

An Investigation of the Effect of Self-monitoring and Locus of Control on Employees' Organizational Commitment of Sabzevar Education Office

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ABSTRACT

The present research was conducted in order to investigate the effect of locus of control and self-monitoring on employees' organizational commitment of education office. For this purpose, a group consisting of 70 employees was chosen among 100 employees using simple random sampling method. The used tools in this research included Rotter's locus of control inventory, Allen and Meyer's organizational commitment inventory and self-monitoring inventory. After collecting inventories, research information was analyzed by Manova and Umanvitni test. Results showed that locus of control and self-monitoring does not affect organizational commitment in a one-way from, but affects it interactively. In addition, gender has no effect on organizational commitment.

KEYWORDS: Organizational Commitment, Locus of Control, Self-monitoring, Gender

INTRODUCTION

Manpower is considered the greatest asset of each organization in terms of having thought power, creativity and innovation [1]. It would not be reduced and amortized by employing contrary to other resources. As much as thought is used, their ability is improved [2].

According to Perry (1991), if organization wants to achieve its objective completely by benefitting from a clear mission, desirable strategies, efficient organizational structures and proper job design needs empowered and commitment manpower [3].

One of the most important, effective and widest of different social organizations responsible for selecting and transferring cultural element to the future generation of society is education organization in each society in which organizational commitment has greater sensitivity as an institution that has mission to educate the future generation of society [4]. Organizational commitment is defined in different methods like other concepts of organizational behavior. The commonest encounter with organizational commitment is its consideration is a kind of emotional dependency to organization [5]. Organizational commitment as an attitude is defined as a strong tendency to stay in organization and a strong belief in accepting objectives and values of organization [6].

Carried out studies regarding organizational commitment show that the most important factors affecting organizational commitment include personal, organizational and extra-organizational factors [7]. Vandenberg (1992) in his studies showed that commitment and job satisfaction has a two-way relation [8]. In this direction, domestic studies are also conducted. Samiei in one research on employees of Ahvaz five-district showed that there is a relation between commitment and job characteristics [9]. In addition, in another research Zaki (2003) states that there exists a relation between job nature and organizational commitment [10]. Pasha and Khodadadi (2010) in their investigation showed that there is a significant relation between most of personal characteristics and organizational commitment [11]. Dobrin also in his research based on the relation between personal characteristics and organizational commitment found that personal character increases commitment bond seeking of individual [12]. Sharifi and Salimi also in their research concluded that dimensions of neuroticism, introspectiveness, compatibility and dutifulness could predict organizational commitment [13]. One of the cognitive characteristics that has cognitive source is locus of control that affects many of job aspects of managers and employees [14]. Research results of Coleman and Uoring (1999) show that individuals with internal locus of control have higher affective commitment than those with external locus of control [15]. Haland (2004) in one research titled "five personal characteristics relevant with organizational behavior reported that individuals with internal locus of control have better performance and their organizational commitment and job satisfaction are higher than those with external locus of control [16]. Furthermore, Brandown and Loftean's observations indicate a significant relation among internal locus of control and affective commitment as well as moral commitment [17]. Barrick and Monnt (1993) in one research showed that individuals with internal locus of control are more interested in their job and have higher organizational commitment and job satisfaction than

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those with external locus of control [18]. Nowicki and Strickland believe that individuals who have internal locus of control in their workplace are more dominant over their behavior and are more active socially and politically. These individuals are more committed to their work and job [19]. Parks' studies also regarding individuals encountered with high stress in life indicated that introspective individuals not only experience lower stress, but also achieve better results [19 & 20].

Self-monitoring is also another cognitive variable defined as important and measurable individual differences and behavioral characteristics [22]. Several studies have investigated the effect of self-monitoring on workplace and have concluded that individuals with high self-monitoring have higher social skill [21 & 22]. Moreover, most researchers found that males have higher self-monitoring than females [21, 22 & 23]. Schneider (1978) points out that high or low self-monitoring in individuals depends on the difference in attitudes, behaviors and beliefs [23]. Rachlin (1999) believes that individual with high self-monitoring has higher commitment [24].

The summary of researches shows that the relation between cognitive factors and organizational commitment has a research empty. Respecting the importance of cognitive approach in recent years, in the present research, it is attempted to investigate the effect of self-monitoring on organizational commitment, thus, the general question of research is whether locus of control and self-monitoring have effect on organizational commitment or not? Therefore, research hypotheses are as follows:

- 1) Gender does not affect organizational commitment.
- 2) Locus of control and self-monitoring affect organizational commitment.

METHODS AND TOOL

A: Methodology, statistical population and sampling method

The methodology of the present research is non-experimental and casual-comparative in terms of data collection method. The statistical population includes all employees of education in the education office of Sabzevar. Among 100 under-study individuals (sample), approximately 70 individuals were chosen based on Morgan Table and by simple random sampling method.

B: Research tool and data collection method

- 1) Rotter's locus of control test:

This scale was prepared by Rotter (1966). The validity and reliability of this scale is approved by various researchers. In 1966, the reliability of the above scale was 73%.

- 2) Allen and Meyer's organizational commitment inventory

Allen and Meyer's organizational commitment inventory was prepared in 1990 in 24 phrases for measuring three organizational dimensions such as affective, commitment, continuous commitment and normative commitment. The reliability coefficient of the inventory is 79%, 85% and 73% for normative, affective and continuous dimensions respectively. The validity of each of organizational commitment components using Cronbach's alpha was 85%, 88% and 82% for normative, affective, and continuous dimensions respectively.

- 3) Self-monitoring inventory

It is a self-measurement tool having 20 questions and 5 points. Its content validity and reliability of Cronbach's alpha is 83%.

To collect data, first, necessary coordination was provided by university and education authorities. Afterwards, the intended sample of employees was chosen based on simple random sampling and inventories were provided for the employees and they were received after answering after two weeks (some were eliminated).

RESEARCH RESULTS

In the present research, total intended sample was 70 individuals including 64 males (91%) and 6 females (9%). First Hypothesis: gender affects organizational commitment.

Organizational commitment	Gender	Mean	N	Sig	Z
	Female	46.75	6	0.156	-1.148
	Male	34.45	64		

Table 1: Umanvitni test for both female and male groups

As shown in Table 1, the mean difference between organizational commitment of female and male employees is not significant and the hypothesis is not confirmed.

Second Hypothesis: self-monitoring and locus of control affect organizational commitment.

Variable	Sum of squares	Freedom degree	Mean of squares	F	Sig level
Locus of control	453.015	1	453.015	3.119	0.094
Self-monitoring	0.247	1	0.247	0.002	0.968
Balance of locus of control and self-monitoring	828.115	1	828.115	5.701	0.028

Table 2: MANOVA test for investigating the effect of self-monitoring and locus of control on organizational commitment

As shown in Table 3, locus of control does not affect organizational commitment (Sig= 0.094. in addition, self-monitoring does not affect organizational commitment (Sig= 0.968), but the table results show that locus of control and self-monitoring interactively affect organizational commitment (Sig= 0.028).

Locus of control	Self-monitoring	Mean	Standard deviation	N
Internal	Low	97.71	9.050	7
	High	93.63	9.273	8
External	Low	83.40	14.775	5
	High	69	25.456	2

Table 3: Comparison of means of MANOVA table

According to Table 4, the mean of organizational commitment in employees with internal locus of control and low self-monitoring and those with internal locus of control and high self-monitoring is ($\bar{x} = 97.71$) and ($\bar{x} = 93.63$) respectively. Furthermore, this mean in employees with external locus of control and low self-monitoring and employees with external locus of control and high self-monitoring is ($\bar{x} = 83.40$) and ($\bar{x} = 69.00$) respectively.

DISCUSSION AND CONCLUSION

In the first hypothesis suggesting the effect of gender organizational commitment, the results showed that gender does not affect organizational commitment. These results are not in consistent with other researches. According to researches conducted by Angel, Perry, and Sinderz (1993), gender has relation with organizational commitment [6 & 7]. Maththeiu and Zajac (1990) analyzing results of more than 200 researches, divided the preliminaries of creating commitment into five groups and regarding gender concluded that females have higher working commitment than males [4, 5, 7 & 8]. Domestic researches also show that there exists a difference between females and males in terms of the rate of organizational commitment so that the mean of females' organizational commitment is higher than males' [9 & 11]. However, Owen, Parker and McCavi (1993) found the nonexistence of a significant relation between gender and organizational commitment [3 & 4].

As observed above, in the conducted researches in this regard, results are not completely consistent. In addition, some researches are conducted in private and governmental companies as well as some educational and official organizations that indicate different environments in the research. Thus, investigating the effect of workplace itself can affect this relation. Furthermore, the number of females and males was not also equal in the researches like the present research that the number of females is smaller than that of males. Therefore, the mentioned differences in the mentioned researches and infeasibility of investigating more variables relevant with the present research justify the relation of gender with commitment.

Concerning the second hypothesis suggesting self-monitoring and locus of control affect organizational commitment, results showed that variables of self-monitoring and locus of control do not affect alone, but the combination of the two variables affect. Regarding the first part of the hypothesis suggesting the effect of self-monitoring on organizational commitment, the results of the present research were not significant. Rachlin (1999) believes that individual with high self-monitoring has higher commitment [17]. In explaining the results of this research, Schneider (1987) points out that high or low self-monitoring in individuals depends on the difference in attitudes, behaviors and beliefs [18]. On the other hand, self-monitoring is a unique personal character different in different individuals. In other words, individual who have high self-monitoring show different reactions and behaviors in respect to what extent have self-monitoring [21 & 22]. High or low self-monitoring indicates the dominance of culture, values, social norms and moral considerations and individual characteristics in individuals. Other results also indicate that religion and its teachings are effective in creating self-monitoring in individuals [23]. Concerning the above results regarding the effete of some categories such as perception, individual differences, culture, religion and values as well as gender on individual low or high self-monitoring and since education organization is among organizations in which a group of individuals is serving with different beliefs, values and personal difference that are not measured in the research, justify our lack of achievement to significant results in the research.

Regarding the second part of the hypothesis suggesting locus of control affects organizational commitment, the research results were not significant. Haland (2004) in one research titled “five personal characters relevant with organizational behavior” reported that individuals with internal locus of control have better performance and their organizational commitment and job satisfaction are higher than those with external locus of control [16]. Moreover, Brandown and Loftean’s observations indicate a significant relation among internal locus of control and affective commitment as well as moral commitment [17]. Other researches concerning factors affecting organizational commitment indicate the existence of a significant difference between individuals’ organizational commitment and internal locus of control so that individuals with internal locus of control in organization are more easily motivated and their organizational commitment is higher [20 & 21]. In explaining the results, it should be noted that other factors are involved that are not investigated in this research such as education level, age, religion, self-confidence, job satisfaction, neuroticism, responsibility and physical health [14, 15, 16, 17, 18 & 19]. On the other hand, commitment can be affected by values [8]. Thus, to confirm locus of control on organizational commitment, other variables, which have not been considered in the present research, should be examined.

The third part of the research suggesting the effect of locus of control and self-monitoring on organizational commitment, the results were significant that in explaining we should mention the following points:

Researches show that job variables such as commitment, motivation and satisfaction in ordinary and middle strata are mostly affected by objective and organizational factors and at higher levels, cognitive factors are more effective. Therefore, ordinary employees would have high commitment less due to cognitive factors. Additionally, the combination of these factors has had affected commitment. The result of investigating the interaction between self-monitoring and locus of control shows that when commitment is high among employees with internal locus of control that self-monitoring is high. Rotter’s findings (1996) show that individuals with internal locus of control consider themselves the factor of accidents and occurrences and therefore, they should have high self-monitoring and commitment. Furthermore, more researches show that when commitment is high among employees with external locus of control that have low self-monitoring. In explaining it, it can be mentioned that individuals who have external locus of control mostly consider environment as the factor of accidents, thus, these individuals deal with personal control and monitoring less.

The summary of researches indicates that commitment and many of performance characteristics rarely are affected by one factor, but affected by several factors. Concerning cognitive factors, most researches conducted concerning commitment is in a way that the effect of two factors is investigated on commitment simultaneously such as researches conducted by Pasha and Khodadadi (personal and job characteristics on commitment), Yaghoobi, Gorji and Rezaie (organizational commitment and job satisfaction with commitment), Khatooni (Relation of emotional intelligence and job satisfaction with commitment), Sharifi and Salimi (neuroticism, introspectiveness, compatibility and dutifulness on organizational commitment) can be mentioned.

From the results of researches, it can be inferred that personal characteristics as an important inseparable factor from human character affects organizational human environment, because behavior of each individual is affected by his/her personal characteristics and organizational commitment as a kind of organizational behavior is directly affected by these characteristics.

Suggestions

In the direction of the research results, the following suggestions are made. Investigation of other variables of demographical and cognitive factors, organizational commitment and qualitative methodology as well as conducting research in other organizations and comparing their results with each other. It is also suggested that variables such as organizational commitment should be taken into consideration in changing job posts, and some educational programs should be regarded in order to increase qualitative productivity in manpower of organizations.

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