

The Relationship among Organizational Commitment, Locus of Control and Mental Health of Refah Kargaran Bank Employees In Tehran

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ABSTRACT

The present study tries to analyze the relationship between organizational commitment, locus of control and mental health in Bank of Refah Kargaran employees in Tehran, Iran. For this purpose a group of 70 participants, as the sample group, was selected using simple random sampling method. In this study, data were collected using Rotter's locus-of-control scale, Meyer and Allen's organizational commitment questionnaire (OCQ) and Goldberg's General Health Questionnaire (GHQ). The collected data were analyzed using Pearson's correlation test and multivariate analysis of variance (MANOVA). The results showed that there is a positive relationship between locus of control and organizational commitment and the former can predict the latter; whereas there is not any positive and significant relationship between mental health and locus of control.

KEYWORDS: Mental Health, Locus of Control, Organizational Commitment.

1. INTRODUCTION

There are two definitions on the mental health: First, mental health refers to a specialized major in the general health which works to decrease mental diseases in a society. Analyzing various forms of psychological disorders and the effective factors which facilitate their development are considered in this branch of science.

Second, mental health means a healthy thinking power and is used to indicate the positive and healthy mental status, which in turn can be useful in forming a valuable system useful for encouraging movement, development, and evolution in individual, national and international levels; because when the mental health was recognized, necessary measures are done to achieve it and then the way will be paved for either individual or social evolution [1]. As White [2] describes people who are mentally healthy, have several features such as recognizing and accepting themselves, communicating with others, coping with life demands and showing their emotions in a proper way.

when people convene in a place, more interactions among them will result in more cooperation and commitment to each other and moreover it encourages individuals' contribution in organizational life activities, cooperative skills, sense of responsibility and organizational commitment and finally this sort of commitment has a close relationship with how services are provided in an organization [3].

Stan [4] have defined the organizational commitment as recognizing organization's values and involving with the organization [4]. Allen and Mayer [5] analyze organizational commitment through three aspects of Affective Commitment (AC), Normative Commitment (NC) and Continuance commitment (CC).

1) Affective Commitment reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences. 2) Normative Commitment is a set of perceived normative pressures used to act in a way someone believes is true ethically. In this aspect, people bound themselves to continue their work. 3) Continuance Commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organization [6].

In recent years, organizational studies and human resources have inclined to cognitive and psychological variables such as incentive, self-awareness, locus of control and self-control given the organizational commitment.

Locus of control indicates that to what extent someone believes that can affect his/her life. The concept of locus of control is used to strengthen the psychological structure which is rooted in the Rotter's social learning theory (1954). Locus of control can be either internal or external. Those who have internal locus of control believe in themselves as the main actors of their own life; whereas those whose locus of control is external believe that what would be happened in our life principally is the result of chance, incidents and/or their result of others' activities [7].

Arazzini and Walker [8] argue that people with external locus of control show higher self-efficacy in contrast to people with internal locus of control. Alias et al. [9] and Saadat et al. [10] indicated that people with external locus of control have higher self-esteem in their job. Cheng and Wang [11] concluded that people with external locus of control show more commitment to changes in contrast to those who have internal locus of control.

Since training the required human resource of a society and guaranteeing their health and exhilaration all are among the duties of training system of each state, the organizational commitment is more sensitive in this organization, because such organization needs committed and responsible staff to realize development. Although plenty studies have been conducted about organizational commitment, locus of control and mental health separately, there are very limited studies that have

focused on the relationship among these three variables and also there are very little evidence in this regard. Thus, in this study we try to answer the question that is there any relationship between locus of control, organizational commitment and mental health of staff? The following assumptions are offered in order to analyze the question of the study:

- A) There is a positive and significant relationship between internalization of the locus of control and mental health;
- B) It can predict a combination of locus of control, mental health and organizational commitment of staff.

2. Population, Sample and Sampling Method

The method used in this study is a correlation, non-experimental study in terms of collecting data. All employees of Refah Bank in Tehran constitute the population of this study, who are about 70 participants. They were selected using simple random sampling technique.

3. Tools

In this study three types of questionnaires were employed:

- A) Rotter's locus of control scale;

This scale was compiled by Rotter [12] in order to appraise people's expectations about locus of control and has 29 items and each item is provided with two options, A and B. In this scale, the interviewee is asked to choose only one option. Rotter [12] has designed 23 items of the scale with the certain purpose of determining people's expectations about the locus of control and six other items are designed as filter. According to the scale, the interviewees whose score is less than 9 has internal locus of control, whereas people whose score is more than 9, they have an external locus of control [13]. Hussein Chari reported the test-retest reliability coefficient 0.69 which was calculated using scores of 32 people through three weeks interval. The validity value of the scale was measured using construct validity (0.75); likewise, Cronbach's alpha was used to analyze the scale's reliability, 0.83, which shows high reliability of the scale.

- B) Allen and Mayer Organization Commitment Questionnaire;

In 1990, after several revisions this questionnaire provided 24 items for assessing three organizational dimensions, questions of each dimension were separated from two others. Allen and Mayer [5] developed their one-dimensional model based on similarities and differences in one-dimensional organizational concepts. Their major discussion was that commitment links people to their organization; hence this link decreases the possibility of leaving the organization [14].

Reliability coefficients of this questionnaire for normative, affective and continuance dimensions measured 0.79, 0.85, and 0.73, respectively. Factor analysis method was used to determine credibility of this scale. Regarding the assumptions of factor analysis, it was determined that sampling adequacy scale is 0.91, which is larger than the minimum acceptable value, i.e. 0.7. Likewise calculations showed that chi square statistic is significant for Kervit- Bartlett's test ($p < 0.0001$) and its factor matrix never was less than 0.35, with any item. Moreover, the numerical determinant is not zero, 0.0003, and since assumptions of the factor analysis are the case here, we can trust in extraction of acts.

- C) Goldberg's General Health Questionnaire (GHQ) ;

Goldberg [15] set the general health questionnaire for the first time. It has 60 items. Goldberg and Hiller [16] designed the 28-item version for the first time through applying factor analysis over its long form. In this study, the 28-item version of this questionnaire was used. The 28-item general health questionnaire is composed of four following scales, which each has 7 items. Items 1 to 7 are about subscale of somatic symptoms, items 8 to 14 are about the subscale of anxiety and insomnia, items 15 to 21 are about the subscale of social dysfunction and items 22 to 28 are about the subscale of depression. Taghavi [17] measured the reliability of this questionnaire for using in Iran through three methods, reappraisal, bisection and Cronbach's alpha, 0.70, 0.93, and 0.90, respectively and described it as a method with necessary condition to be used in psychological studies and clinical activities. Many studies have been carried out on validity of this questionnaire so far which report its satisfied validity.

4. Data Analysis Method

Descriptive statistics was used for analyzing the collected data: frequency, percentage, mean value, standard deviation and variance; SPSS software was employed for inferential analysis of data and finally multivariate analysis of variance (MANOVA) was used to determine the relation between variables.

5. Findings

Descriptive statistical methods and regression analysis were used to analyze data. Table 1 summarizes descriptive indicators of the study's variables.

Table 1. Descriptive Data

Variables	Quantity	Average Weight	SD	Max.	Min.
Locus of control	70	0.47	0.05	22	7
Organizational commitment	70	1.45	0.11	25	19
Mental health	70	2.41	0.29	68	49

Results of table 1 show that the average weight and standard deviation for locus of control are 0.47 and 0.05, for mental health 1.45 and 0.11 and for organizational commitment are 2.41 and 0.29.

Table 2. Correlation coefficient matrix of the study's variables

variables	Mental health	Locus of control
Organizational commitment	-0.25	0.86

Results of table 2 show that there is a positive and significant relationship ($p < 0.01$, $r = 0.86$) and organizational commitment.

Table 3. Predicting locus of control based on organizational commitment and mental health

Variables	R	R ²	B	Beta	T	Significance level
Organizational commitment	0.85	0.72	0.57	0.30	4.26	0.000

Results of table 3 indicate that locus of control is a positive predictor of organizational commitment.

6. DISCUSSION AND CONCLUSION

The results of the study represent that there is not a positive and significant relationship between internalization of the locus of control and mental health. Thus, the assumption 1 is not verified, while there are many studies that imply the relationship between two mentioned variables, which some of them are pointed out here:

Feather [18] argued that people with external locus of control in comparison with those who have internal locus of control gain higher scores in terms of anxiety and mental pressure. Lefcourt [19] suggest that people with internal locus of control will develop psychological disorders such as depression and anxiety disorders less than people with external locus of control. Holder and Levi [20] argue that people with internal locus of control in contrast to people with external locus of control show less depressive anxiety and stress.

Many other studies, compatible with the abovementioned results, have pointed to the relationship between internal locus of control and mental health, whereas no significant relationship was seen between the two variables in this study. In other words, the correlation results between these two variables represent lack of any significant relationship. To explain why there is not any significant relationship between the mentioned variables in this study, it can be said that regarding deep and comprehensive studies, several factors such as ambiguity of questions of locus of control questionnaire for some of subjects and also the deep belief of some of them in the influence of the external factors such as belief in chance affected the results. Therefore, in fact the main reason is ambiguity of some questions in the locus of control questionnaire and carelessness of subjects during answering the questions, because some sentences were not clear and understandable for subjects and it affected the results. As a result, it can be said that if the mentioned factors do not affect the results, the expected results are achieved. Analyzing data also showed that there is a significant relation between locus of control and organizational commitment for employees of Bank Refah and it means that people with external locus of control are more committed and loyal to their organization and this finding is compatible with results of Liberman [21], Permarupan et al. [22], Morrow et al. [23], Çakmak-Otluoğlu [24], Neininger et al. [25].

In general, the results show that human being's Personality characteristics, as inseparable and important factors of human being's personality affect the organizational workplace, because individuals' behavior is influenced considerably by their personality characteristics and organizational commitment, as an organizational behavior, is influenced directly by such characteristics and regarding the findings of this study all organizations are suggested to hire people using the available questionnaires on locus of control and to pay attention to their personality characteristics in order to put them in a proper position. Now, regarding the results it is suggested further studies in future are carried out with equal number of male and female samples and also demographical variables are considered in relation to the organizational commitment.

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