

The Relationship of Locus of Control and Motivation to Retention Factors on Selected Employees: Basis for enhanced human resource management

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Abstract:

The blood of the company is human resources management and its concern for the betterment of employees within organizations is an energy that drives the company to meet their goals. One of its critical functions is to retain the most talented employees and at the same time motivate them. The main purpose of this study is to determine the relationship between locus of control and motivation to employee retention on selected employees which will be used to create an enhanced human resource management. The method employed was descriptive correlation and the statistical treatments utilized were Pearson r to determine the relationships among variables and one-way analysis of variance to determine its significance. The sampling design used was purposive wherein selected female regular employees of an apparel distributor company participated. Based on the findings, it can be assumed that most of the motivation of employees were internally driven when there are career opportunities. Management has an important role in initiating career opportunities, and compensation should be prioritized. The findings also showed that most of the employees are extrinsically motivated.

Key words: The Relationship of Locus of Control and Motivation, Retention Factors, Selected Employees, enhanced human resource management

INTRODUCTION

Human resources management is exceptionally backbreaking which demands strenuous studies and programs that will further improve its practices. One of its critical functions is to retain the most talented employees and at the same time motivate them. Why will human resources need to focus on the growth and retention of employees? It is because employees are the nucleus of organizations and various industries in the various countries. They are major sources of company resources such as financial needs, manpower, opportunities, productivity, and success. In short, they are assets or source of strength of organizations. Ironically, strengths can become someone's weakness. Thus, employees as assets can become liabilities of companies who don't pay attention to their employees' needs, efforts, autonomy, and potentials. As a result, employees seek new niches with the hope to improve life and work condition. They look for organizations that will provide their needs, appreciate their efforts, drive them to achieve productivity, promote creativity, encourage autonomy, and realize their full potentials.

The researcher of the study chose the topic not only for the sake of knowing if significant relationship exist between locus of control and motivation to retention of employees, but to contribute a new research that uses a multidimensional type of locus of control and motivation as well as retention. Since she believed that human behavior is complex that cannot be contained in extremes of a line rather in spectra where shades of gray can be found. For instance, external orientation as described in reconceptualization of locus of control by Dr. Levenson (1981), are not always bad, maladjusted, or undesirable. In a real world, people still have control over the events outside of their control, they still have choices to make than the traditional point of view on external locus of control

wherein people were considered to perceive the world as unordered and unpredictable.

Industrial psychologists generally define work motivation as the internal force that drives a worker to action as well as the external factor that encourages that action (Locke & Latham, 2002 cited by Aamodt, 2010). Work motivations are extremely important, yet a subjective concept. It is something that is intangible and cannot be directly observed. Usually, studies in work motivation use employee efforts, choice, or persistence as measurable variables (Yao, et. al., 2005). In this study, Self-Determination Theory (SDT; Deci & Ryan, 1985) was used to distinguish between different types of motivation based on the different reasons or goals that cause an action.

Literature and studies in industrial and organizational psychology have carried out job choice contexts. Bretz and Judge (1994a as cited by Schneider & Smith 2004) investigated whether the effect of various human resource systems on applicant attraction depended on applicant personality. They found, for example, that applicants with an internal locus of control were more attracted to hypothetical organizations with competitive, merit-based promotion systems than applicants with an external locus of control. This personality type can also be linked to retention factors since studies also revealed the benefits of personality congruence (i.e. individual fit for his work and possibly appropriate compensation and reward system) improved work attitudes and reduced stress and intentions to quit (Schneider & Smith, 2004).

The variables mentioned above were correlated with one another and the effects of each dimension of locus of control and motivation to retention of employees were determined. The identification of the dimensions of the employees currently connected with the company was used to enhance human resource management.

Objective of the Study

The objective of the study is to determine the relationship between locus of control and motivation to employee retention on selected employees which will be used to create an enhanced human resource management.

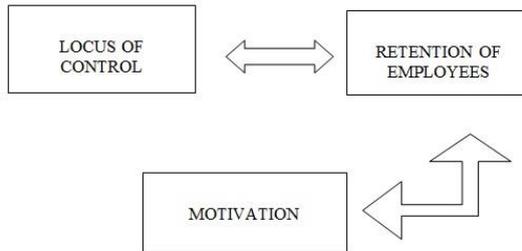


Figure 1. Research Paradigm

The figure above clearly exemplifies the nexus of the variables. As noticed, it shows that locus of control and motivation was linked to retention of employees. The 'locus of control' variable contains dimensions namely: internality, powerful others, and chance for locus of control while intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation were under 'motivation' dimension. On the other hand, the 'retention of employees' contains the following dimensions namely: compensation, job characteristics, training and development opportunities, supervisor support, career opportunities, work/life policies, and organizational commitment. The objectives of correlating the variables were as follows: (1) identify the significant dimensions that affect the retention of employees; and, (2) recommend a program that could enhance human resource management practices.

Statement of the Problem

The study aimed to determine the significant relationship of locus of control and motivation with employee retention.

Specifically, it sought to answer the following questions:

1. What are the locus of control as experienced by the respondents?
 - 1.1. Internality
 - 1.2. Powerful others
 - 1.3. Chance
2. What are the motivations of the respondents based on the following categories?
 - 2.1. Intrinsic Motivation
 - 2.2. Integrated Regulation
 - 2.3. Identified Regulation
 - 2.4. Introjected Regulation
 - 2.5. External Regulation
 - 2.6. Amotivation
3. What are the retention factors of the respondents based on the following categories?
 - 3.1. Compensation
 - 3.2. Job Characteristics
 - 3.3. Training and Development Opportunities
 - 3.4. Supervisor Support
 - 3.5. Career Opportunities
 - 3.6. Work/Life Policies
 - 3.7. Organizational Commitment
4. Is there a significant relationship between retention factors to the following:
 - 4.1. Locus of control
 - 4.2. Motivation
5. Based on the findings, what enhanced human resource management could be recommended?

Scope and Limitations

The study was conducted to find out the relationship of locus of control and motivation to employee retention factors as basis for enhanced human resource management practices to

Company X which is a distributor of well-known brands of apparel located at Bonifacio Global City, Taguig, Philippines.

The respondents of the study were mainly selected regular employees currently connected to Company X. All of them are fifty (50) females who participated out of sixty-one female employees. The instruments used, with permission from the authors, were IPC (Internality, Powerful Others, and Chance) Scales by Dr. Levenson, WEIMS Scale by Dr. Tremblay et. al. and Retention Factor Scales by Dr. Dockel & Dr. Melinde. The tests were administered last October 21, 2015 by their HR Manager.

SYNTHESIS OF REVIEW OF RELATED LITERATURE AND STUDIES

There are numerous researches and literature that attempt to uncover some of the enigmatic aspects of human behavior in organizations.

The works of scholars, academicians, practitioners, and researchers emphasized the influence of locus of control, motivation, and retention in the workplace.

Most studies and literature, local and foreign, emphasized that motivation affects the retention of employees and mostly suggested that strategic program must be established. They also stated that money as a tangible reward will motivate the workers; however, it is important to note that intangible rewards such as choice, autonomy in decision-making, inherently challenging and enriching jobs, and enjoyment should not be neglected. Some studies discussed about the difference between intrinsic and extrinsic and how they can be used as an advantage to become a useful tool to improve satisfaction, productivity, and above all, retention of employees.

Locus of control as a personality type, on the other hand, has moderating effects on turnover. One study mentioned in this paper, does not correlate personality type to turnover since beliefs that turnover is caused by external circumstances such as working conditions and the attitudes produced by job satisfaction and organizational commitment. This one is interesting since locus of control does not only deal with cognitive aspects of personality types, which means attribution of external events, but will also be measured, and possibly be concluded, that it affects the turnover. Reviews of literature and studies on locus of control emphasized its importance on decision making, stress management, adaptation, learning, leadership, and less on retention rates.

The reviewed literature and studies in relation to the present study bears significance by providing sufficient background and information on the development of this study.

METHODOLOGY

This section describes the method applied in this research.

Research Design

The method used in this study is descriptive correlation in nature. According to Gravetter & Wallnau (2012), correlational method measures the extent to which variations in one factor correlate with variations in one or more other factors based on the correlation coefficient. This is the suitable method since the researcher would like to determine the relationship of locus of control and motivation to retention of employees. On the other hand, Ardales (2008) states that descriptive research is used to study 'what it is'. It aims to interpret the existing relationships and conditions, prevailing opinions and beliefs, involved processes and their effects, and the trends in progress.

Population and Sample

The sampling design used by the researcher is purposive sampling, also known as selective sampling. It is a type of non probability sampling since it focuses on sampling techniques where elements that are under study are based on the decision of the researcher. This sampling design is used since the target employees were regular workers of a distributor company and there were only small numbers of respondents involved in this research. There are 61 presently employed regular employees and only 50 of them participated in this study.

Research Instruments

The researcher used standardized instruments with permission from international authors. The multidimensional locus of control was measured through the instrument created by Dr. Hanna Levenson's, "Internality, Powerful Others, and Chance Scales." This instrument is a 6-point Likert Scale with a total of twenty four items, partitioned into three subscales where the name of the instrument came from. It has 0.64 reliability for Internality dimension, 0.77 reliability for Powerful Others dimension, and 0.78 reliability for Chance dimension.

The multidimensional motivation was measured by the instrument created by Maxime Tremblay, Celine Blanchard, Sara Taylor, Luc Pelletier and Martin Villeneuve. It is a 7-point Likert Scale with a total of eighteen items divided into six subscales namely intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation. It has an internal consistency of 0.84 and has high reliability and validity.

The tendency of retention of employees in his current position was measured through Retention Factor Scale (RFS) constructed by Andreas Döckel. It is a 6-point Likert scale with a total of forty two items partitioned into seven subscales namely compensation, job characteristics, training and

development opportunities, supervisor support, career opportunities, work/life policies, and organizational commitment. It has moderately high reliability and internal consistency of each dimension ranging from 0.41 to 0.90.

These instruments are unpublished in view of the fact that they are not commercially available.

Data Gathering Procedure

The researcher asked permission to the HR Manager of Company X by writing a letter and through referral to conduct the study. The HR Manager agreed to the proposal but chose to protect the name of the company and its employees.

All instruments were personally given to the HR Manager last October 21, 2015, clearly explained the instructions, and purposes of the study, and its benefits for the company. The HR manager administered the instruments and returned to the researcher encoded in Microsoft Excel for almost two months due to busy daily operations of the company.

After receiving all the data, analysis, statistical treatment, and interpretation were employed.

Statistical Treatment of Data

The statistical treatment used is Pearson r for the correlation of two nonrelated independent variables namely, locus of control and motivation, to the dependent variable which is retention factors and Shapiro-Wilk Test to measure the normality of the distribution of data.

The Shapiro-Wilk Test was first employed to see if the weighted means of the variables were normally distributed and to determine if the Pearson r could be used as statistical treatment. Based on the results of Shapiro-Wilk Test, the data were normally distributed and thus, Pearson r was appropriate to used since it satisfies the assumptions of the nature of the study and the normality of the distribution.

But before Pearson r was used, the researcher tallied the individual responses or frequency by numbered scale. She multiplied the total individual responses by the numbered scale per dimension, add all the results, and then divide the sum total by the number of cases who answered per dimension. The descriptive interpretations were as follow (from Garret as cited by Pastor, 2009):

Description (r)	Interpretation
from $\mp.00$ to $\mp.20$	denotes indifferent or negligible relationship
from $\mp.21$ to $\mp.40$	denotes low of slight correlation
from $\mp.41$ to $\mp.70$	denotes substantial or marked relationship
from $\mp.71$ to $\mp.1.0$	denotes high to very high correlations

Pearson enabled the researcher to determine the relationship of each dimensions of the instrument and it exemplified the factors that greatly influence the dimensions of employee retention. The possibility of knowing the specific areas of the variables can be detected and therefore, helped the researcher to focus on the areas of the human resource management in establishing recommendations for its improvement. One-way Analysis of Variance (ANOVA) was also employed to test the significance of the relationships. Then, inferences were made based on the results.

To accurately measured and computed the Shapiro-Wilk Test, Pearson r and One-Way Analysis of Variance, *SPSS (Statistical Package for the Social Science) software* was utilized and the data were consulted to IDSA (Institute for Data and Statistical Analysis) at Polytechnic University of the Philippines, Sta. Mesa, Manila Campus and certified by the Director of IDSA, Dr. Lincoln A. Bautista.

RESULTS AND DISCUSSION

This section discussed the results gathered supported by other related literature and studies.

Results

As seen in Table 1, most of the participants agreed that their locus of control is dominated by internality dimensions and they slightly agreed that chance dimensions, somehow, influenced them. This made sense since they are all regular employees of a company and what brought them to their positions were driven by their beliefs that they have personal control with their lives.

Table 1: Internality, Powerful Others, and Chance Scales Dimensions

LIKERT CHOICES	ITEM	Internality Percent	Powerful Others Percent	Chance Percent
Strongly Disagree		1.75	5.75	6
Disagree		6.75	19.25	18.5
Slightly Disagree		10	21.75	15.75
Slightly Agree		34.5	29	30
Agree		36.25	20.25	23
Strongly Agree		10.75	4	6.75
Total		100	100	100

Table 2 presented the summary of all dimensions in Work Extrinsic and Intrinsic Motivation Scale. Most of the participants responded that their current work moderately corresponded to external regulation, followed by integrated regulation that most of them rated as ‘corresponds exactly’, amotivation rated as ‘does not correspond at all’ and last, identified regulation which was rated as ‘corresponds exactly.’

Table 2: Work Extrinsic and Intrinsic Motivation Scale Dimensions

LIKERT CHOICES	ITEM	Intrinsic Motivation	Integrated Regulation	Identified Regulation	Introjected Regulation	External Regulation	Amotivation
1		0	0	0	2	0	3
2		4	5	3	4	2	20
3		5	5	4	7	7	27
4		18	17	17	21	17	22
5		37	25	34	33	39	11
6		23	34	27	24	25	11

7	14	13	15	9	9	5
TOTAL	100	100	100	100	100	100

****Item Response: Does Not Correspond at All (1-2), Corresponds Moderately (3-5), Corresponds Exactly (6-7)**

Table 3 revealed the summary of all dimensions in Retention Factors Scale (RFS). Career opportunities dimension received the highest percentage where 45.2 percent of the participants responded ‘agree’ that this is significant for them to stay, followed by ‘a slightly agree’ Training and Development Opportunities, ‘slightly disagree and ‘disagree’ on Work/Life Policies, ‘strongly agree’ on Organizational Commitment, and least with ‘strongly disagree’ on Work/Life Policies.

Table 3: Retention Factors Scale Dimensions

LIKERT CHOICES	ITEM	Compensation	Job Characteristics	Training and Development Opportunities	Supervisor Support	Career Opportunities	Work/Life Policies	Organizational Commitment
Strongly Disagree		0.5	0.5	0.7	4.3	1.3	11.5	3.3
Disagree		5.0	4.1	2.7	18.3	4.6	28.0	4.0
Slightly Disagree		23.0	14.2	11.7	17.3	16.3	28.0	5.3
Slightly Agree		26.0	32.5	32.7	23.0	20.1	14.5	24.7
Agree		38.0	36.6	38.0	26.0	45.2	6.0	38.0
Strongly Agree		8.0	12.2	14.3	11	12.6	12.0	24.7
Total		100	100	100	100	100	100	100

Table 4, showed the relationship of two independent variables, locus of control and motivation with their subscales, to retention factors with its subscales as well. As noticed, they were all strong positive correlation ranging from .749 (Integrated Regulation subscale of Motivation in relation to Supervisor support of Retention) to as high as .988 (Amotivation subscale in relation to Work/Life Policies in Retention).

Table 4: The Relationship and Significance of Locus of Control and Motivation to Retention Factors

DIMENSIONS	RETENTION						
	Compensation	Job Characteristics	Training & Development Opportunities	Supervisor Support	Career Opportunities	Work/Life Policies	Organizational Commitment
LOCUS OF CONTROL							
Internality	.944** .000	.953** .000	.954** .000	.892** .000	.966** .000	.932** .000	.905** .000
Powerful others	.945** .000	.970** .000	.971** .000	.827** .000	.978** .000	.912** .000	.964** .000
Chance	.976** .000	.941** .000	.768** .000	.936** .000	.870** .000	.977** .000	.941** .000
MOTIVATION							
Intrinsic Motivation	.962** .000	.977** .000	.947** .000	.847** .000	.958** .000	.941** .000	.950** .000
Integrated Regulation	.960** .000	.955** .000	.958** .000	.749** .000	.957** .000	.870** .000	.975** .000
Identified Regulation	.952** .000	.967** .000	.947** .000	.859** .000	.946** .000	.918** .000	.951** .000
Introjected Regulation	.962** .000	.933** .000	.970** .000	.776** .000	.945** .000	.876** .000	.924** .000
External Regulation	.955** .000	.964** .000	.955** .000	.856** .000	.951** .000	.910** .000	.947** .000
Amotivation	.956** .000	.963** .000	.911** .000	.915** .000	.955** .000	.988** .000	.865** .000

**Note .000 under all correlational results revealed the probability of error due to chance. To determine the significance of the results, the sig value must not be more than .05.

DISCUSSION

It can be inferred in Table 1 that most of the participants have more positive self-evaluations with themselves (McShane & Von Glinow, 2013). Currently, they are connected with their company which shows that as internally LOC person, they are more satisfied with their work (Specter, 1982 as cited by Cooper 2005) and have higher job satisfaction than externals (Andrisani and Nestel, 1976 as cited by Cooper 2005). Furthermore, internals perceive less stress, employ more task-centered coping behaviors and employ fewer emotion-centered

behaviors than externals that are affected by powerful others and chance (Anderson, 1977 as cited by Cooper 2006). Moreover, it can be inferred that more likely, internals will stay longer than the externals.

In table 2, the findings described that most of the respondents valued their job because it satisfies the external demand or obtain an externally imposed reward contingency. Most of them perform their duties or job because of the inherent worth of it and they assimilated themselves to it. They achieved integrated regulation when they identify the personal importance of their behavior and therefore, accepted its regulation as part of their own (Ryan & Deci, 2000). For instance, submitting reports on time and going early to work are forms of identified regulation behavior when a person view these as instruments to be regularized or to be recognized at work. Most of them also rated the least the amotivated dimension as 'moderately corresponds' with their job which means that they slightly lack of sense of personal causation or intentionality, possibly due to some factors (which will be discussed in the succeeding pages). All subscales were mostly part of extrinsic motivation, thus, respondents described in this study were extrinsically motivated.

With the findings in Table 4, it can be concluded that locus of control and motivation has direct relationship with retention of employees. These findings were corroborated by various studies and literature.

The highest rate per dimensions was mainly used for the creation of the proposed human resource management plan. The findings along with activities and learning outcomes were as follows:

Table 5: Proposed Enhanced Human Resource Management Plan

Findings	Activities	Learning Outcomes
Internality as correlated to career opportunities (r= +.97)	Organizations must show examples of high performing people climb up the ladder by systematic evaluation of employees' work outputs.	Employees within the organization will perceive this as an indication of career growth inside the company and will promote to boost their productivity.
Powerful others as correlated to career opportunities (r= +.98)	Management might initiate programs that will provide opportunities to employees to do their duties for them to be promoted.	Appraise the employees by achieving their targets for them to perceive the importance of accomplishing ones task. (Ex. monthly recognition of top performer and promotion)
Chance as correlated to Compensation (r= +.98)	Management and HR Team are recommended to construct 'broadbanding' or a menu of rewards, incentives, benefits, and salary packages.	Employees will more likely to be motivated because of the individualized rewards system and pay system that fit to their choice
Intrinsic motivation as correlated to job characteristics (r= +.98)	Offer employees to have opportunities to work on their own (internals) or work on teams (externals), interesting assignments according to their motivation type. Provide employees recognition for their outputs.	Employees with intrinsic motivation will more likely to boost their performance since recognition of their work are one of their aims in staying in the company. This will also boost their morale.
External regulation as correlated to job characteristics (r= +.96)	Offer employees opportunities to have an individualized reward.	Extrinsically motivated individuals adore competitive rewards system. This will boost their performance and output.
Identified regulation as correlated to job characteristics (r= +.97)	Annual team building is recommended to help employees to know more their teams where they are	They will learn the importance of working with colleagues and interpret the activity as an

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<p>Integrated regulation as correlated to organizational commitment (r= +.98)</p>	<p>in and to increase their identity in their department.</p> <p>Praise the employees work for a job well done (example, service award and annual award, increase salary).</p>	<p>opportunity to work with the best people and solving challenging fun-learning problems.</p> <p>Individual with an integrated regulation, when recognized, will be more likely to increase their engagement with the company and more likely to perceive that they are belong to it. They will perceive the recognition as a sense of accomplishment.</p>
<p>Introjected regulation as correlated to training and development (r= +.97)</p>	<p>Give the employees an opportunity to voice out their suggestion for the improvement of the company and a chance to develop their deficiencies. This will give them a sense of increase self-esteem and self-worth.</p>	<p>They will learn that they are an important part of the organization, highly valued by their employers, and will more likely to increase their positive evaluation of the company.</p>
<p>Amotivation as correlated to work/life policies (r= +.99)</p>	<p>Provide flexible working schedule to employees, opportunities to enroll in educational programs, family leave, and healthcare assistance among others.</p>	<p>Doing so will help them maintain their sense of balance between work and personal life.</p>

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This section contains the summary of the findings, the drawn out conclusions and recommendations emanated from the garnered results of investigation.

Findings

The following were significant findings of the study:

1. Most of the participants agreed that their locus of control is dominated by internality dimensions while most of them disagreed that powerful others influences them. This made sense since they are all regular employees of a company and what brought them to their positions were driven by their beliefs that they have personal control with their lives.
2. Most of the participants responded that their current work moderately corresponds to external regulation, followed by integrated regulation that most of them rated as 'corresponds exactly', amotivation rated as 'does not correspond at all' and last, identified regulation which was rated as 'corresponds exactly.'
3. Most of the respondents rated Career Opportunities dimension as highest percentage of retention where 45.2 percent of the participants responded 'agree' that this is significant for them to stay, followed by 'a slightly agree' Training and Development Opportunities, 'slightly disagree' and 'disagree' on Work/Life Policies, 'strongly agree' on Organizational Commitment, and least with 'strongly disagree' on Work/Life Policies.
4. The relationship of two independent variables, locus of control and motivation with their subscales, to retention factors with its subscales were all strong positive correlation ranging from .749 (Integrated Regulation subscale of Motivation in relation to Supervisor support of Retention) to as high as .988 (Amotivation subscale in relation to Work/Life Policies in Retention). Locus of control and motivation got a sig .000 in SPSS which means that relationships of both variables to retention of employees are statistically significant.

5. Based on the results, an enhanced human resource manage plan was developed.

Conclusions

Based on the findings aforementioned, the following conclusions were made:

1. It can be inferred that most of the participants have more positive self-evaluations with themselves which can relate to internal LOC person. Studies revealed that they are more satisfied with their job and most of them have higher job satisfaction than externals. With that being said, it can be concluded that more likely, internals are more inclined to stay longer than the externals.
2. The findings described that most of the respondents valued their job because it satisfies the external demand or obtain an externally imposed reward contingency. Most of them perform their duties or job because of the inherent worth of it and they assimilated themselves to it.
3. Most of the retention factors that made employees stayed in their current company was work/life policies, training and development, career opportunities, and organizational commitment.
4. It can be concluded that locus of control and motivation has direct relationship with retention of employees.
5. Based on the findings, it can be assumed that most of the motivation of employees were internally driven when there are career opportunities. Management has an important role in initiating career opportunities, and compensation should be prioritized. The findings also showed that most of the employees are extrinsically motivated. The results of the study were utilized to enhance the human resource management plan.

Recommendations

In the light of the preceding conclusions, the following suggestions are hereby recommended:

1. Human resource practitioners must encourage a workplace environment that promotes autonomy or independence where employees are allowed to actively participate in giving some useful insights for the improvement of the company. This will also enhance the organizational commitment of the employees as well as interaction with coworkers, superiors, and management.
2. Human resource practitioners and industrial psychologists must be a catalyst to work with the management for the proposal of broad banding, also known as level of pay based on performance of workers. It must also include a flexible amount of alternatives where top performer or recognized employees can choose his or her desired rewards or set of benefits.
3. Human resource practitioners should promote work/life policies that will help employees to balance their jobs and their personal lives, training and development opportunities to strengthen their weakness and to help them improve their skills, promotions to show them the importance of doing being productive will lead them to climb up the ladder, and recognition of their work to increase their engagement and organizational commitment with the current company. They might also include to their program the retention of dignity in line with employees' work attitude.
4. Ensure that proper integration of locus of control and motivation to establishment of human resource management plan since both variables have significant relationship with retention.

5. Further studies and research should be taken into account on the following:
 - 5.1. Execute the study of locus of control, motivation, and retention to another set of respondents that include different genders, or different generation.
 - 5.2. Further application of this research to various industries.
 - 5.3. Improve the population or sample size of the respondents.
 - 5.4. Further the research on locus of control to stress management, leadership skills of managers or supervisors, and organizational commitment.

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