

**RELATIONSHIP BETWEEN WORK LOCUS OF CONTROL AND
EMPLOYEE COMMITMENT IN THE CONTEXT OF DASHEN
BREWERY S.C**



**A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT OF
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I, the undersigned, declare that this thesis entitled **RELATIONSHIP BETWEEN WORK LOCUS OF CONTROL AND EMPLOYEE COMMITMENT IN THE CONTEXT OF DASHEN BREWERY S.C**” is my own original work and has not been presented in any other university. All sources of materials used for this thesis have been duly acknowledged.

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ACRONYMS

WLOC	Work Locus of Control
LOC	Locus of Control
AC	Affective Commitment
CC	Continuance Commitment
NO	Normative Commitment
S.C	Share Company

ABSTRACT

A need to encourage employees to remain in the organization and to increase productivity beyond that which is at a minimum accepted standard using scarce resources has become a necessity. The issue on employee commitment is critical and managers have to manage employees to motivate them since high turnover is costly to organizations. This study was to assess work locus of control and employee commitment and finally to determine the relationship between them in the context of Dashen Brewery S.C. The study utilized a descriptive statistics. This design was considered appropriate for the type of objectives of this study as it enabled the researcher to describe the issues at stake as they exist without manipulation of variables which was the aim of the study. The target population of this research comprised of 300 employees of Dashen Brewery. The study collected primary data using questionnaires. The data collected was coded, quantified and analyzed quantitatively. Quantitative data was analyzed by the use of descriptive statistics namely percentages, means and standard deviations. Regression analysis was used to determine the relationship between locus of control on commitment. The study concluded that Employees of Dashen Brewery's have internal locus of control and this increases the employee commitment. Further, employees of Dashen Brewery are committed. At 5% level of significance and 95% level of confidence, internal locus of control and employee commitment had a significant relationship. The study recommended that organizations should look into their performance management and craft compensation packages that are considered competitive in order to retain their talented employees

Key words: *Internal and external locus of control, employee commitment*

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CHAPTER ONE

INTRODUCTION

1.1. Background of the study

In the rapidly changing business environment, which is marked by severe competition, organizations are discovering that the only way to grow or even survive is to create strategies which give them an edge over their competitors. There is an increasing acceptance of the fact that while latest technology, better machines, innovative marketing and manufacturing process can all be replicated, organizations with a more committed and loyal workforce will be the winner. Organizations benefit from the employees who are committed, hence reducing turnover. Since turnover is costly, factors that increase commitment are of interest to organizational scholars for purposes of theory and practitioners who seek to apply theory to organizational contexts to increase the likelihood of an organizational effectiveness (Arnett et al;2009). Further, there is growing evidence that aspects of cognitive style are related to work attitudes (Luthans, et al; 1987). Of particular interest in previous studies are the relations between locus of control (LOC) and work attitudes such as job satisfaction and employee commitment (Luthans et al.,1987).

Owing to the rapid development of information technology and global competition, most beverage companies have faced higher competitive pressure than ever. The manufacturing industries are very different from traditional industries. Traditional firms generally face a relatively stable and low uncertainty environment. The tasks of traditional organizational employees are generally simple and routine (Harpaz I & Meshoulam I, 2004; Hodson R. 1985).

The Brewing industry is growing at a rapid pace in Ethiopian, leading to a significant increase in the demand of skilled and committed workforce. Since sophisticated technologies imported from abroad and the process is contentious, competition between the brewing firms to take those few specialized personnel is becoming stiff. Further, training and development costs for the company are very expensive (Suliman and Iles, 2000). Companies should give focus for work locus of control while they design human resource initiatives (Suliman and Iles, 2000). According to,

Meagan et al., (2002) employees are extremely crucial to the organization since their value to the organization is essentially intangible and not easily replicated.

The relationship between locus of control and organizational commitment has received attention by a number of researchers (Coleman, 1999). In organizational research, locus of control has been defined as the degree to which one perceives events as under one's own control (internal locus) or under the control of others (external locus) (Rotter JB,1966).

People with an internal locus of control believe that they can influence their environment, and that their actions affect what happens to them but people with an external locus of control believe that they have little influence over the environment and what happens to them is due to external factors such as luck, or the actions of others (Licata et al., 1986).

Employee commitment is defined as an employee's belief in and acceptance of the organization's goals and values, a willingness to exert effort on behalf of the organization and a desire to maintain membership in the organization (Mowday & Porter, 1979). In the recent research, the prevailing conceptual basis of employee commitment is the three Component Model of commitment (Meyer & Allen, 1991). The three components of commitment suggested by (Meyer & Allen, 1991) are affective, normative and continuance commitment. Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Affective commitment towards an organization might be influenced by the extent to which an organization is able to satisfy employee's needs, meet their expectations and allow them to meet their goals (Meyer et al., 1993). Continuance commitment refers to an awareness of the costs associated with leaving the organization according to (Meyer et al., 1993). If staying with the organization is based on the high costs associated with leaving, or on lacking occupational alternatives, workers continue membership in the organization because they need to do so (Rotter, 1966).

The study would focus on the relationship between work locus of control and employee commitment in the context of Dasher Brewery S.C. Brewing firms basically consist of sophisticated technologies and continuous process which need skilled and motivated workforce on the sector. Therefore, human resources act as an unquestionable differentiator. Committed manpower and its retention strategy is so vital (Luthan et al.,1987).

1.2. Statement of the problem

Since high committed employees have strong desire to endeavor in achieving organizational goal and they would have higher job satisfaction and job involvement, recruiting and retaining high-qualified, committed human resource is very crucial for a company to compete and win in the keen business competition (Bennethn & Durhin M, 2000).

The increasing pace of global, economic and technological development makes change an inevitable feature of organizational life (Cummings & Worley, 2008). The brewing industry in Ethiopia had been dominated by BGI Ethiopia and DIAGEO. However, the emerging of multinational companies make strong local firms on the sector and the rivalry in terms of technology, finance, materials and human resource among them becoming stiffly strong. Due to the increasing in the number of huge and small players and competition, brewery's firms challenging to win one another by taking well trained employees. Hence, committed and loyal employees are key strategic elements for a sustainable competitive advantage in the brewing industry since there is escalating lack of skilled workforce. Similarly, investment in human resource strategies (talent acquisition, training, career development, various benefit and compensation) has a great contribution although they are costly for those firms. As (Luthan et al., 1987) firms on the sector shall consider work locus of control when designing remuneration, initiatives and policies in order to make committed employees and motivate their behavior.

A number of studies have found significant correlations between locus of control (LOC) and employee commitment among them (Luthans et al., 1987; Coleman & Cooper, 1999). As mentioned above various studies have been conducted with the concern of relationship between work locus of control and employee commitment and also other factors that have a contribution for employee's commitment. However, the researcher focuses to determine the relationship between work locus of control on employee; the extent to which employees of Dashen Brewery are committed for their company. Further, as per the scope of the researcher knowledge, no such study so far was conducted focusing on brewing firms in Ethiopia. These, the purposes of this study are to motivate and design competitive benefits and compensation packaging in order to retain employees of Dashen Brewery.

1.3. Basic Research questions

The leading key research questions that this study will answer are;

1. How is employee locus of control (internal and external) in Dashen Brewery?
2. How is employee commitment in Dashen Brewery?
3. What is the relation between work locus of control and employee commitment in Dashen Brewery?

1.4. Research Objective

The main objective of this study is to determine the type of relationship that exists between work locus of control and employee commitment at Dashen Brewery. The study also measures the degree of that relationship.

In addition, the study has also the following specific objective;

- To determine work locus of control (internal or external) present in Dashen Brewery.
- To assess employees' commitment in Dashen Brewery
- To determine the relationship between locus of control and employee commitment.

1.5. Significance of the study

The findings of this study have significance in various aspects. Primarily, these kinds of studies are important for the beverage industry to understand work locus of control and employee commitment having considered importance for;

1.5.1. To theory

- In order to offer an insight in the existing knowledge in the field of work locus of control and employee commitment
- To provide this research as a source document for further study

1.5.2. To practice

- In order to support experts in formulation of alternative strategies

- To assist experts, who are studying in this area, to introduce various thoughts

1.5.3. To Manufacturing companies

- To promote employees' work life balance
- To design competitive benefits and compensation package
- To design career trajectory and performance management system

1.6. Scope of the study

The scope of the study is mainly confine to examine the relationship of work locus of control and employee commitment in Dashen Brewery. The study included two variables, Work locus of control (Internal & External) and employee commitment as independent and dependent variables (Affective , Continuance and normative commitment) respectively.

1.7. Limitation of the study

It would have been better if employees of head office and Gonder plant had been included in this study. However, considering the time, budget, access to data and convenience this research focused on the context of Debre Brehan and its surrounding of sales and distribution employees. Further, employees were not able to prove data in line with confidentiality matters.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

A literature review discourses published information in a particular subject area, and Sometimes information in a particular subject area within a certain time, (Schwegler, 2000). Therefore, this chapter gives emphasis the systematic identification, location and analysis of documents containing information related to the relationship of locus of control on employee commitment in the case of Dashen Breweries S.c.

2.2. Work Locus of control (WLOC)

“In personality psychology, locus of control is the degree to which people believe that they have control over the outcome of events in their lives, as opposed to external forces beyond their control. Understanding of the concept was developed by Rotter (1954), and has since become an aspect of personality studies. A person's "loci" (plural of "locus", Latin for "place" or "location") are conceptualized as internal (a belief that one's life can be controlled) or external (a belief that life is controlled by outside factors which they cannot influence, or that chance or fate controls their lives). Individuals with a strong internal locus of control believe events in their life derive primarily from their own actions: for example, when receiving exam results, people with an internal locus of control tend to praise or blame themselves and their abilities. People with a strong external locus of control tend to praise or blame external factors such as the teacher or the exam.” (Retrieved from https://en.wikipedia.org/wiki/Locus_of_control on 31th April 2018)

The concept of locus of control was first proposed by (Rotter, 1966) means power of directing.

Locus of Control as the extent to which individuals perceive that their actions have little influence on the life conditions that they face and the extent to which they attribute their circumstances and rewards to fate, luck, and chance, instead of believing that their circumstances and rewards are influenced by their own actions (Myers,1999).

Some individuals believe that they can control what happens to them, while others believe that what happens to them is controlled by outside forces such as luck and opportunities. Locus of control is a generalized belief that a person can or cannot control his own destiny or a person's perspective on the events whether she/he able to control behavior that happened to her/him or not (Rotter, 1966). According to, Brownell (1982) suggested that locus of control is how far one accepts personal responsibility for what happens to them. Furthermore, Robbins (2003) defined locus of control as a person's perception of his fate source. In other words, Locus of control (Rotter, 1966) refers to the individuals' beliefs about whether they control the outcomes in their lives (i.e., internal locus of control) or the outcomes are controlled by factors such as luck and other people (i.e., external locus of control).

Spector (1988) operationalized the notion of locus of control in a work context by developing the work locus of control scale (WLCS) for job-related events such as promotions, salary increases and disciplinary measures. The results of (Spector's 1988) study indicate that the WLCS is more appropriate for studies in organizational settings than the general scale of locus of control developed by (Rotter, 1966). A sense of psychological control is regarded as an important dispositional factor for workplace behaviors (Hoffi-Hofstetter & Mannheim, 1999; Withey & Cooper, 1989). A number of studies have shown that LOC correlates both with job satisfaction (Peterson, 1985; Spector, 1982) and organizational commitment (Luthans et al., 1987). All of these studies reported that individuals with an internal LOC are more likely to be satisfied and committed to the organization than those with an external LOC. Locus of control (LOC) is defined as reflects an individual's tendency to believe that he or she controls events in life (internality) or that such control resides elsewhere, such as with powerful others (externality) (Spector et al., 2001). In other words, internal LOC is associated with high affective and normative commitment to change whereas external LOC is associated with high continuance commitment to change (Chen & Wang, 2007). Research on locus of control has revealed significant differences between internals and externals in their propensity to influence others and attitudes towards social influence (Elangovan, Xie, 1999). When individuals believe that they have very little control over what happens to them they are considered to have an external locus of control on the other hand individuals with internal locus of control believe that they are responsible for what happens to them (Adeyemi-Bello, 2003). An internally controlled individual perceives events which affect him as being produced by his own behavior whereas externally

controlled individual perceives events which affect him as being largely produced by luck, fate, and the control of others (Gigliotti, 1976).

Julian B. Rotter (1954) says that people with an internal locus of control are more likely to be attentive to opportunities in the environment to improve the attainment of their goals, engage in actions to improve their environment, place a greater emphasis on striving for achievement, and be more inclined to develop their own skills. (Lefcourt , 1982) say that the development of locus of control is hypothesized to progress from a more external locus of control to a more internal locus of control as one matures.

Cummins (1989) examined the relationship between social support and locus of control in determining job satisfaction levels and stress. Those with an internal locus of control developed ways to shield stress while those with an external locus of control relied on supervisory support to reduce stress. Individuals with an internal locus of control were shown to be more satisfied with their jobs regardless of stress levels while those with an external locus of control tended to be less satisfied with their jobs due to stress. (Halloran et al., 1999) found that Individuals expressing a more internal locus of control believe that their behavior is directly related to the outcomes because they have control over their environment.

Leone & Burns (2000) says that Locus of control is a construct that measures the degree to which individuals believe they are responsible for the consequences of their behavior. Judge, Timothy; Bono, Joyce (2001) found that there is a positive correlation (of 0.32) between internal locus of control and job satisfaction. John Salazar et al., (2002) found that internal/external locus of control impacts job satisfaction.

Additionally, research indicates that locus of control relates to many other work-related perceptions. John Salazar et al., (2002) report that managers with the internal locus of control are more successful in coping with difficulties inherent in adjusting to a foreign culture. Internal locus of control was significantly and positively correlated with employee job satisfaction. Heidi A. Nerison (1999) reports that in order to prevent job dissatisfaction and retain employees, employers need to keep up with changing values related toward work. It is important to stay in tune with current employee values. Richard A. Murray (1999) felt that promotion, pay increases the feel good factor in a person which indirectly increases the satisfaction level in an individual. Richard (1999); Kuye and Sulaimon (2011) felt that team work increases job satisfaction. They

also said that team work has got negative correlation with benefits package and has positive correlation with overall satisfaction of the job. (Morris ,1981) defined job satisfaction as an employee's affect response to various aspects of his work environment. Employees that are satisfied and happy in with their jobs are more dedicated to doing a good job and taking care of customers that sustain the operation.

Locus of control is one aspect of personality that describes the extent to which individuals believe they have the ability to exercise control over their environment. Rotter (1966) developed the internal-external locus of control that yields a single score on a scale from highly internal to highly external. Internals believe that events in their life result from their behaviors. Externals believe that they have very little control over the events in their life. Although several researchers have proposed that locus of control might be multidimensional, most studies of locus of control employ Rotter's single score scale (Chen and Wang, 2007). The association of personality and psychological or behavioral outcomes is supported by many previous research results. Job-related variables may be psychological or behavioral outcomes. Chen and Silverthorne (2008) found that locus of control is an important antecedent of job satisfaction, stress and performance. The results of Martin et al. (2005) confirmed that locus of control may directly influence job satisfaction, workrelated well-being and organizational commitment. Rahim (1996) argued that internals perceive less stress and strain than externals. Similarly, Chen and Silverthorne (2008) found that internals are likely to have lower levels of job stress and higher level of performance and satisfaction. Job stress, job satisfaction, work-related wellbeing and organizational commitment are psychological outcomes, and job performance is behavioral outcomes. The main effects of locus of control on job-related variables are broadly supported by many other studies (Daniel and Guppy, 1994; Judge et al., 2003). Important for this study is the relationship of locus of control to organizational commitment. Werbel et al. (1996) confirmed that job fit and locus of control were the most important antecedents of pre-entry organizational commitment. Luthans et al. (1987) demonstrated that locus of control is significantly associated with organizational commitment. Individuals with a higher internal locus of control are more likely to have a higher level of organizational commitment.

2.3. Employee Commitment

Commitment is a very multidimensional concept and therefore somewhat hard to define. Commitment has been studied much, and it still remains one of the most challenging and researched in the fields of management, organizational behavior and human resource management (Cohen ,2007). There has been numerous ways to define commitment in the past years and researchers from different fields like to emphasize different aspects of it (Jokivuori ,2001). Often commitment is seen as a force that binds individual to a course of action that is relevant to one or more targets (Cohen, 2003). Those targets can be directed to people, for example family or friends as well as to various institutions, like sports, community groups or work organization (Heery & Noon (2001).

Commitment in the workplace can further be divided into different aspects. Employee may be committed to career, occupation, goals, teams, leaders or organization as such (Meyer & Herscovitch 2001; Fleishmann & Cleveland 2003). Meyer and Herscovitch (2001) conducted a review of the previous studies and conceptualizations on workplace commitment. They debate that it is well recognized that employees develop more than one work-relevant commitment. Even though all of these are to be seen in the workplace and affect employees total workplace commitment, they all have their own characteristics.

Employee commitment is defined as an employee's belief in and acceptance of the organization's goals and values, a willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization (Mowday, Steers & Porter, 1979). In the recent research, the prevailing conceptual basis of employee commitment is the three Component Model of Commitment (Meyer & Allen, 1991). The three components of commitment suggested by Meyer and Allen (1991) are affective, normative and continuance commitment. Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Affective commitment towards an organization might be influenced by the extent to which an organization is able to satisfy employee's needs, meet their expectations and allow them to meet their goals (Meyer, Allen & Smith, 1993).

2.3.1. Commitment VS Engagement

The concepts of commitment and engagement are sometimes used to refer same matter. Engagement is the extent to which employees are motivated to contribute to organizational success, and are willing to apply unrestricted effort to accomplishing tasks important to the achievement of organizational goals (Schaufeli & Bakker, 2010). It has been argued that if engagement and commitment are considered as equivalent to each other, the very notion of engagement is superfluous. (Schaufeli & Bakker, 2010) The matter that clearly separates these two concepts is the fact that engagement also has a side of how you do your work. Engagement is not only characterized by identification to one's work but also by high level of vigor (Bakker & Leiter, 2010). Engagement can be further divided into two categories, work engagement and employee engagement. Work engagement means the relationship the employee has with his or her work, while the term employee engagement sometime also includes the relationship with the organization. In this case the concept comes very close to organizational commitment, and thus can be mixed. (Schaufeli & Bakker, 2010)

However, work engagement is conceptually different from organizational commitment (Schaufeli & Bakker, 2010). It is a motivational concept, where employees feel tempted to strive towards a challenging goal. Also, it shows the personal energy that employees bring to their work. (Bakker & Leiter, 2010) In other words, employees want to succeed and they do everything involved with it with high energy. To summarize, work engagement is a positive, fulfilling, affective-motivational state of work-related well-being that can be seen as the antipode of job burnout (Bakker & Leiter ,2010). Work engagement has three components – vigor, dedication and absorption. Vigor means the high energy that the employee uses to conduct his or her daily work. Employee is willing to invest effort to one's work and is persistent, even in cases when the work is challenging. Dedication refers to the strong involvement and results positive feelings like inspiration, significance, pride and enthusiasm. Lastly, absorption means that employee becomes fully concentrated and immersed in one's work in a way that it feels like time passes very fast and it is difficult for him or her to detach from the work.

What is common to work engagement and organizational commitment is that they both refer to positive attachment to work. Both conceptualizations include theoretical references to each other. (Hallberg & Schaufeli, 2006) However, in their study Hallberg and Schaufeli (2006) have proved

that there is theoretical difference between these concepts. The latent inter correlation between organizational commitment and work engagement. This means that they are related but do not overlap, meaning they truly are different constructs. In addition, there were different patterns for correlations between health complaints and job factors within these concepts. As an illustration, work engagement was more negatively correlated with health complaints, while organizational commitment had higher negative correlation with turnover intention. (Hallberg & Schaufeli, 2006) Therefore, even though in some discussions these terms are used interchangeably, there really are theoretical differences in these concepts.

In addition to engagement, social identity is yet another term very close to commitment. Different people have seen the relationship between identification, one type of social identity, and commitment very differently. According to Meyer et al.,(2006) sometimes those two are seen as the same, sometimes commitment as being part of identification and in some cases identification is seen as antecedent of commitment. They argue the reason to be that there has not been an attempt trying to integrate. Common to all these conceptualizations is the fact that social identity involves aspect of person including the group membership as a part of one's self concept (Riketta, 2005).

Identification and commitment both refer to psychological relationship the individual has with the organization, but the difference is in the nature of the relationship. Commitment reflects a relationship between two separate entities while identification is seen as psychological oneness. When employee identifies oneself with the organization, organization's values, norms and interests are associated into employee's self-concept. Thus, collective interests become self-interests. (Van Knippenberg & Sleebos ,2006.) Van Knippenberg and Sleebos (2006) conducted a study to find out whether these two concepts are distinct. They found that there are divergent patterns of relationship observed for identification and commitment. Similar to the differentiation with engagement, these two concepts also overlap partially, but they uniquely show different aspects of the relationship between organization and employee.

2.3.2. Three-component model of commitment

One of the most widely used theories in organizational commitment is Allen and Meyer's (1990). It has been the leading approach in studying organizational commitment for more than

20 years (Cohen, 2007). Lately, it has been the most widely accepted conceptualization of organizational commitment (Herrbach ,2006). It sees commitment as having three separable forms: affective commitment, continuance commitment and normative commitment. Next it will be introduced all three components and make differentiation between one another.

Affective commitment is employees' emotional attachment to organization, identification with organization and involvement in organization. Employees, who have strong affective commitment, stay in the organization because they want to. (Allen & Meyer , 1990) Therefore, this form of commitment is based on desire. However, there has not been a uniform conclusion on what are the mechanisms involved creating it, but Meyer and Herscovitch (2001) propose that any variable that will increase the probability of the following three matters will help individual to become affectively committed. First, an individual becomes involved, meaning motivated by his or her own will or absorbed in the flow, in a course of action. Second, an individual recognizes the value or relevance of the entity or the course of action to him or herself. Last, association with the entity or a course of action will shape an individual's identity. Meyer & Herscovitch (2001) Out of the three forms, affective commitment has been studied the most .

Continuance commitment is commitment based on the costs that would occur if the person left the organization. Therefore, people having high continuance commitment stay in the organization because they need to. In other words, it would cost too much to leave. This would be the case, for example, if employee has used a lot of time and resources to learn something that can only be used in that particular company or at the time there are no similar or better employment opportunities available than the current position. (Allen & Meyer 1990)

Normative commitment refers to person's feelings of obligation to stay with the organization. In other words, employees remain in the organization because they ought to do so. It is proposed that normative commitment is influenced by person's experiences both before and after entering the organization. This means that not only organizational socialization but also socialization that occurs in the families and society at large also affects how employee's normative commitment develops as Allen & Meyer (1990). Until today, this is the one that has been studied the least out of these three (Bergman, 2006).

Despite the popularity and support of the model, there is still quite large dispute whether normative commitment can be differentiated from affective commitment (see Bergman 2006).

Even though there have been factor analyses, which result better fit when those are separated, the question arises from the fact that correlations between affective and normative commitment are found to be very high (Meyer & Herscovitch 2001, 305). In a large meta-analysis it was found that the correlation between these two was 0.63 (Meyer, Stanley, Herscovitch, & Topolnytsky 2002, 28). Therefore, almost 40 % of the variance in one is explained by the other (Bergman 2006, 646).

Bergman (2006) reviewed theoretical and empirical literature to find out whether these two dimensions can truly be separated. She states that theoretically these two are different in describing the ways in which individual can bond with an organization. (Bergman 2006) However, there is not that strong empirical evidence for it. Meyer et al. (2002) found out that there is much bigger correlation between these concepts in the studies conducted outside of North America than within. On one hand, this might reflect that there are cultural differences on how individuals see these concepts or on the other hand, there could have been difficulties in the translation process leaving the constructs unclear. The conclusion is that it still remains unclear if there should be both of these constructs (Bergman 2006).

Organizational commitment is believed to be an important antecedent of various psychological or behavioral outcomes, which are indices of organizational efficiency and effectiveness and desirable work-related outcomes. High levels of organizational commitment have been related to lower levels of turnover among employees. Relationships between organizational commitment, locus of control and perceived changes in work load and career prospects for employees of the two companies during the process of absorption. Partial examination of the simple bivariate relationships between any pair of these variables might distort their true relationships due to omitted variable bias. With this in mind, possible competing models are identified further. Of interest is the specification of the antecedent, mediating or moderating and consequent relationships among these variables (Jafri, 2010).

Employee psychological well-being is also positively influenced by organizational commitment. Positive well-being leads to optimal functioning that is likely beneficial to organizations, while negative well-being has detrimental effects on individuals and organizations, which include reduced performance, absenteeism and turnover (Panaccio and Vandenberghe, 2009). Researchers have explored the relationships between organizational commitment and multiple

consequences simultaneously. The impact of organizational commitment on satisfaction with life, work withdrawal, organizational citizenship and turnover intentions are supported by the results of Wasti (2002). Tsoumbris and Xenikou (2010) found that a portion of variance in turnover intentions, intentions of changing occupation, and organizational citizenship behavior are explained by organizational commitment.

According to Becker (1960), if they leave the organization, employees lose the accumulation of hidden investments they make by maintaining the membership in a given organization. The term “side-bets” has been used to refer to these hidden investments (Cohen, 2007). For Porter et al. (1974), organizational commitment refers to the psychological attachment an individual has to the organization. For Becker (1960) and Porter et al. (1971), organizational commitment is one-dimensional. Organizational commitment may also be operationalized using a multidimensional approach. The distinction between attitudinal and behavioral commitment was established first. Mowday et al. (1982) defined the two concepts as follows: Attitudinal commitment focuses on the process by which people come to think about their relationship with the organization. ... Behavioral commitment on the other hand, relates to the process by which individuals become locked into a certain organization and how they deal with this problem. Following this distinction, organizational commitment was conceptualized dimensionally in Meyer and Allen (1984).

Meyer and Allen (1991) added a third component and proposed a three-component model of organizational commitment. The three components reflect a desire (affective commitment), a need (continuance commitment) and an obligation (normative commitment) to maintain employment in an organization. Employees with a strong affective commitment attach themselves to, identify themselves with, and involve themselves with the organization. They commit to the organization because they want to do so. Employees with continuance commitment remain with an organization because of awareness of the costs associated with leaving the organization. In other words, they need to do so. Normative commitment is viewed as a feeling of obligation to remain with the organization. Employees with a high level of normative commitment stay with an organization because they “ought to do so”. In fact, organizational commitment for Porter et al. (1974) is a synonym of affective commitment (Meyer and Allen, 1991). For Meyer and Allen (1991), the side-bet of Becker (1960) is one dimension of continuance commitment. However, the relationships between indices of organizational

efficiency and effectiveness and affective commitment are found to be more consistent than those between these indices and continuance or normative commitment (Allen and Meyer, 1996). In addition, Wasti (2005) combined three components of organizational commitment to create distinct profiles of commitment and explored the implications of different profiles. The results suggest that affective commitment is the major predictor of positive job outcomes. The cross-cultural generalizability of the antecedents and consequences of affective commitment is also confirmed by the results of Wasti (2002). Therefore, affective commitment is used as proxy for organizational commitment. The influences of the personal characteristics of employees on their organizational commitment are confirmed by many previous studies. Personal characteristics may include such traits as gender, marital status, age, education, family income, tenure, and locus of control (Bashaw and Grant, 1994; Joiner and Bakalis, 2006; Lin et al., 2010). Job-related variables are other possible antecedents of organizational commitment. Job-related variables may include organizational support, organizational climate, work role, and social interaction. Job involvement could include tenure or a second job. Their influences on organizational commitment have abundant managerial implications and attracted attention of many researchers. Panaccio and Vandenberghe (2009) found that the positive relationship between perceived organizational support and employees' psychological well-being is mediated by organizational commitment. In other words, perceived organizational support is an antecedent of organizational commitment. Coyle-Shapiro and Morrow (2005) examined affective commitment of long-term contracted employees to employing and client organizations. They found that perceived organizational support and attractiveness of the client organization are positively related to employees' affective commitment to the client organization, which is explained by employees' commitment to their own contracting organization. The impacts of organizational climate and work role on organizational commitment were examined by Gormley and Kennerly (2010).

Early research focused on defining the concept whereas current research continues to examine organizational commitment through two popular approaches, commitment-related attitudes and commitment-related behaviors. A variety of antecedents and outcomes have been identified in the past thirty years (Shore & Wayne, 1993; Hunt & Morgan, 1994). Furthermore, (Batemen and Strasser ,1984 as cited in Lok and Crawford, 1999) state that the reasons for studying organizational commitment are related to employee behaviors and performance effectiveness;

attitudinal, affective, and cognitive constructs such as job satisfaction; characteristics of the employee's job and role such as responsibility; personal characteristics of the employee such as age, job tenure and (Morgan,1994) state that organizational commitment has been operationally defined as multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership.

2.3.3. Employee Commitment dimensions

Early research focused on defining the concept whereas current research continues to examine organizational commitment through two popular approaches, commitment-related attitudes and commitment-related behaviors. A variety of antecedents and outcomes have been identified in the past thirty years (Shore & Wayne, 1993; Hunt & Morgan, 1994). Furthermore, Batemen and Strasser (1984) state that the reasons for studying organizational commitment are related to employee behaviors and performance effectiveness; attitudinal, affective, and cognitive constructs such as job satisfaction; characteristics of the employee's job and role such as responsibility; personal characteristics of the employee such as age, job tenure.

Multiple definitions of employee commitment are found in the literature. The way employee commitment is defined depends on the approach to commitment that one is adhering to. Hunt and Morgan (1994) state that organizational commitment has been operationally defined as multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership.

When looking at employee commitment within an organization, it is the relative strength of an individual's identification with and involvement in a particular organization. In relation to this, Allen & Meyer (1990) define employee commitment as a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue employment with the organization. Similarly, Meyer & Becker (2004) define a committed employee as being one stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals". This

employee positively contributes to the organization because of its commitment to the organization.

Meyer & Allen (1997) [as cited in Meyer & Becker, 2004] define a committed employee as being one stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals. This employee positively contributes to the organization because of its commitment to the organization. Research shows that individuals and organizations are adversely affected when commitment is low, and that both benefit when commitment is high (Brockner et al., 1992). Organizational commitment is associated with increased satisfaction, performance, and organizational adaptability (Lok & Crawford, 1999; Meyer & Becker, 2004), as well as decreased absenteeism and employee turnover (Lo et al., 2010).

The most basic theory of employee commitment is Allen and Meyer's conceptualization. This theory differs from others in the nature of the psychological state being described. They identified three dimensions of employee commitment: affective, continuance, and normative commitment. Normative commitment is a relatively new aspect of organizational commitment having been defined after the former ones (Allen & Meyer, 1990).

Affective commitment refers to an employee's emotional attachment to, involvement in, and identification with the organization and its goals. Affective commitment involves three aspects such as the formation of an emotional attachment to an organization, identification with, and the desire to maintain organizational membership. In this context, affective commitment reflects the identification and commitment situation where the employees stay in the organization with their own will (Allen & Meyer, 1990).

Affective commitment is also attitudinal based and in this situation the employee sees him/herself as a part of the organization. Individuals with high levels of affective commitment continue employment because they want to. Therefore, it is very important for the organizations to have employees feeling affective commitment since strong affective commitment means employees willing to stay in the organization and accepting its objectives and values (Allen & Meyer, 1990).

Continuance commitment is a commitment situation originating from the needs of employees to stay in the organization considering the costs of leaving. It refers to an awareness of the costs associated with leaving the organization as well as the willingness to remain in an organization because of the investment that the employee has with “nontransferable” investments. Nontransferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (Allen & Meyer, 1990; Brockner et al., 1992). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Hunt and Morgan, 1994).

In continuance commitment, the employees consider the disadvantages of leaving the organization and avoid quitting. Moreover, continuance commitment is not a negative situation though it is considered to be a negative commitment type by the organizations. Those with high levels of continuance commitment stay with the organization because they need to. Thus, the employee keeps his organization membership thinking it might cost him too much to leave the organization (Allen & Meyer, 1990).

The third dimension of employee commitment is normative commitment, which reflects a feeling of obligation to continue employment. Those with high levels of normative commitment stay with an organization because they feel they ought to remain (Allen & Meyer, 1990). It has argued that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. Therefore, when it comes to one’s commitment to their place of employment, they often feel like they have a moral obligation to the organization (Meyer et al., 2004).

The three components of employee commitment are a psychological state that either characterizes the employee’s relationship with the organization or has the implications to affect whether the employee will continue with the organization. An individual can have similar or different levels of all types of commitment. They are not mutually exclusive. Thus, regardless of the definition, "committed" employees are more likely to remain with the organization (Allen & Meyer, 1990).

(Meyer & Allen ,1997) found that employees that have a good relationship with their immediate work group have higher levels of commitment to the overall organization will be higher. Accordingly, they argue that employees must be given numerous opportunities throughout the

workplace to feel committed to the organization. Moreover, (Ugboro, 2006) concluded that workers' organizational commitment is significantly correlated to their perceived job security.

2.3.4. Factors Affecting commitment

There are numerous different factors that have been shown to precede organizational commitment. Antecedents have been widely studied and (Meyer et al., 2002) came up with four antecedent categories after a wide meta-analysis. First, organizational commitment seems to be related to demographic variables, such as age, gender, education and length of service in one organization. Second, they found that work experiences, like organizational support, role conflict and role ambiguity, have an effect on organizational commitment. Third group is availability of alternatives and investments, including transferability of education and skills. Fourth, there are individual differences, like external locus of control and task self-efficacy.

- **Job control and job insecurity**

Perceived job control has two dimensions, job autonomy and participation in the decision-making process (Spector, 1998). Job autonomy means that employee can decide him or herself how the work gets done, what are his or her goals and utilize his or her skills at work (Ruokolainen, 2011). Therefore, employee has much freedom what comes to his or her own work. There is much evidence that a high level of job control increases employee's organizational commitment (Ruokolainen, 2011). Also, organizational commitment, especially affective organizational commitment, is higher when employees are allowed to be part in the decision-making process (Wasti & Can , 2008).

Job insecurity refers to a threat of involuntary job loss or job continuity and as a result state of being unemployed (De Witte, 1999). The concept has had many definitions, but in his literature review (De Witte ,2005) has found the following matters common to most of them. First, it is a subjective perception of the situation, meaning that the very same situation might cause one employee to feel insecure about his or her job while someone else might feel secure when facing the same situation. The second common aspect is that it concerns insecurity of the future. In other words, employees are uncertain what will happen, will they be able to keep their job or not. Therefore, this makes distinction to the situation where employee has received a dismissal notice and can start preparing the concrete actions to manage with it. The last matter is that the job

insecurity is involuntary, and thus this conceptualization leaves out employees who deliberately choose to have unsure job status by, for example, having temporary contracts.

- **Career advancement**

Findings from previous study show that overall employees are more committed if they are satisfied with how their needs for ongoing development are met. On the contrary to previous career-stage models' prediction, career advancement has an effect to both commitment and willingness to change company for employees of all ages. Before it was thought to be much more important for employees between 31 and 45 years than for other age groups (Finegold et al., 2002).

In addition, it has been seen that career management overall is very important factor for organizational commitment. If companies help their employees with that, they may become more committed to their organizations (Finegold et al., 2002).

- **Age**

In many researches age has been seen important factor on organizational commitment, however its value as an explanatory factor has also been questioned (Ruokolainen ,2001). First, age influences on what employees want from work and therefore how committed they are (Ruokolainen , 2011). Compared to older employees younger are more likely to stay within one company if they are satisfied with skill development. In addition, commitment is strongly related to good work-life balance with younger employees compared to older. On the other hand, older employees have higher commitment and they are less likely to change company if they see the job as secure one (Finegold et al. ,2002).

Second, the stage of employees career, which is often correlated with age, reflects their organizational commitment (Finegold et al. ,2002). It is more common that employees, who have been working for a long time and, therefore are on their middle and late stages, have jobs that include broad organizational roles and responsibilities as well as consulting and guidance. These roles in the organization then lead them to be more committed to that particular organization. (Ruokolainen ,2011)

However, in today's world employees' age does not always correlate with their career stage. Because of flatter organization structures, reduced employment security and greater labor mobility, employees often do not stay within one company for their whole tenure. This has also been referred as protean career. (Finegold et al., 2002) Protean career is "a name given to describe a career that is driven by the individual and not by the organization" (Briscoe, 2006.) The name indicates the diversity and changes that are often common in today's careers. Employees may change the organization they are working for as well as the entire field of working. This means that they will start the learning curve again, but not necessary from the very beginning since one can often exploit previously learned skills on the new job. (Finegold et al., 2002) Overall, this leads to the fact that employees of same age are going on different stages of their career and therefore age will not always correlate with one's career stage.

Third, it has also been suggested that birth cohort effect may explain the relationship between age and organizational commitment (Finegold et al., 2002). Birth cohort means people who have been born about same time and therefore live their lives so that they have been affected by economic, cultural and societal changes of the environment when they have been similar age. Unlike the career stages, cohort effect will not change during employees' career. It is something that the members of certain cohort will carry with them throughout their whole career. (Finegold et al. 2002) These birth cohorts have been shown to affect many matters but also how people see their professional identity and employment preferences (Ruokolainen 2011)

(Finegold et al., 2002) conducted a large research to find whether age has an effect on some parts of employment, which predict commitment and willingness to change company. It included over 3000 technical professionals from six different companies. The main finding is that age has a statistically significant effect on employees' organizational commitment; however the size of the effect is small. Overall, it seems that there are larger similarities than differences among the age groups. Therefore, they state that it is somewhat overreacting, even though popular, for managers to pay much attention to age differences what comes to organizational commitment. (Finegold et al., 2002)

2.4. Conceptual framework

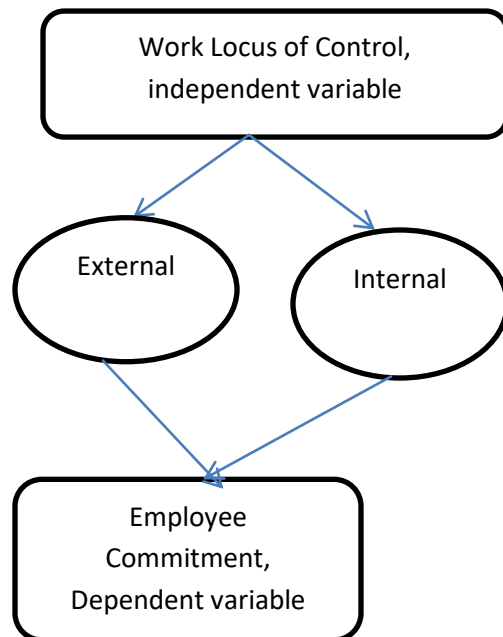
This study focuses on the relationship between internal and external work locus of control (independent variables) and employee commitment and also the effect of these independent

variables on employee commitment. In organizational research, locus of control has been defined as the degree to which one perceives events as under one's own control (internal locus) or under the control of others (external locus) and has a significant correlation with employee commitment(Jung-Wen Hsia and Ai-Hua Tseng, 2015).

“Individuals with a strong internal locus of control are called internals. Conversely, individuals with a strong external locus of control are called externals. Due to internals perceive themselves to have greater control over the environment, they will exert great efforts to reach their goals and then they tend to more success in recognition, salary increase, and promoted in their organization than externals. Thus, it might be expected that individuals with internal locus of control would have higher levels of job involvement and organizational commitment than individuals with external locus of control.” This indicates that internal work locus of control has positive relationship and effect to employee commitment than eternal locus of control (Jung-Wen Hsia and Ai-Hua Tseng).

The conceptual framework underpinning this study as shown in Figure 2.1 and it suggests that locus of control (internal and external) serve as antecedents of employee commitment.

Figure 2.1: Conceptual Frame work.



The conceptual frame work is adopted from Jung-Wen Hsia1,* , Ai-Hua Tseng2

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter provides a methodology that used in the study and gives an insight into the research approach, research design, data source, target population, sampling, data collection methods, analysis of data and presentation.

3.2. Research Design

Research design is a program that guides the researcher by specifying the objective of the study, the methodology and techniques to be adopted for achieving the objective and constitutes the blueprint for collection, measurement and analysis of the data (Marczyk, 2005). The research mainly focused on determining the type of relationship that exists between work locus of control and employee commitment in Dashen Brewery. In doing so, quantitative data was used by the use of descriptive statics methodology. The researcher focused on answering specific research objectives by employing various research techniques such as primary sources (collecting questionnaires).

3.3. Research Approach

There are two basic approaches to research, viz., qualitative approach and quantitative approach (Kothari, 2004). As it is indicated above, the research approach of this research is only quantitative method using quantitative research approaches by using primary data collection methods to determine the relationship between work locus control and employee commitment. Qualitative type of research has an advantage of exploiting data from various sources and that enables the researcher to support the findings with the primary sources. In this method, the qualitative sources were applied and the results had been interpreted sequentially.

3.4. Target population

The target population of this research comprised of 300 employees of Dashen Brewery in Debre Brehan and sales and distribution employees around Debre Brehan District.

3.5. Sampling Methods and Techniques

In a scientific research, sample design is done to obtain a sample from a given population. This technique indicates the researcher's effort to select items from the sample (Kothari, 2004).

Therefore, sampling technique is used to make statistical inferences and observations about the target population. The sampling method should be properly representative. In this study, among the sampling methods, stratified random sampling method had been employed due to the fact that this technique has an advantage of simplicity and meet its target because it gives a chance to address the one who had detail knowledge to the topic.

Table 3.1 Sample Size

Category	Population	Sample ration	Sample size
Managers	15	0.3	4.5
Supervisors	23	0.3	6.9
Non –Managers /Supervisors	262	0.3	78.6

From the possible 300 target population, stratified random sampling was employed to select employee from the total population to obtain a total of 90 sample population. This was 30% of the total population which comprise of 5 managers from 15, 7 supervisors from 23 and 79 non-management employees from 262 as shown on the table 3.1 . Mugenda (2003) argues that if well chosen, samples of about 30% of a population can often give good reliability findings.

3.6. Source of data

Based on its source, data can be primary or secondary. Primary sources on the other name 'firsthand information' are original sources from which the researcher directly collects data that have not been previously collected and original in their character. Secondary sources are published or unpublished records, containing data collected and have been passed through the statistical process (Cooper and Schindler, 2003). Hence, Primary source of data was employed in this study.

3.7. Data Collection methods

The study collected primary data using questionnaires. The questionnaire was designed to collect quantitative data. The researcher adopted questionnaires which were presented to the respondents within the company. Locus of control scales were adapted from scales developed by Rotter (1966), while the scales for commitment were adapted from Meyer, Allen, & Smith (1993).

The respondents were required to fill them as per instructions. The study used closed ended questions which were based on likert scale. The researcher ensured all respondents confidentiality is kept by not disclosing their names and that of the company they work for. A questionnaire is commonly used to obtain important information about the population. Each item in the questionnaire contributes to measuring a variable to which it is linked. The questionnaire consisted of three sections. The first section addressed demographic information; the other two sections contained the locus of control and employee commitment.

3.8. Data analysis

Data analysis is the process of bringing order, structure and meaning to the mass of information collected. It involves examining what has been collected and making deductions and inferences (Kombo and Tromp, 2006). Quantitative data was analyzed by the use of descriptive statistics namely percentages, means, standard deviations and correlation. Further, regression analysis was used to determine the contribution of WLOC to employee commitment.

3.8.1. Regression Model

The model that used in this study was regression model as employee commitment was assumed to depend on locus of control.

$$Y_c = \beta_0 + \beta_1 iL + \beta_2 eL + \varepsilon$$

Y_c - employee commitment

β_0 - constant term

β_1 and β_2 - regression coefficients

iL - internal locus of control

eL - external locus of control

ε - Error term

3.9. Ethical Consideration

The information collected from the research samples was kept highly confidential. Besides, great effort was exerted to minimize leading (push to bias) kind of questions up on adopting the questionnaire and conducting the observation. Moreover, no positive or negative reinforcing approaches were used to gather the information.

3.10. Validity

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform (Kothari, 2004). Content validity seeks to test precisely the eligibility or otherwise of the constructs in the questionnaire. In this study, the content validity was reviewed by psychology department expert and it was found that the validity was eligible.

3.11. Reliability

Regarding with reliability, the study was applied Cronbach alpha method with the help of statistical Package for Social Science (SPSS) version 20. Statistical literature recommended a test result of 0.70-0.90 is reliable. Based on this model the test result of this study found as reliable since the test result of internal locus of control, external locus of control, work locus of control and employees commitment were found 0.89, 0.713, 0.721 and 0.78 respectively from the SPSS data. These are mentioned in the below tables.

Reliability Statistics	Cronbach's Alpha	N of Items
Internal Locus of control	.890	8
Internal Locus of control	.713	
Employee Commitment	.701	

Table 3.2. Reliability test

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter covers analysis and data presentation and the main objective of the study is to identify the relationship between work locus of control on employee commitment.

4.2. Response Rate

A total of ninety (90) questionnaires had been distributed to the employee of Dashen Breweries S.c, out of which 88 were completed and returned. This gave a response rate of 97.78%. According to Mugenda & Mugenda (2003), a response rate of 50% is adequate for a study, 60% is good and 70% and above is excellent. Thus, a response rate of 98% was fit and reliable for the study as shown in table 4.1

Table 4.1: Response rate

	Frequency	Percentage %
Respondent	88	98
Non Respondent	2	2
Total	90	100

4.3. Demographic information Analysis

The demographic information of the respondents included respondent's gender, age group, highest educational qualification level, marital status and work experience in Dashen Brewery S.C.

4.3.1 Gender of Respondents

The respondents had been requested to indicate their gender and results were presented as below in table 4.2.

Table: 4.2. Arrangement of Respondent's Gender

		Frequency	Percent
Valid	Male	68	77.3
	Female	20	22.7
	Total	88	100.0

The table 4.2 displays that (68) 77.3% of the respondents are males while (20) 22.7 % are females. This shows that majority of the respondents who involved in the study are males.

4.3.2. Age group Distribution of Respondents

The respondents in line with age group were presented in the following table 4. 3

Table: 4.3. Respondent of Age group Distribution

		Frequency	Percent
Valid	20-29 years	60	68.2
	30-39 years	24	27.3
	40-49 years	4	4.5
	Total	88	100.0

Referring the above ,table 4.3, majority (60) 68.2% of the respondents are found in aged group of 20-29 years, (24) 27.3 % are between 30-39 years and (4) 4.5% are between 40-49 years while no age group is exist 50 and above. This leads that majority of the respondents who participated in the study are in aged group between 20-29 years and this shows that most of the company workforce is youth.

4.3.3. Highest educational qualification level distribution

Table: 4.4. Highest educational qualification level distribution

Respondents were requested to indicate their level of education and results are put in table 4.4.

		Frequency	Percent
Valid	College Diploma	16	18.2
	University Degree	41	46.6
	Master's Degree	1	1.1
	TVET (10+3)	30	34.1
	Total	88	100.0

From the table 4.4, most of the respondents from Dashen Breweries S.C that is (41) 46.6 % have university level of education, (30) 34.1% have TVET Diploma, (16) 18.2% have college diploma level of education (12+2) and the remaining (1) 1.1 % are Master’s degree holder. This indicates that majority of the respondents of the company have university degree and this indicates that the workforce is educated.

4.3.4. Marital Status of Respondents

The respondents had been requested to indicate their marital status and the results were presented as below in table 4.5.

Tabel:4.5 Arrangement of Respondent’s Marital Status

		Frequency	Percent
Valid	Single	67	76.1
	Married	21	23.9
	Total	88	100.0

From the table 4.5 (67) 76.1% of the respondents are Single while the remaining (21) 23.9 % are married. This shows that majority of the respondents who involved in the study are single.

4.3.5. Work Experience of Respondents

Respondents were requested to indicate their level of education and results were put in table 4.6

Table 4.6 Respondents by work experience

		Frequency	Percent
Valid	Below 2 years	58	65.9
	3-5 years	16	18.2
	6-8 years	9	10.2
	8-10 years	5	5.7
	Total	88	100.0

Referring table 4.6, (58) 65.9 % of the respondents worked in the company for a period below 2 years, (16) 18.2% worked for a period between 3-5 years, (9) 10.2 % worked 6-8 years while (5) 5.7% worked for a period of 8-10 years. Hence, majority of the workforce of the company have less experienced as indicated on the above table.

4.4. Locus of Control

The respondents were asked to designate whether they either agree or disagree with the various statements regarding the locus of control and results were presented as shown in the table below.

4.4.1. Internal locus of control

Table: 4.7. Internal Locus of Control

	Mean	Std. Deviation
A job is what you make of it.	4.07	0.72
On most jobs, people can pretty much accomplish whatever they set out to accomplish	4.05	0.74
If you know what you want out of a job, you can find a job that gives it to you	4.02	0.68
If employees are unhappy with a decision made by their boss, they should do something about it	4.04	0.73
Most people are capable of doing their jobs well if they make the effort	4.06	0.72

Promotions are given to employees who perform well on the job	4.00	0.68
People who perform their jobs well generally get rewarded	3.94	0.76
Most employees have more influence on their supervisors than they think they do	3.98	0.71
Aggregate	4.02	.56

From the above table, the respondents agreed that a job is what you make of it (mean=4.07), followed by most people are capable of doing their jobs well if they make the effort (mean=4.06), on most jobs, people can pretty much accomplish whatever they set out to accomplish (mean= 4.05), if employees are unhappy with a decision made by their boss, they should do something about it (mean=4.04), If you know what you want out of a job, you can find a job that gives it to you (mean=4.02), promotions are given to employees who perform well on the job (mean=4.00), people who perform their jobs well generally get rewarded (mean=3.94) and most employees have more influence on their supervisors than they think they do (mean=3.98). Stating the above table that respondents were agreed on internal locus of control with the mean of 4.02.

Moreover, the first three with highest mean in table 4.7 that are a job is what you make of it, most people are capable of doing their jobs well if they make the effort and On most jobs, people can pretty much accomplish whatever they set out to accomplish are employees have more internal locus of control. This implies that employees with these highest means are more satisfied and committed.

4.4.2. External Locus of Control

Table: 4.8. External Locus of Control

	Mean	Std. Deviation
Getting the job you want is mostly a matter of luck	4.03	0.76
Making money is primarily a matter of good fortune	2.97	0.82

In order to get a really good job, you need to have family members or friends in high places	3.76	0.87
Promotions are usually a matter of good fortune	2.85	0.89
When it comes to landing a really good job, who you know is more important than what you know	3.80	0.83
To make a lot of money you have to know the right people	2.63	0.81
It takes a lot of luck to be an outstanding employee on most jobs	2.61	0.76
The main difference between people who make a lot of money and people who make a little money is luck	3.90	0.76
Aggregate	3.30	0.61

From table 4.8, the respondents agreed that getting the job you want is mostly a matter of luck (mean=4.03) and this implies that employees are believe with luck and they are controlled by others as Gigliotti, 1976). Then follow, the main difference between people who make a lot of money and people who make a little money is luck (mean=3.9), when it comes to landing a really good job, who you know is more important than what you know (mean = 3.8) and in order to get a really good job, you need to have family members or friends in high places (mean= 3.76). Meanwhile, the respondents undecided that making money is primarily a matter of good fortune (mean=2.97), followed by promotions are usually a matter of good fortune (mean=2.85), to make a lot of money you have to know the right people (mean=2.63) and it takes a lot of luck to be an outstanding employee on most jobs (mean =2.61). Stating the above table that respondents were undecided on external locus of control with the mean of 3.30.

Hence, referring the tables 4.7 and 4.8 and comparing with the aggregate mean of internal locus of control (mean=4.02) with external locus of control (mean=3.30), it can be concluded that the respondents have internal work locus of control.

4.5. Extent of Employee Commitment

The respondents were asked to specify the extent of commitment in relative to the feelings that they might have regarding the company and results were put in the table 4.9 below.

Table: 4.9. Extent of Employee Commitment

Affective Commitment (AC)	Mean	Std. Deviation
I would be very happy to spend the rest of my career with the Company	3.94	0.80
I really feel as if this organization's problems are my own	3.98	0.82
This organization has a great deal of personal meaning for me	4.00	0.76
I do not feel a strong sense of "belonging" to my company	2.34	0.89
Aggregate mean	3.97	
Continuance Commitment (CC)		
Right now, staying with my organization is a matter of necessity as much as desire	3.94	0.88
It would be very hard for me to leave my company right now, even if I wanted to	4.02	0.84
Too much of my life would be disrupted if I decided I wanted to leave my company now.	3.98	0.79
If I had not already put so much of myself into this company , I might consider working elsewhere	3.94	0.87
Aggregate mean	3.97	
Normative Commitment (NC)		
Even if it were to my advantage, I do not feel it would be right to leave my company now.	3.93	0.77
I would feel guilty if I left my company now.	3.91	0.84
This organization deserves my loyalty.	4.02	0.91
I would not leave my company right now because I have a sense of obligation to the people in it	3.84	0.76

Aggregate Mean	3.92	
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From table 4.9, the respondents agreed that it would be very hard for me to leave my company right now, even if I wanted to and this organization deserves my loyalty equally (mean = 4.02) and this implies that employees of Dashen Brewery are strongly committed and they feel that their company is care about them. Then follow this organization has a great deal of personal meaning for me (mean=4), I really feel as if this organization's problems are my own and too much of my life would be disrupted if I decided I wanted to leave my company now with equal (mean =3.98) , I would be very happy to spend the rest of my career with the Company, Right now, staying with my organization is a matter of necessity as much as desire and if I had not already put so much of myself into this company , I might consider working elsewhere three of them with similar (mean = 3.94), even if it were to my advantage, I do not feel it would be right to leave my company now (mean 3.93), I would feel guilty if I left my company now (mean= 3.91), I would not leave my company right now because I have a sense of obligation to the people in it (mean = 3.84). However, respondents disagreed that I do not feel a strong sense of "belonging" to my company (mean 2.34). Stating the above table that respondents were agreed on employee commitment with the aggregate mean of 3.8.

Hence, it can be concluded that employees of Dashen Brewery are committed to their company.

Form the above table, respondents agreed and equal commitment for affective and continuance commitment with the mean of 3.97 followed by normative with mean of 3.92. Hence, respondents are committed for both types of commitment.

4.6. Regression Analysis Model

The researcher promote conducted a regression analysis in order to determine the relationship between work locus of control and employee commitment in the context of Dashen Brewery S.C.

Statistical package for social sciences (SPSS) was applied to code, come into and calculate the measurements of the multiple regressions for the study. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (employee

commitment) that is explained by the independent variables (internal and external locus of control).

4.6.1. Work Locus of Control and Employee Commitment

Table: 4.10. Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 ^a	.618	.587	.427

a. Predictors: (Constant), locus of control

The coefficient of determination (R Square) is used to test the goodness-of-fit of the model. That is, R Square measures the proportion or percentage of the total variation in the dependent variable explained by the independent variable. The value of R Square lie between 0 and 1 and if R Square value is 1 there is a perfect fit while R Square value 0 indicates that there is no relationship between dependent and independent variables. The independent variables that were studied, explain 61.8% of the employee commitment as represented by the R^2 .

4.6.2. Coefficient of Determination

Tabel: 4.11 coefficient of determination

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.936	.2231		5.309	.000
	Internal_locus_of_control	.651	.1421	.240	4.278	.025
	External_locus_of_control	.429	.1021	.070	3.667	.407

a. Dependent Variable: Employee_Commitment

Regression analysis was conducted as to investigate impact of locus of control on employee commitment. The equation can be presented as

$(Y_c = \beta_0 + \beta_1 iL + \beta_2 eL + \varepsilon)$ becomes:

$$Y = 1.936 + 0.6513iL + 0.429eL + \varepsilon$$

Where;

Y_c - employee commitment

β_0 - constant term

β_1 and β_2 - regression coefficients

iL - internal locus of control

eL - external locus of control

ε - Error term

According to the regression equation established, taking all factors into account (external and internal locus of control) constant at zero, employee commitment rating would be 1.936. The data findings analyzed also showed that taking all other independent variables at zero, a unit increase in internal locus of control would lead to a 0.651 increase in employee commitment; a unit increase in external locus of control would lead to a 0.429 increase in employee commitment. It can be concluded that both internal and external locus of control had contribution to the employee commitment. At 5% level of significance and 95% level of confidence, internal and external locus of control both had a significant relation with commitment.

4.6.3. Correlation of LC and EC

Tabel: 4.12 correlation of LC & EC table

Correlations			
		Locus of control	Employee Commitment
Locus of control	Pearson Correlation	1	.786
	Sig. (2-tailed)		.050

	N	88	88
Employee Commitment	Pearson Correlation	.786	1
	Sig. (2-tailed)	.050	
	N	88	88

From the table 4.12 that work locus of control and employee commitment had significant relationship that is 0.786.

4.7. Discussion of Findings

4.7.1. Work locus of control and employees commitment

The study found that respondents had internal locus of control while they could not decide for external locus of control. Meanwhile respondents agreed and equal commitment for affective and continuance commitment with the mean of 3.97 followed by normative with mean of 3.92. The feeling that highly affects employee commitment is that they assumed that their organization had a great deal of personal meaning for them and that it would be very hard for them to leave their organization right now, even if they wanted to as a continuance commitment. Further, as normative commitment they felt as their organization deserves their loyalty. This meant that internal locus of control had a significant correlation with employee commitment and this result is supported by Jung-Wen Hsia¹, Ai-Hua Tseng². (2015) which is locus of control had a significant correlation with organizational commitment. Further, internal locus of control had more contribution to employee commitment.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

Summary, conclusion and recommendations in line with relationship of work locus of control and employee commitment were presented under this chapter.

5.2. Summary

Demographic information analysis's result shows that gender, age group, highest educational qualification level, Marital status and work experience in Dashen Brewery S.C. varied indicating that the study did not target specific groupings in the study by employing stratified random sampling methods of the data collection, thus highlighting the reliability of the study outcomes. The study found that most of the respondents who took part in the study were aged between 20-29 years and they had university degree. The study also found that majority of the respondents had worked in the company for a period below 2 years. Further, most of the respondents were single while 70% are male among the respondents.

Based on a descriptive mean analysis respondents had internal locus of control with the mean of 4.02. On the other hand, the mean of external locus of control of the respondents was 3.30 and this indicates that respondents could not decide. Meanwhile, the respondents were asked to specify the extent of commitment in relative to the feelings that they might have regarding the company and results were mean of 3.8. This shows that employee of Dashen Brewery are commitment.

Having considered the regression equation established, taking all factors into account (external and internal locus of control) constant at zero, employee commitment rating would be 1.936. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in internal locus of control led to a 0.651 increase in employee commitment; a unit increase in external locus of control led to a 0.429 increase in employee commitment.

At 5% level of significance and 95% level of confidence, internal and external locus of control were all had contribution to commitment. Locus of control had a significant correlation with organizational commitment. Further, internal locus of control had more contribution to employee commitment.

5.3. Conclusion

The study concluded that respondents had internal locus of control while they could not decide for external locus of control. Meanwhile respondents agreed and equal commitment for affective and continuance commitment followed. The feeling that highly affects employee commitment is that they assumed that their organization had a great deal of personal meaning for them and that it would be very hard for them to leave their organization right now, even if they wanted to as a continuance commitment. Further, as normative commitment they felt as their organization deserves their loyalty. At the end it can be concluded that internal locus of control had more contribution to employee commitment. Further, work locus of control and employee commitment had a significant relationship.

5.4. Recommendation

Based on the study findings the following recommendations were made:

- Although work locus of control had more contribution to employee commitment, further study should be conducted in order to see the contribution of other factors towards employee commitment.
- The study recommends that the management of the company, having considered, performance management, crafts compensation packages that are considered competitive in to retain its talented employees.
- Management of the company should put in place the optimal requirements that meet the employee's needs since this has a benefit for the company in enhancing its employee retention so as to improve productivity.

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ANNEXTURE

DEBRE BIRHAN UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF MANAGEMENT

Questionnaire to be filled by the respondents

Dear respondents, this questionnaire is designed for the purpose of doing a research entitled “*RELATIONSHIP BETWEEN WORK LOCUS OF CONTROL AND EMPLOYEE COMMITMENT IN THE CONTEXT OF DASHEN BREWERY*” for the partial fulfillment of master’s degree in Business Administration (MBA).

This questionnaire aims at collecting information and data for academic use by the researcher. Your kind participation will go a long way in providing useful information required to complete this research. The information provided will be handled confidentially. You need not mention your name. Hence, you are kindly requested to answer the questions honestly.

SECTION I: Demographics

Please tick (✓) or fill the gaps as appropriate

1. Gender

Male Female

2. Age group

Under 20 20 -29 years 30- 39 years 40-49 yrs.
 50 and above

3. Highest Level of Education you possessed

College Diploma (12+2)
 University Degree Master’s Degree TVET (10+3)

4. Marital Status Single Married Divorce Widowed

5. Work experience in the company

Below 2 years 3 – 5 years 6– 8 years 8- 10 years

Above 10 years

SECTION II : Employees' Feeling

A. LOCUS OF CONTROL

1. The following questions concern your beliefs about jobs in general. They do not refer only to your present job. Indicate whether you either disagree or agree with the statement.

Internal Locus of Control	5	4	3	2	1
A job is what you make of it.					
On most jobs, people can pretty much accomplish whatever they set out to accomplish					
If you know what you want out of a job, you can find a job that gives it to you					
If employees are unhappy with a decision made by their boss, they should do something about it					
Most people are capable of doing their jobs well if they make the effort					
Promotions are given to employees who perform well on the job					
People who perform their jobs well generally get rewarded					
Most employees have more influence on their supervisors than they think they do					
External Locus of Control					
Getting the job you want is mostly a matter of luck					
Making money is primarily a matter of good fortune					
In order to get a really good job, you need to have family members or friends in high places					
Promotions are usually a matter of good fortune					
When it comes to landing a really good job, who you know is more important than what you know					
To make a lot of money you have to know the right people					
It takes a lot of luck to be an outstanding employee on most jobs					
The main difference between people who make a lot of money and people who make a little money is luck					

B. EMPLOYEE COMMITMENT

2. Listed below is a series of statements that represent feelings that individuals might have about the company for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by ticking (√) a number from 1 to 7 using the scale below.

1 = strongly disagree 2 = disagree 3 = undecided 4 = agree 5 = strongly agree

Employee Commitment					
Statements	5	4	3	2	1
Affective Commitment Scale					
I would be very happy to spend the rest of my career with the Company					
I really feel as if this organization's problems are my own					
This organization has a great deal of personal meaning for me					
I do not feel a strong sense of "belonging" to my company					
Continuance Commitment Scale					
Right now, staying with my organization is a matter of necessity as much as desire					
It would be very hard for me to leave my company right now, even if I wanted to					
Too much of my life would be disrupted if I decided I wanted to leave my company now.					
If I had not already put so much of myself into this company , I might consider working elsewhere					
Normative Commitment Scale					
Even if it were to my advantage, I do not feel it would be right to leave my company now.					
I would feel guilty if I left my company now.					
This organization deserves my loyalty.					
I would not leave my company right now because I have a sense of obligation to the people in it					