

The Effect of Locus of Control On Organizational Commitment

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Abstract

Competition is a reality that must be faced by various organizations from various industrial sectors. One of the characteristics of organizations that can face competition and coexist with competitive situations is creativity. Creativity comes from human resources. One of the resources that determine the ability of an organization to face competitive pressures is human resources (people). In higher education institutions, lecturers are a vital resource that will greatly determine the performance of the university, whether it is able to compete or not. Lecturer performance is a manifestation of the lecturer's commitment to the university. Lecturers who have high organizational commitment will tend to produce high performance. One of the factors that can explain variations in lecturer's organizational commitment is the personality factor. In this study, this personality factor is the locus of control. Theoretically, in organizations that are not too structured and stiffly, people who have an internal locus of control will have high organizational commitment as well. In this study, the proposition is formulated that lecturers who have an internal locus of control will have high organizational commitment.

Keywords

Organizational commitment; locus of control.

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Introduction

Competition is a reality that cannot be avoided by organizations as a consequence of their existence in the midst of an ever-changing environment. Competition is Dynamic, and almost never reaches equilibrium (M. E. Porter, 1997). The strategies adopted and implemented by organizations to deal with today's competition are often no table to last long (Arkorful & Hilton, 2021) because of new strategies that are better implemented by competitors. Hence, organizations should always be creative in developing new strategies to deal with and adapt to change. Similar situation is also experienced by higher education institution in Indonesia. Competition between universities to attract new students, especially private universities (PTS) is getting tougher. One of this private university that have to deal with this is Widyatama University (UTama) in Bandung, West Java. UTama's marketing shows the trend of prospective students register to take the entrance examination, and the ratio between accepted and the number of examination is not encouraging. The competitive ability of organizations is largely determined by the quantity and the quality of resources they posses, and the way in which these resources are used (Ma, 1999). One of the resources that determine the success of an univeristy is its lecturers. Lecturers are agent who carry out the process of transferring knowledge to students. One of the university success is determined by the accumulated performance of the lecturers. In addition to academic ability, lecturer performance is largely determined by his aor her commitment to accomplish his tasks and responsibilitas as well as posible.

Organizational commitment is an important topic in a number of studies, and is an important variable in understanding the work behavior of workers in an organization (Guzeller & Celiker, 2019; Hrebiniak & Alutto, 1972; Liu, Liang, Wang, & Xue, 2021; Meyer, Bobocel, & Allen, 1991; L. W. Porter, Steers, Mowday, & Boulian, 1974). Individual organizational commitment affects performance, absenteeism, attendance, and turnover of workers. In addition to its effect on individuals, commitment also represents an indicator of the effectiveness o fan organization (Steers, 1977). Organizational commitment is defined as the relative strength o fan employee's identification with/and involvement in an organization (L. W. Porter et al., 1974; Tett & Meyer, 1993).

One of the factors that greatly affects organizational commitment is the personality of the worker (Al-Zu'bi, 2016; Arkorful & Hilton, 2021; Patten, 2005). Personality is an individual difference that shows a person's behavior that tends to be consistent (Patten, 2005). Personality is defined as a stable set of characteristics that influence a person's behavior (Quick & Nelson, 2008). There are hundreds of personality characteristics, and one of the most important is locus of control (LOC) (Hyatt & Prawitt, 2001; Rotter, 1966). LOC is an important determnant in the way a person interprets the situation at hand (Arkorful & Hilton, 2021; Rotter, 1966). According to Spector (1982), this personal disposition describes the degree to wich individuals perceive what happen and experienced as a resulto f internal factors or the resulto f external factors (coincidence, or other intervention). Individuals who have an internal LOC asume that success or failure depends on themselves, while individuals wh have an external LOC asume that every evento is beyond their control (Rotter, 1966). LOC attributes are important to note, since it very closely related to performance and other individual variables (Adeyemi-Bello, 2003; Al-Zu'bi, 2016; Arkorful & Hilton, 2021; Jung, Bass, & Sosik, 1995). LOC is also believed to strongly related to job satisfaction, job involvement, organizational commitment, and leadership (Arkorful & Hilton, 2021; Silva, 2006). Previous research shows that individuals who have an internal LOC tend to have higher organizational commitment tan individuals who have an external LOC (Adeyemi-Bello, 2003; Silva, 2006). This study intended to measure the LOC and organizational commitment of UTama lecturers.

Literature Review and Discussion

The succes of the implementation of the strategy applied by organization is very dependen ton the the behavior of the workers carrying out their work. This workers behavior is determined by how strong the physical and emotional bond of workers to the organization. If this bond is strong, the its likely the worker Will carry out his duties and responsibilities fully with awareness that the progress of the organization is the progress of the individual worker as well. In the organizational theory and psychology literatura, this behavior is an expresión of loyalty, willingness to give more and a reflection of employee commitment to the organization (Kim, Leong, & Lee, 2005; Liu et al., 2021;

Shaw, Delery, & Abdulla, 2003).

The concept of organizational commitment has attracted much attention in recent decades as one of the potential triggers for employee performance, employee absenteeism, and employee turnover in the organization (Hua, 2020; McAllister & Ferris, 2016; Silva, 2006). In particular, organizational commitment is seen as the relative strength of an individual's identification with/and individual involvement in an organization (Silva, 2006). Organizational commitment is a very popular construct in the organizational literature because of its strong implications for organizational health. Commitment in a work environment can be expressed in various forms, and commitment has the potential to affect organizational effectiveness and worker welfare (Liu et al., 2021; Maiti, Sanyal, & Mazumder, 2020; Meyer & Herscovitch, 2001; Thien, Adams, & Koh, 2021). Management of organizational commitment is important since it has very large implications in affecting turnover, absenteeism, and organizational performance.

More than 40 years ago, (Pearce, 1983) developed an organizational taxonomy based on the types of involvement of workers in organizations. The involvement of workers in the organization consists of three forms, namely, moral involvement, calculative involvement, and alienative involvement. Moral involvement is described as a positive and strong organizational orientation based on an understanding and beliefs in the values and goals of the organization. Moral involvement is generally associated with normative organizations, such as religious organizations and political parties. Normative organization is an organization where normative power is the main source of control, and organizational orientation is characterized by a high commitment (moral involvement) from members of the organization. Calculative involvement is based on the perception of a fair and balanced relationship between the results obtained, accepted with the sacrifices given by a worker to the organization. According to Pearce (1983) companies "blue-collar" law firms can be classified as utilitarian organizations that have the characteristics of a medium form of commitment. Alienative involvement is described as the negative relationship to the organization in a situation where individual contributions are hindered or limited in certain ways. Organizations that apply very strict (excessive) discipline will lead to alienative involvement where very strict discipline is used as a means of controlling subordinates.

Kanter (1968) developed a taxonomy of commitment in a somewhat different way, by focusing on the different behavioral terms or criteria that an organization applies to all its members. Kanter (1968) identified three types of commitment, namely: control commitment, cohesion commitment, and continuance commitment. Control commitment is based on the behavior of organizational members which is formed through the process of identifying and understanding organizational norms and values. Cohesion commitment is based on attachment in the relationships that occurs within the organization. Continuance commitment occurs when someone gives, spends, and sacrifices many valuable personal investments, and leaving the organization will be a very big sacrifice for him.

Staw and Fox (1977) and Salancik (1977) revealed two different perspectives in the commitment literatures, namely, the attitudinal perspective and the behavioral perspective. The attitudinal approach is based on a strong identification of the organization's goals and values, which contributes to a positive orientation about the organization. This is similar to Etzioni's moral involvement. In attitudinal commitment, the relationship between a pleasant work experience and a positive perception of the organization as a result of the commitment held by members of the organization (Taylor & Doerfel, 2005). On the other hand, behavioral commitment is the result of engaging in behaviors similar to commitment (Steers, 1977). These behaviors are manifested through an assessment of the positive and negative consequences of leaving the organization. A person will commit to stay in the organization if he perceives the loss will be greater if he decides to leave the organization. The attitudinal approach is the most studied approach in organizational commitment research, and is mostly measured using the measures developed by Porter and colleagues.

The psychological state approach was developed by Meyer et al. (1991). View that attachment to the organization is the result of identification with attitudes, values or goals of the organization. Meyer et al. (1991) three-component commitment approach is getting a lot of attention from organizational researchers and is increasingly being accepted. Many studies use the instrument developed by Meyer et al. (1991) which is proven to have the validity of psychometric characteristics and good internal consistency. (Meyer, Allen, & Gellatly, 1990) divided commitment in three dimensions, namely: affective commitment, continuance commitment, and normative commitment.

The most widely discussed psychological attachment is affective commitment. Affective

commitment is an emotional attachment to the organization. Affective commitment is also an attitude that reflects the form and quality of the relationship between workers and the organization. Employees of an organization who have a strong affective commitment to the organization will stay in the organization because they feel identified, involved, and enjoy being in the organization (Meyer et al., 1990; Mowday, Steers, & Porter, 1979) stated that affective commitment arises as a result of work experiences that satisfy the needs of workers, a feeling of comfort in the organization, and a feeling of competence in carrying out the work.

Continuance commitment is an attachment to the organization based on the sensitivity of workers to the costs/risks if they leave the organization (Becker, 1960). Employees who have high continuance commitment will try to stay in the organization because they really need it. Staying in the organization means that they perceive that the benefits outweigh the costs/risks of leaving the organization. The decision to stay in the organization is the result of the accumulation of side-bets (investments) made by employees while in the organization, and where these side-bets will be lost if they leave the organization. Meyer et al. (1991) stated that continuance commitment will grow as a function of side-bets and other available alternatives. If continuance commitment is negatively related to turnover rate, on the other hand affective commitment is correlated with performance, organizational citizenship behavior, and job satisfaction (Allen & Meyer, 1996).

Normative commitment is an attachment to the organization based on ethical aspects, where employees feel that staying in the organization is a good thing to do. Workers in an organization who have high normative commitment to the organization will stay in the organization because they feel it is good. Normative commitment grows through the internalization of normative obligations to remain in the organization through kinship, cultural socialization, or through unexpected rewards provided by the organization (Weiner, Graham, & Chandler, 1982).

Personality is an individual difference that shows a person's behavior that tends to be consistent. Personality is defined as a stable set of characteristics that influence a person's behavior (Quick & Nelson, 2008). There are hundreds of personality characteristics, including Locus of Control (LOC). The LOC construct was developed from social learning theory (Rotter, 1966). Social learning theory is a personality theory that seeks to integrate reinforcement (stimulus-response) theories and cognitive or field theories. There are three groups of variables in social learning theory that affect human behavior, namely expectancies, reinforcement, and psychological situation. Behavior in a particular psychological situation is a function of the expectations that make the behavior lead to a particular reinforcement in a situation and the value of that reinforcement (Rotter, 1966). Expectancy is the probability held by a person that a certain reinforcement that occurs is a function of certain behavior that are part of a particular situation (Rotter, 1966). Based on his previous concept, Rotter (1966) developed a construct that shows individual differences in a general belief, namely internal and external control of a reinforcement. A person with an external LOC sees himself or herself as a relatively passive agent, and believes that the events in their life are related to uncontrollable forces, externally feeling that achieving the things they want depends on luck, opportunity, power, person, or situation. They believe that the possibility of controlling their lives through their own actions and effort is low. On the other hand, individuals with an internal LOC see themselves as active agents, feel that they are masters of their own destiny, and believe in their ability to influence the environment. Internal LOC assumes that they can control events in their lives through effort and skill.

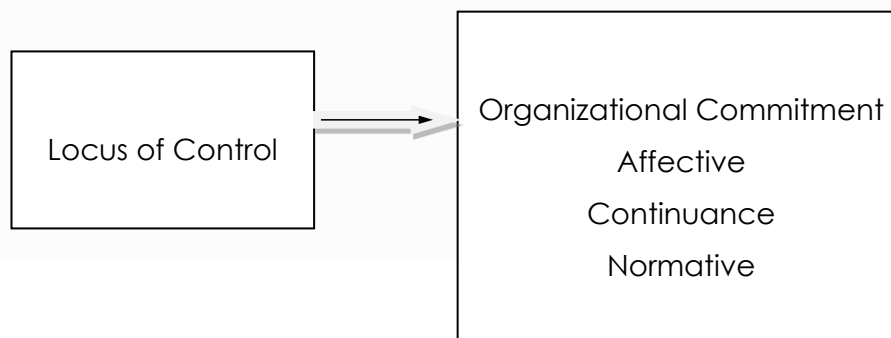
Brownell (1981) says if someone perceives that an event is derived from a person's actions, but does not entirely depend on that action, then the person is given an external symbol. These events are perceived as the result of luck, chance, or are unpredictable because the environment is very complex. If a person perceives that an event is entirely dependent on his own actions and is relatively unaffected by external factors, that person is given an internal symbol.

Marton et al. (2021) argues that someone who has high internal LOC is more willing and will study his environment because he wants to know information that is relevant in making decisions. A person with a high internal LOC prefers innovative strategies, proactive strategies, plans more for the future, is a leader over competitors and is willing to take risks (Miller & Toulouse, 1986). There were found that high internal LOC related to manager orientation, in terms of being innovative, willing to accept risk, and being more proactive.

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and efforts is low. On the other hand, individuals with an internal LOC see themselves as active agents. People with internal LOC assume that they can control events in their lives through effort and skill. Internal LOC is an important personality trait of an individual (Hirvensalo, Lintunen, & Rantanen, 2000). The higher the internal LOC of an individual, the higher the quality of that individual. Gramila, Eisenstein, MacDonald, Pfeiffer, and West (1991) defines the characteristics of someone who has a high internal LOC, namely (1) believing that he himself can influence the factors that cause an event through his abilities, expertise, and his own effort, (2) likes research, is curious and has processing information skills, (3) does not like being forced, (4) always uses his power because he believes that he can influence situation, (5) it is not easy to admit that he is facing problems, or has shortcomings because he feels that others cannot help him, and (6) easier to bounce back from failures that occur. In addition to the characteristics mentioned above, Gramila et al. (1991) formulated that someone who has internal LOC prefers realistic work, has the ability to solve problems, is more satisfied with job training, has higher tolerance for work, prefers to cooperate, and is more aware on the work being done or run, has personal objectives and is willing to accept greater responsibility, relies on personal encouragement, and likes Friends who have the same abilities or are smarter. In accounting research, LOC is primarily used to examine budgets and their relationship to behavior. Some research found out that LOC was the best predictor variable for managers' attitudes toward Budget use. These managers are described as internals who view Budget as a tool that can assist them in performing management functions. Shaffer et al. (1996) found that the opposite of the hypotheses he formulated that external LOC used more information when faced with high uncertainty than internal LOC. Hyatt and Prawitt (2001) shows that auditors who have internal LOC have higher level of performance in unstructured organizations than in structured companies. Meanwhile, auditors with external LOC have better performance in structured companies than in unstructured companies. The results obtained from Kaplan, Reneau, and (Kaplan & Whitecotton, 2001) shows that the involvement of decision makers in developing decision-making tools increases reliability, decision makers with internal LOC are stronger than those with external LOC. Patten (2005) revealed that internal auditors who have internal LOC tend to have better commitment and performance than those who have external LOC.

Theoretical Framework



Research conducted by Patten (2005) shows that individuals who have a high internal LOC tend to produce better performance. Individuals who have a high internal LOC are better able to deal with pressures at work because of their strong motivation to learn of how to solve problems (Al-Zu'bi, 2016; Arkorful & Hilton, 2021; Silva, 2006). Such individuals will be more able to succeed and have a higher commitment to the organization because of their belief in themselves that they are able to do their jobs well even under pressure (Silva, 2006).

Based on the discussion above, it can be concluded that LOC has an effect on organizational commitment. In educational institutions, especially at universities, lecturers should have considerable control over their tasks and duties. Academic freedom implies that in accomplishing their responsibilities, lecturers must have the freedom to deliver and carrying out their responsibilities. Lecturers who have internal LOC will be more creative than lecturers who have external LOC. In connection with the above discussion, the following propositions can be drawn up:

- Lecturers who have high internal LOC will have high organizational commitment.
- Lecturers who have high internal LOC will have high affective commitment.
- Lecturers who have high internal LOC will have high continuance commitment.
- Lecturers who have high internal LOC will have high normative commitment.

Conclusion

The performance of a university is highly dependent on the performance of the lecturers. The performance of a lecturer is basically a manifestation of the commitment of the lecturer to their responsibilities and organization. Lecturers who have high organizational commitment will try to accomplish their responsibilities well. One of the important factors that can explain the level of organizational commitment of lecturers is LOC. Lecturers who have internal LOC are likely to have high organizational commitment, and vice versa, lecturers who have external LOC tend to have lower commitment. Given the importance of this, universities need to measure the LOC and organizational commitment of their lecturers, so that management can explain and take important steps in strategic planning going forward.

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