

## **Locus of Control as Correlate of Organizational Commitment: The Case of Polytechnic University of the Philippines-Local Government Unit Campuses**

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### **Abstract**

This study focused on the locus of control as correlate of the organizational commitment among 91 faculty and staff of Polytechnic University of the Philippines -Local Government Campuses in Laguna. The researcher utilized the descriptive method using the Spearman Rank Rho Correlation Test. Based on the result, it was concluded that the average Locus of Control Score based on the scores of the respondents in Rotter's Scale was low and indicated that on average they have internal locus of control. In terms of random assessment on the level of affective, normative and continuance commitments, respondents claimed a Moderate Commitment Level. There is significant weak positive correlation between their Locus of Control and their Organizational Affective Commitment level. This further means that there is a weak increase in the organizational affective commitment level as their locus of control increases. However, there are no significant correlations that exist between their locus of control and their organizational continuance and normative commitment levels, respectively. Thus, it is recommended that the school administrators may initiate and device innovative programs for teaching and non-teaching to support their professional needs and devise an enhancement program for faculty and staff to strengthen their locus of control and organizational commitment.

**Keywords:** Continuance, Locus of Control, Organizational Commitment, Interval, Polytechnic University of the Philippines

### **Introduction**

The most important factor in achieving the goals of any organization is manpower. People are the backbone in any organization. Doubtlessly, the success and progress of any organization depends on its human resources. However, dealing with diverse human resources is indeed a great challenge to every educational leader and manager especially in times like this when educational organization is experiencing a huge academic crisis due to world-wide pandemic- COVID- 19. Therefore, determining factors that may influence the commitment of working individuals at work must be given prior attention.

According to the study of Organization for Economic Cooperation and Development (OECD) (2013), there are two types of psychological variables which contribute to job performance among faculty. First, is the external locus of control which determine their behavior according to other people's wills, needs, perception and interpretations rather than their own. Second, is the internal locus of control which determines their behavior as to their own wills, needs, perception and interpretations. Based on the findings of their study, revealed that locus of control has an important role on individuals lives and greatly affects both physiological and psychological health to a considerable extent. Hence, locus of control is another factor found to be related to performance.

Moreover, recent research says that in terms of locus of control as it correlates to the organizational commitment or the employees belief in and acceptance of organization's goals and values, willingness to exert effort on behalf of the organization, the model proposed by Meyer and Allen is the most frequently analyzed model cf. Wołowska (2013) and its authors are said to have had the greatest contribution to the development to multi-dimensional approach to organizational commitment Allen & Meyer, Meyer & Herscovitch (2001) and a desire to maintain membership have three prevailing factors such as affective, normative and continuance commitment Zubir Syahputra (2014) which is similar with the research findings of Bowlby (2012) that any organizational commitment and relationship commitment are associated with a disposition such as attachment style or locus of control.

In addition, Dennis M Patten (2005) and Hyatt and Prawitt (2001) pointed out in their study that internal employee with internal locus of control tendency has better performance than internal employee who have external locus of control. This also reinforce the research findings of Chen and Silverthorne (2008) that individual with high locus of control has a low level of job strain. Also, in the study conducted by Basim and Sesen (2006), it has been determined that most of the subjects had internal locus of control and individuals with locus of control had more tendencies to help and perform courteous attitudes when compared with the ones with external locus of control. Chen and Silverthorne (2008) have also mentioned that these qualities of individuals with internal locus of control have considerable impact upon work performance and content levels. Meyer (2011) states that participants with more internal locus of control are more likely to have high affective and normative commitment whereas participants with more external locus of control are more likely to have high continuance commitment. The educational institution needs to look for intervention of such a lack of interest among students and resolve it. Knowing the locus of control of employees affects the way they think and act in dealing to the students and in their organizational commitment.

Similarly, in the Philippine context of the study, based on the study of Quingking titled, "Employees' Locus of Control, Organizational Commitment and Job Involvement in One State College in the Philippines" (2019), the locus of employee control was moderately internal. This shows that workers preferred to believe in their will, talents, preparation, perseverance, dedication, and hard work; but often they also believe in opportunity, destiny, chance, and powerful others. The staff are strongly dedicated 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.

So, with the given above literature and specifically in the higher institutions in the Philippines and based on the personal experience of the researcher, salaries and other benefits are given late which last for months has inspired the researcher to conduct a further research to determine if there is a correlation between locus control and organizational commitment among faculty and staff of Polytechnic University of the Philippines-Local Government Unit Campuses of Laguna. According to the study of Cheen (2014), when employees are remunerated properly, they exhibit greater commitment in the organization. In addition, an employee with the internal locus of control who is strongly believes in it, so he is more satisfied and confident to do his job, as he believes in the quality of his work and it increase his self-esteem which will increase his or her job performance (Joanne Lloyd, Sally Frost, Ignas Kuliesius Claire L. Jones, 2019).

### **Theoretical Framework**

This study is based on the model of *Locus of Control* by the psychologist *Julian Rotter*, who invented the Internal-External Locus of Control Scale (I-E) to determine the aspect of personality. Studies have found this test to be a reliable indicator of behavior usually associated with a control locus. Relations between the control locus and behavior patterns have been found in a variety of different locations. Individuals with an internal control locus are inclined to take responsibility for their actions, are not easily influenced by others' opinions, and tend to do better in tasks when they can work at their own pace.

In contrast, people with an external influence locus prefer to attribute their failures outside situations and credit their successes to chance, rather than their own efforts. They are readily influenced by others' opinions and are more likely to pay attention to the opinion-holder's status, while people with an internal control locus pay more attention to the opinion's content regardless of who holds it. Several scholars have concluded that "internals" appear to be smarter and more success-oriented than "outsiders."

While people may be comparatively categorized as "internals" or "externals," temporal development of each person usually continues in the direction of an internal control of the location. When infants and children grow older, they become more competent at managing things in their lives. As a result, they move from being more outwardly focused to a more internal locus.

Polytechnic University of the Philippines-Local Government Unit (PUP-LGU) has four campuses in Laguna namely, Binan Campus, Calauan Campus, San Pedro Campus and Sta. Rosa Campus. These university grounds are funded by the Local Government Units (LGUs). Based on the personal experience of the researcher, salaries and other benefits are given late which last for months. According to the study of Cheen (2014), when employees are remunerated properly, they exhibit greater commitment in the organization.

Through this study, the researcher hopes to gather baseline data relative to the study and present implications of results to LGUs in Laguna provinces.

### **Research Questions**

This study aimed to determine the locus of control and organizational commitment of Faculty and Staff in Polytechnic University of the Philippines-Local Government Units Campuses in Laguna.

Specifically, this study sought to answer the following questions:

1. What is the type of locus control present among faculty and staff of PUP San Pedro classified as:
  - 2.1 internal locus control
  - 2.2 external locus of control?
2. What is the level of organizational commitment of faculty and staff of PUP San Pedro in terms of the following :
  - 2.1 affective;
  - 2.2 continuance;
  - 2.3 normative?
3. Is there a correlation between locus control and organizational commitment among faculty and staff of PUP-LGU Campus of Laguna?
4. What plan of action may be proposed to address the results and findings of this study?

### Methodology

A descriptive correlation approach was used for this study. The locus of control and level of organizational commitment were being investigated. Correlation investigation measures were labored to define the relationship of the variables involved. Moreover, descriptive correlation research was used in this study.

The respondents of this study are Polytechnic University of the Philippines faculty and staff across Polytechnic University of the Philippines Local Government Units in Laguna campuses equivalent to 91 personnel.

Data were collected through survey questionnaires via Google Form platform. The survey questionnaire was consisted of three parts: profile, locus of control and organizational commitment of respondents. In the first part, respondents were asked to supply or check the requested information for an individual demographic profile. The second part is composed of choices based on Rotter's Locus of Control to determine the type of locus control present among the respondents. Then, the third part is composed of series of statements that will identify the respondents' level of organizational commitment using the following Likert Scale: (4) strongly agree; (3) agree; (2) moderately agree; (1) disagree.

### Results and Discussions

#### *Locus of control present among faculty and staff of classified as internal and external*

The Rotter Locus of Control scores can range from 0 to 23 points. The scores of the respondents range from a minimum of 0 to as high as 16 points. The standard deviation is 3.39 indicates that the scores usually vary from the mean within two standard deviations or from  $9.05 \pm 3.39$  (2.27 to 15.84). Unusual scores (too low or too high) are scores out of this range. From the survey results, there are 3 respondents whose locus of control scores are too low (0) or too high (16). This implies that the prevailing locus of control among the respondent is internal which means faculty and staff expects to be rewarded for performing specific behaviors. That is why they exerted effort to achieve academically and feels great pride when it is obtained. This positive emotional experience, in turn, makes achievement more appealing, which increases the performance of specific behaviors, and strengthens the expectation of reward. Similarly, in the study conducted by Basim & Sesen as cited (Mali, 2013), it has been determined that most of the subjects had internal locus of control and individuals with internal locus of control had more tendencies to help and perform courteous attitudes when compared with the ones with external locus of control. Also, Chen and Silverthorne as cited by (Mali, 2013) have also mentioned that these qualities of the individuals with internal locus of control have considerable impact upon work performance and content levels.

**Table 1 Locus of control among Faculty and Staff of Classified as Internal and External**

Locus of Control	Count	%
Internal	59	64.84%
External	32	35.16%
<b>Total</b>	<b>91</b>	

The locus of control among faculty and staff using Rotter's Locus of Control Scale. The average Locus of Control Score based from the scores of the respondents in Rotter's Scale is low and indicates that on average they have internal locus of control. In fact, the survey shows that majority

of the respondents or 59 out of 91 respondents (64.85%) exhibit low Rotter scale scores or an internal locus of control.

*Level of Organizational Commitment of the Respondents*

**Table 2. Level of Organizational Commitment of the Respondents**

Commitment Scale	Median Level	Interpretation
Affective	3	Moderate Commitment Level
Continuance	3	Moderate Commitment Level
Normative	3	Moderate Commitment Level

Table 2 shows that in terms of random assessment on the level of affective commitment scale, the median level is *Moderate Commitment Level*. Similarly, the continuance commitment has gotten a median of 3, verbally interpreted as Moderate Commitment Level and finally, the normative commitment has 3 with verbal interpretation of *Moderate Commitment Level*. This means that the faculty and staff may have various reasons for their level of commitment. This is reflected in their profile since some of them are not permanent and are relying to Local Government Units. In short, employee wants to stick with the organization for the longer period of time based on emotional and ethical grounds Qaisar MU, Rehman & MS, Suffyan as cited by (Ali, 2019). In Addition, finding of this research reveals that employee who possess internal locus of control belief that organizational commitment is necessary for employee performance. Moreover, research on LOC reveals that inner locus LOC is very important as with this employee take the responsible of all the credits and claims, take risks and motivate him/her to achieve the set goals (Ali, 2019).

**Table 3. Correlation between Locus of Control and Organizational Commitment Level of the Respondents**

Indicator	Locus of Control			
	Correlation Coefficient	Interpretation	p-value	Remarks
Affective Commitment Level	0.22	Weak Positive Correlation	0.038	Correlation is statistically significant
Continuance Commitment Level	0.09	Weak Positive Correlation	0.394	Correlation is not statistically significant
Normative Commitment Level	-0.01	Weak Negative Correlation	0.906	Correlation is not statistically significant

Table 3 shows that at 5% level of significance, there is significant weak positive correlation between their locus of control and their organizational affective commitment level ( $\rho = 0.22$ ,  $p = 0.038$ ). This further means that there is a weak increase in their organizational affective commitment level as their locus of control increases. However, there are no significant correlations that exist between their locus of control and their organizational continuance and normative commitment levels respectively ( $\rho = 0.09$ ,  $p = 0.394$  /  $\rho = -0.01$ ,  $p = 0.906$ ).

This is supported by the study of Ali (2019) that the strength of correlation between Locus of control and employee performance in medium and does not show enough evidence, whereas employee organizational commitment and employee performance shows strong correlation and reveal

evidence of correlation. An employee who possesses internal locus of control, believes that organizational commitment is necessary for employee performance whereas, employees who possess external locus of control believe that organizational commitment does not play major role in employee performance. Therefore, it is major responsibility of the manager to help their employees in understanding and shaping their locus of control because locus of control can be altered with proper training and effective communication.

### Conclusions

From the findings driven, major conclusions are hereby identified below, to wit:

1. The dominating respondents are in their mid-career, female, married, having bachelor's degree with units in master's degree, teaching - part time, having a salary range of less than 10,000 since some of them are non-teaching staff, and some are new in the job.
2. The average locus of control score based on the scores of the respondents in rotter's scale was low and indicated that on average they have internal locus of control.
3. In terms of random assessment on the level of affective, normative and continuance commitments, respondents claimed a moderate commitment level.
4. The study demonstrated a high level of affective commitment. while there were no significant correlations that exist between their locus of control and their continuance and normative commitment levels.

### Recommendations

From the foregoing findings and conclusions, the following recommendations are offered:

1. This study could be a basis for a plausible monitoring scheme for employees' locus of control and organizational commitment in the workplace. in this context, effective management strategies and rules might be crafted to cater the needs of the faculty and staff in the country.
2. This study could equip them with preventive measures and disciplinary interventions to reduce problems among employees in the workplace.
3. Administrators may initiate and device innovative programs for teaching and non-teaching staff to support their personal and professional development.
4. Faculty may be able to solidify their locus of control and organizational commitment by focusing more on professional development training and support organized by the schools. They need to calibrate their qualifications so as to embody enhancement and promotion in the workplace.
5. This could help raise the awareness of employees' locus of control and commitment and shed light to related misconceptions. This might also be the catalyst in the perennial problem that besets every organization.

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