Do locus of Control & Emotional Quotient Ascertain Organizational Commitment? A Meta-Analysis

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Abstract:  
This study investigates the mediating effects of job stress towards the organizational commitment. This research also examines the contribution of locus of control and emotional quotient towards the organizational commitment and its aftermath. The study proposes a conceptual model “KALGO Job Performance Model” - to validate the regarded constructs. The survey yielded 186 completed and valid questionnaires from the employees of IT & ITES companies. Using stepwise multiple linear regression, mediating effects, analysis of variance, and structural equation modeling, this research examines the relationship between locus of control and emotional quotient towards the organizational commitment by evaluating the mediating effect of job stress. The proposed conceptual framework is evidenced to be consistent with satisfactory model fitness. Managerial implications are also addressed in the later part of this article.

Keywords: Locus of Control, Emotional Quotient, Job Stress, Organizational Commitment, and Job Performance

1. INTRODUCTION

During the mid-1990s emotional intelligence had diversified to grow in popularity (Cherniss and Adler, 2000; Cherniss and Goleman, 2001; Goleman, 1995). Salovey and Mayer (1990) embarked on an extensive study on the non-cognitive expressions and thus aroused the term called emotional intelligence. Subsequently, investigators such as Bar-On (2004) have elongated to study the emotional intelligence phenomenon and redefined emotional intelligence as emotional quotient. The most essential dependent variables that are discussed in management researches with regard to organizational commitment of an employee are the job attitudes and the emotional constructs (AbuAlRub, 2004; Crawford et al., 2011; Jamal, 2011). Over the past decade, determined attempts have been made by researchers to investigate the predictors of these authoritative constructs leading to job performance (Bruursema, Kessler, Specotor, 2011; Jamal, 2007; Jamal, 1984; Jex, 1998). Perhaps, for all of the elementary exertions in the section of human resource management, such as employees’ locus of control, emotional quotient, and job stress, the focus is always on meliorating the organizational commitment and overall job performance (Schmitt et al., 1992). Despite the prejudicial influence of locus of control and emotional quotient on employees’ organizational commitment, the mediating effects of job stress and aftermath of organizational commitment are found to be predominately pretermitted.

1.1 Purpose & Scope of the Study

This study addresses the existing gaps in the literature by broadening the investigation of job performance towards the organizational setting. The primary purpose of this study is to examine the relationship between locus of control and emotional quotient and assess the validity of organizational commitment in predicting job performance; and to see whether or not it is mediated by job stress. This research suggests a conceptual framework that formulates the constructs towards the context of job performance. This research bestows the organizational commitment, looking for the common
emotional factors, which lead to job performance of IT & ITES employees. This research is a step forward in the current line of research on organizational commitment. Attributes like locus of control, emotional quotient, job stress, and organizational commitment leading to job performance have been developed and tested empirically in most of the developed countries (Baba, Jamal & Tourigny, 1998; Glazer & Beehr, 2005; Glazer & Kruse, 2008).

1.2 Research Questions
The background of the research reveals that there is only a little explored information about the research constructs. Therefore, following research questions are aroused:

- What is the contribution of locus of control and emotional quotient variables towards organizational commitment?
- Does job stress mediate locus of control and emotional quotient towards organizational commitment?
- Does the organizational commitment transfuse job performance?

1.3 Objectives
Following objectives have been developed with regard to the above listed research questions:

(i) To assess the impact of locus of control and emotional quotient towards organizational commitment.
(ii) To measure the mediating effects of job stress on locus of control and emotional quotient towards organizational commitment.
(iii) To evaluate the aftermath of organizational commitment in terms of job performance.

2. LITERATURE REVIEW AND HYPOTHESES
2.1 Locus of Control
Rotter’s (1969) classified the framework for the development of the internal-external locus of control. An individual's comprehension of an effect depending upon his or her own behavior is called as internal locus of control and depending upon his or her chance, fate, luck, or under the control of others is called as external locus of control (Rotter, 1969). The work locus of control scale which was believed as a strong predictor of job behaviors was formulated by Spector (1988). The relationship between job performance and locus of control has manifested in the literature (Hough, 1992; Spector, 1982). Bond and Bunce (2003) investigated the relationship between locus of control and job attributes and found that job commitment, acceptance, and control were consistent with external locus of control. Hoflund (2004) studied the relationship between locus of control and job satisfaction among employees of banks and credit unions in Cheyenne, Wyoming. Applying Pearson product-moment correlation, it was found that the relationship between work locus of control and job satisfaction was significant.

2.2 Emotional Quotient
Pelliteri (1999) examined the affiliation between emotional quotient, defences style, and cognitive reasoning. The results concluded that emotional quotient and regulation associated to conscious contending rather than unconscious defences. Brown, Bryant, and Reilly (2006) speculated the relationships between emotional intelligence and job performance in organizations. The study empirically applied Bar-On’s Emotional Quotient Inventory to analyze the role of emotional intelligence on job performance. It was revealed that a negative relationship exists between emotional intelligence and job performance. Noland (2008) examined the relationship between emotional quotient and performance of New Product Development team leaders. The determinations of the study established no statistical significance between leader performance and total EQ scores. Bratton, Dodd, and Brown (2011) carried out a quantitative study by employing the methodology followed by Sosik and Megerian to study the survey data collected from managers and subordinates based in North American technological company. It was revealed that the relationship between emotional quotient and job performance was strongest for managers who undervalue their skills.

2.3 Job Stress
Cincotta (2005) concentrated the relationship between employees’ job stress levels and the effectiveness of their organizational unit and revealed that employees with high levels of job stress
ascertained more organizational effectiveness. Ceylan and Sulu (2010) debated the relationship of procedural injustice to job stress and measured the mediating effects of work alienation. The results established that procedural injustice was affiliated with job stress and partially mediated by each of the work alienation dimensions. Lam (2010) authenticated the causes of job stress and the relationship between job stress and job satisfaction among virtual employees in Information Technology Company. The study disclosed that the role ambiguity, role conflict, and performance were the most significant cause of job stress.

2.4 Organizational Commitment
Russell & Zinta (2000) examined the relationship of organizational commitment against job stress, turnover intentions, and organizational citizenship behaviors. Chen, Silverthorne, and Hung (2006) indicated the role of organizational commitment and communication on job stress and job performance. The results did not establish any significant difference between stress levels and job performance. Al-Ahmadi (2009) observed the factors that influence job performance of hospital nurses in Riyadh Region, Saudi Arabia by approximating self-reported performance, job satisfaction, and organizational commitment. Organizational commitment was found to be a impregnable predictor for nurses’ job performance. Sulu, Ceylan, and Kaynak (2010) studied the association between organizational injustice and organizational commitment using the mediating effects. The results revealed that organizational injustice was related with organizational commitment.

2.5 Job Performance

2.6 Research Hypotheses
Following hypotheses are developed after reviewing the extant literature:

H1: There is a significant relationship between locus of control and emotional quotient towards organizational commitment.
H2: Job stress significantly mediates locus of control and emotional quotient towards organizational commitment.
H3: There is a significant relationship between organizational commitment and job performance.

2.7 Conceptual Framework

Figure 1: Conceptual Framework – “KALGO Job Performance Model”
3. RESEARCH METHODOLOGY AND STRATEGIES

3.1 Subject and Procedure
In this study, the determined hypotheses are examined using a descriptive research, which includes surveys and fact-finding techniques (Best, 1970; Creswell, 2008; Oakes & Ji, 2012; Offir, 2010). For the purpose of sampling, convenience sampling technique that belongs to non-probability sampling is applied. This technique of sampling is habituated to choose the unbiased potential respondents into the sample. The study used a research instrument, which is segmented as demographics, locus of control, emotional quotient, job stress, organizational commitment, and job performance of the respondents. The validity is done using Cronbach’s alpha and reliability test is done using Exploratory and Confirmatory Factor Analysis.

3.2 Analysis Methods
The employees of assorted IT & ITES companies in Coimbatore are considered as the sample units in this present research. As per Krejcie & Morgan (1970) sample size determination model, the sample size deliberated to be adequate is 226 respondents at 95% confidence interval and 5% margin of error. Eliminating/revising double-barreled, ambiguous, and leading statements as per Churchill’s model (1979), 186 respondents remained. The degree of agreement is calculated employing a five-point Likert Scale ranging from “1-Strongly Disagree” to “5-Strongly Agree”. Using SPSS and AMOS, the empirical assessment of the above mentioned conceptual framework is made using stepwise multiple linear regression, mediating effects, analysis of variance, and structural equation modeling (SEM) as the statistical techniques.

4. DATA ANALYSIS AND FINDINGS
The Cronbach's Alpha reliability score observed an acceptable degree of internal consistency ranging more than 0.714. The Kaiser-Meyer-Olkin (KMO) sample adequacy value was noticed to be at 0.781 and Barlett’s value at 0.00. Hence satisfying the adequacy criteria, the factor model was determined to be appropriate for further analysis (Dziuban & Shirkey, 1974). The proposed framework was examined by applying bootstrapping analysis with 100 re-samples, and path coefficients were re-estimated.

Objective 1: A Stepwise Multiple Linear Regression was performed by considering the Locus of Control and Emotional Quotient variables: Internal, External, Impression, Interpersonal, Adaptability, and Intrapersonal as independent variables and Organizational Commitment as dependent variable. The regression value ‘R’ is interpreted for 54.5%, the R Square value at 31.4%, and the adjusted R Square value at 30.2%. It is determined from the R Square value that the weighted combination of the predictor variables explicates 31.4% of the variance of dependent variable. It can be understood that 31.4% variability in the organizational commitment is accounted by locus of control and emotional quotient. Determining the significance of the ANOVA value, the proposed model is observed to have a good fit. The outcomes of stepwise multiple regression indicated three significant models – external LOC, interpersonal, and positive impression to be significant with organizational commitment.

Objective 2: Mediation imitates an interfering variable as a revelatory criterion of the procedure through which an independent variable is conceived to determine a dependent variable (Iacobucci, Saldanha, & Deng, 2007). The study seeks to assess the magnitude to which the effect of locus of control and emotional quotient as independent variables on organizational commitment as dependent variable direct or indirect via job stresses as mediator. Mediating effect is studied using AMOS package. It was observed that job stress significantly mediates locus of control and emotional quotient towards organizational commitment. But the effect size was found to be less (0.12) between locus of control and job stress and more (0.80) between emotional quotient and job stress. Figure 2 represents the path diagram of the mediating effects.
Objective 3: Analysis of variance was performed to measure the aftermath association between organizational commitment and job performance. The results revealed that all the organizational commitment - affective, continuance, and normative variables are found to be significant with job performance. It can be apparently agreed that organizational commitment play a vital role towards job performance. Employees those who are highly committed to the organization are detected to execute better in their job.

Applying SEM, the proposed conceptual framework - KALGO Job Performance Model was tested. A significant (0.000) Hoelter's critical N was observed. The CMIN/DF of this model was 3.874, which indicated a good fit. The GFI was 0.904, which showed an acceptable fit. The AGFI was 0.891, which suggested a borderline fit. The RMR was 0.029, which expressed a very good fit. The CFI was 0.921, which established a moderate fit. The IFI was 0.941, which demonstrated a satisfactory fit. The PCLOSE was 0.000, which conveyed a perfect fit. Looking at the aforementioned fit indices, it can be deduced that the KALGO Job Performance Model has an adequate fit (Arbuckle, 2010; Bollen, 1986; MacCallum, 1986; Raykov and Marcoulides, 2000).

Figure 3: Unstandardized Estimates of the proposed “KALGO Job Performance Model”
5. CONCLUSION

This study incorporates various penetrations from locus of control and emotional quotient parameters, acknowledging the job stress influences, to formulate the antecedents of organizational commitment leading towards the job performance of the employees working at IT & ITES companies. The findings of this research certainly bestow to the existing literature by determining the novel patterns that influence job performance. This research evidenced that the conceptual framework – “KALGO Job Performance Model” that comprises all the conceptualized constructs, is adequate enough to formulate the path from locus of control and emotional quotient factors through job stress towards organizational commitment and job performance. Despite making valuable contributions, this study has a couple of limitations worth discussing which could have determined the results. The process of primary data collection was a real challenge as the employees were in different time zones. The constructs used in the research were depicted from the literature on human resource management and personnel management; nevertheless, the possibility of other external constructs cannot be ruled out.

REFERENCES