvement, on the other hand, is defined by Faerman[10] as the degree to which a person is identified psychologically with his work, or the importance of work to his total self-image; the degree to which a person's work performance affects his self-esteem. Another definition by the same author states that job involvement is the degree to which a person's performance affects his self-esteem. This explains that basically, the first is concerned with the process of the work; whereas the second, the outcome of the work. This has something to do with one's concern and engagement to the tasks assigned to him as cited by Singh and Gupta [11] which has a great impact in the performance of the employees in the organization.

With these significant points, the researcher finds interest in studying the special role of each employee of in the organization by determining the extent of their locus of control, organizational commitment and job involvement which are considered contributing factors in maintaining high standards of performance and as basis for any organizational development initiatives in the near future.

OBJECTIVES OF THE STUDY

The purpose of this study was to describe the locus of control, organizational commitment, and job involvement of the employees of the Northern Negros State College of

Science and Technology (NONESCOST) in Old Sagay, Sagay City, Negros Occidental.

Specifically, this study aims to determine the extent of locus of control, organizational commitment and job involvement of the employees as perceived by themselves; test significant difference in the extent of locus of control, organizational commitment and job involvement of the employees as perceived by themselves; and propose organizational development intervention as a result of the study.

METHODS

Research Design

The descriptive survey was used to gather information because the researcher finds this method suited to the study.

Locale of the Study

The study was conducted at the Northern Negros State College of Science and Technology (NONESCOST), Old Sagay, Sagay City, Negros Occidental. It is the only state college in northern Negros and it was established by virtue of RA 8448 dated January 9, 1998.

Respondents of the Study

The respondents of this study are the fifteen (15) administrators, forty-seven(47) teaching personnel and thirty-one(31) non-teaching personnel of the Northern Negros State College of Science and Technology(NONESCOST), Main Campus in Sagay City. Obviously, they were chosen by the researcher because they were the concern of this study.

Research Instrument

The instrument used in this study was the rating scale known as The Locus of Control, Organizational Commitment and Job Involvement Scale. The Locus of Control Scale used was the Rotter Internal-External(I-E) Locus Control Scale which was adapted from the 60-item James Scale which was modified and revised by Rotter[12] resulting to a 29-item forced-choice test, including six filler items intended to make the questions confusing). The Organizational Commitment Scale was adapted from the questionnaire developed by Meyer and Allen([6]. It is a 15-item scale with the following dimensions: identification with organization, organization tasks and loyalty. Lastly, the Job Involvement Scale was adapted from the questionnaire used and developed by Kanungo[13] which measures individuals cognitive state of identification with a specific job and with work in general.

Data Gathering Procedure

The researcher reproduced the questionnaires to cater the number of respondents. She asked the permission of the College President of NONESCOST to conduct the study in the campus highlighting its significance and purpose.

The researcher personally administered and distributed the questionnaires to the respondents in order for her to ensure immediate retrieval at the same time answer questions on issues that require clarifications. This enabled her to retrieve immediately the questionnaire and ensure its 100 percent retrieval. Collection, computation, analysis and presentation of data were done with the help of a statistician.

Statistical Treatment of Data

To determine the locus of control and extent of organizational commitment and job involvement, weighted mean was used.

To determine the level of significant difference of the locus of control and extent of organizational commitment and job involvement of the respondents Analysis of Variance (ANOVA) and Least Significant Difference (LSD) test were used.

ETHICAL CONSIDERATION

In the conduct of the study, the respondents were formally informed of the purpose, methods and intended possible uses of the research. The confidentiality of information supplied by these respondents and the anonymity of the respondents was highly observed in this study.

RESULTS AND DISCUSSION

Table 1. Extent of Locus of Control(LOC) of Employees

Respondents	Mean Scores	Verbal Descriptions
Administrators	5.53	Moderately Internal
Teaching Personnel	7.62	Moderately Internal
Non-Teaching Personnel	9.87	Partially External and Partially Internal
Grand Mean	7.67	Moderately Internal

The locus of control of the employees as perceived by themselves is shown on Table 1. The locus of control of the administrators as perceived by themselves is moderately internal with 5.53 mean score. The locus of control of teaching personnel is also moderately internal with 7.62 mean score. These results indicate that the administrators and teaching personnel believe that their own behavior is guided by their personal decisions and

efforts; but sometimes they still believe in luck, fate and chance to play a part in their lives. Meanwhile, the non-teaching personnel locus of control is partially external and partially internal with 9.87 mean score. This indicates that they believe that their own behavior is guided by fate, chance, luck, destiny and other external circumstances and by their own decisions and efforts. Generally, the data revealed that the locus of control of employees is moderately internal with 7.67 mean score.

The result implies that the employees believe in their will, determination and hard work to guide them in performing their tasks in the College; but sometimes still believe in luck, fate and chance to play a part in their lives and may have faith in the Divine Power to guide them in their destinies. This also means that these employees have a greater challenge from their jobs to make effort to achieve success and strive to avoid failures. Several studies have shown that internals are more perceptive and ready to learn about their surroundings. Internal locus of control appears to protect one against unquestioning submission to authority. They make more independent judgments and try harder to control the behavior of others.

As revealed in Cheng's study[14], principals who have low level of locus of control tend to believe in themselves, their training and ability, hard work and dedication rather than luck, fate and chance. They perceive a causal relationship between what happens to them and their own behavior and characteristics. This study shares its findings with the present study and gives the researcher some ideas on the behavior of the teachers who are both internals and externals. While the present study deals with the administrators, administrative personnel and teaching personnel, Cheng's study focused on secondary school teachers.

Dayo[15] investigated the influence of locus of control and job satisfaction on perceived non-teaching staff's productivity in higher institutions in Ogun State of Nigeria. The findings of the study revealed that locus of control and job satisfaction were found to have jointly contributed to perceived non-teaching staff's productivity in selected higher institutions in Ogun State of Nigeria. Also, it was noted in the study that job satisfaction was found to have significantly influenced perceived non-teaching staff's productivity. However, the study revealed that locus of control was not significantly related to perceived non-teaching staff's productivity.

The international study of Hans, et. al.[16] affirmed and identified the phenomena related to locus of control and job satisfaction among teachers in Sultanate of Oman. It was found out that demographic factors such as gender, age and experience were influenced on Locus of Control

and Job Satisfaction. The result indicated that the teachers of private international school were primarily driven by internal locus of control and their level of job satisfaction is high. Male teachers were found to have slightly more internal locus of control compared to the female as the score for male teachers. They were also highly satisfied with their jobs as the percentages of satisfaction in all the age groups are high.

The results of the previous studies demonstrated that the success and productivity of any organization is not mainly dependent on the locus of control orientation (internal or external) of its employees. Organizations must learn how to embrace the heterogeneity and diversity of its employees, and better understanding of one's individuality must be fostered at all times to create an environment that promotes respect and belief for one's contribution to the organizational goals and objectives.

Table 2. Extent of Organizational Commitment of Employees

Respondents	Mean Scores	Verbal Descriptions
Administrators	4.36	Very Great Extent
Teaching Personnel	4.02	Great Extent
Non-Teaching Personnel	3.92	Great Extent
Grand Mean	4.02	Great Extent

Displayed in Table 2 is the extent of organizational commitment of the employees as perceived by themselves. The data showed that the organizational commitment of the administrators is of very great extent with 4.36 mean scores, which is interpreted as exceptionally very high and commendable. The result has relevance because the tasks of management and supervision were carried on by the administrators. Their place in the organizational structure is where management decisions are transmitted to the workforce for implementation and that they supervised the organization's plans and actions. The data also reflected that the organizational commitment of teaching and non-teaching personnel is of great extent with 4.02 and 3.92 mean scores, respectively, which is also interpreted as high and almost needs no improvement. When taken as a whole, employees' organizational commitment is of great extent with 4.02 grand mean.

This implies that the employees perceived themselves to be committed to their work despite hardships and circumstances that may occur in their lives. They tend to identify themselves with the organization with the strong belief and acceptance and a strong belief in the organization's goals and values, willingness to exert effort

on behalf of the organization and a strong desire to maintain membership in the organization. The employees also tend to involve themselves in the following organizational tasks: finding the policies of the organization acceptable, spending their own resources just to push through their job and taking their job seriously. Another implication of the result is that, the employees tend to be loyal to the College with the belief on the following tasks: lifting up the morale of fellow employees, taking part in the development and improvement of the organization they work with and taking pride in the achievement of the faculty and students in general.

This finding was contradicted by the study of Yousef [17] entitled, "Organizational Commitment, Job Satisfaction and Attitudes toward Organizational Change: A Study in the Local Government". This study investigated the direct and indirect relationships among job satisfaction, organizational commitment, and attitudes toward organizational change and their dimensions. Results indicated that employees in the investigated departments are highly satisfied with supervision and co-workers, whereas they are slightly satisfied with work conditions and job security, but they have low satisfaction with pay and promotion facets of the job. Results further demonstrated that employees in the investigated departments are remaining with their current departments either because they want to do so, or because they have to do so, but not because they feel they ought to do so.

Table 3. Extent of Job Involvement of Employees

Respondents	Mean Scores	Verbal Descriptions
Administrators	4.0	Great Extent
Teaching Personnel	3.75	Great Extent
Non-Teaching Personnel	3.76	Great Extent
Grand Mean	3.84	Great Extent

Displayed in Table 3 is the extent of job involvement of the employees as perceived by themselves. The data showed that the job involvement of the administrators, teaching personnel and non-teaching personnel is of great extent with 4.0, 3.75 and 3.76 mean scores, respectively. The data also revealed that when taken as a whole, employees' job involvement is of great extent with 3.84 grand mean which is interpreted as high and almost needs no improvement.

The implication of the findings is that, the employees are interested in their job and they are satisfied with what they get from their labor, not counting the remuneration

they receive. What matters most to them is the fulfillment they reap from the work they are doing.

The findings of the study of Singh and Gupta[11] indicated that job involvement, affective and normative organizational commitment, and team commitment were positively correlated. Differences were observed among Generation Y, Generation X, Liberals, and Socialist for job involvement, affective organizational commitment, normative organizational commitment, professional commitment, and team commitment. Generation Y, for example, was found high in professional commitment, while Socialist were found higher on affective organizational commitment compared to other generations. The findings suggests that there is a decrease in job involvement, affective organizational commitment, normative organizational commitment, and increase in professional commitment in young generations.

While the result of the present study focused only on the respondents as categorized by the researcher, it is also worthy to note that organizations must also look into studying other parameters such as age, gender, length of service and educational qualifications to be considered in designing HR policies for employees' engagement in the future.

Table 4. Significant Difference on the Locus of Control, Organizational Commitment and Job Involvement of the Employees

Sources of Variations	Sum of Square	Mean Square	F Value	Sig. Value
Locus of Control	206.580	103.290	9.522**	.000
Organizational Commitment	1608	.804	15.680**	.000
Job Involvement	.620	.310	.688	.508

**Highly Significant at $p\text{-value} < 0.01$; $df=2$

One of the major objectives of this study was to determine the significant difference on the locus of control, organizational commitment and job involvement of the employees as perceived by themselves. The following tables present the findings: Table 4 shows the significant difference on the locus of control, organizational commitment and job involvement of the Employees, Table 5 shows the multiple comparison of the locus of control, Table 6 shows the multiple comparison of the organizational commitment.

The result of the analysis of variance(ANOVA) which determined the significant difference on the locus of control of the employees is highly significant as computed from its mean square of 103.290 with F value of

9.522 and significant value of .000. The results revealed that the employees has different locus of control orientation. This is due to the fact that factors like age, gender, length of service, status of employment, educational attainment and assignment to division/department affect the locus of control of these employees.

With the findings, the null hypothesis which states that, there is no significant difference in the locus of control of employees is rejected.

As to the organizational commitment, analysis of variance(ANOVA) also determined the result that is highly significant which was yielded from its mean square of .804 with F value of 15.680 and significant value of .000. The findings revealed that employees have different levels of commitment to their employing organization. Commitment involves identification with the organization, organizational tasks and loyalty. Organizational commitment is determined by a number of factor, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-organizational factors (availability of alternatives). All these things affect subsequent commitment, as noted by Nortcraft and Neale [9]. With the findings, the null hypothesis which states that, there is no significant difference in the organizational commitment of employees is also rejected.

In job involvement, no significant difference exists as computed from its mean square of .310 with F value of .688 and significant value of .508, so the null hypothesis that states, there is no significant difference in the job involvement of the employees is accepted.

The above findings indicate that the employees do not differ significantly in the extent in which they involve themselves in their jobs. This may be due to the fact that these employees belong to the same organization, ruled by the same governing body, follow the same policies, guidelines and directives and gives the same benefits to its employees, thus has resulted to having employees who have similar job interests, job involvement and satisfaction, and self-fulfillment.

Poonngavanam [18] study concluded that there is no relationship between level of locus of control and level of job involvement for employee groups who belong to public sector, private sector and all sector banks. The findings of this study also identified that there is no relationship between two factors in respect of employee categories based on designation and nature of work. The findings also noted that the locus of control among bank employees of all selected categories (by sector, designation and nature of work) does not have any impact

on job involvement. Using correlation and regression analysis, this study revealed that there is no causal relationship between two factors and locus of control does not have unique influence on job involvement.

Syahputra's [19] recent study proved that employee commitment can make a real contribution to job satisfaction. It means better employee's commitment will increase work satisfaction, and definitely work performance. On the other hand, this research found out that the locus of control is not a factor which increases employee job satisfaction. Findings also revealed that skills, ability to work to get appropriate reward achievement, and promotion are not determined by luck or closeness to leader.

It can be gleaned from the findings of these studies that the locus of control has no direct contribution and is not an intervening factor in the level of job involvement and employees commitment in the organization.

Table 5. Multiple Comparisons of Locus of Control

Respondents	Mea n	Respondents	Mean	Mean Diff.	Sig.
Administrators	5.53	Teaching	7.62	2.0837*	.036
Administrators	5.53	Non-Teaching	9.87	4.3376**	.000
Teaching	7.62	Non-Teaching	9.87	2.2539**	.004

**Highly Significant at p -value < 0.01; Significant at p -value < 0.05

Using the least significant difference (LSD) test in comparing the locus of control of the employees, it was found out that between the administrators with 5.53 mean and the teaching personnel with 7.62 mean, which yielded 2.0837 mean difference, significant difference exists. In comparing the locus of control of the administrators and non-teaching personnel which yielded the mean difference of 4.3376, the result is highly significant. A highly significant difference is also noted in comparing the locus of control of teaching and non-teaching which has 2.2539 mean difference.

Table 6. Multiple Comparisons of Organizational Commitment

Respondents	Mean	Respondents	Mean	Mean Diff.	Sig.
Administrators	4.36	Teaching	4.02	.4439*	.000
Administrators	4.36	Non-Teaching	3.92	.3359*	.000
Teaching	4.02	Non-Teaching	3.92	.1080	.199

Using the same test, the least significant difference (LSD), it shows that the organizational commitment of the administrators with 4.36 mean when compared to teaching personnel with 4.02 mean, yielded .4439 mean difference which is noted highly significant. Likewise, when the

mean of the administrators of 4.36 is compared to the mean of the non-teaching of 3.92, the difference is .3359 which is also noted highly significant.

Meanwhile, no significant difference exists when the teaching personnel with 4.02 mean is compared to the non-teaching personnel with 3.92 mean, which computed .199 difference.

The study of Chin-Chih Ho et al [20] which investigated the relationship between work values, job involvement and organizational commitment in a sample of 1047 Taiwanese nurses from Taiwan showed that work values were positively related to job involvement and organizational commitment, and job involvement is positively related to organizational commitment. Subsequent analyses revealed that job involvement could play an important role in mediation, and that establishing a higher level of job involvement may be more important than focusing only on organizational commitment. The result of this study has implications to organizations attempting to enhance organizational commitment through increased job involvement. It is anticipated that by improving these various factors, the turnover and absenteeism will be reduced and the organizations become more effective and productive.

CONCLUSION

The locus of control of the employees is moderately internal. This shows that the employees have great tendency to believe in their will, abilities, trainings, perseverance, determination and hard work; but sometimes they still believe in luck, fate, chance, destiny and powerful others.

The employees are greatly committed to the organization. This means that they have the sense of identification, involvement to organizational tasks and loyalty to the College. Details of commitment showed that employees tend to identify themselves with the organization with the strong belief and acceptance and a strong belief in the organization's goals and values, willingness to exert effort on behalf of the organization and a strong desire to maintain membership in the organization.

Finally, the employees are greatly involved in the affairs and undertakings of the College. This shows that they are interested, fulfilled and contented of their work in the College. They are satisfied with what they get from their labor, without counting the remuneration they receive.

RECOMMENDATION

Since the extent of locus of control of employees is moderately internal, the College through the Office of the Human Resource Management can initiate the following plans and programs: creation of opportunities wherein capacities and energy of each employees are tapped and maximized; establishment of training programs suited to the employees' present locus of control orientation; and utilizing the mastery learning approach to guide each employee in attaining desirable extent of locus of control.

Since the extent of organizational commitment and job involvement is of great extent, there is still a room for improvement to reach the highest category of extent of organizational commitment and job involvement which is very great extent. An organizational development program with the following characterization are therefore recommended: unification of efforts among the administrators, teaching personnel and non-teaching personnel of the College; involvement of all employees in the institutional activities/endeavors; re-orientation of the mission, vision and goals of the College; building tradition of commitment and involvement among the employees by empowering them to do their share for the betterment of the College; and strengthening or enhancing the present extent of organizational commitment and job involvement.

More research studies related to the present study should be conducted by other agencies and organizations, both public and private, to determine the consistency of the findings.

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