



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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A STUDY ON LOCUS OF CONTROL OF EMPLOYEES IN TEXTILE COMPANIES AT SALEM DISTRICT, TAMILNADU

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ABSTRACT

Locus of control is a term in psychology which refers to a person's belief about what causes the good or bad results in his other life, either in general or in a specific area such as health or academics. It refers to the extent to which individuals believe that they can control events that affect them. Individuals with a high internal locus of control believe that events results primarily from their own behavior and actions. Those with a high external locus of control believe that powerful others, fate, or change primarily determine events. It is only attitude or way of approach of employees towards a job which determines the job satisfaction and improves the job performance. Keeping in view the employees perception of locus of control in their life and work this study has been undertaken. Primary data collected from the respondents by using a well structured questionnaire. The secondary data is collected from the company Profiles, Magazines, Journals and Publications. Simple random sampling is used for this study. Samples have been drawn in such a way that every employee has an equal chance of being included for investigation. A sample of 250 respondents used for data collection. The analysis have been done with the help of statistical tools, those are percentage analysis and chi-square test. Finally, this research provides a reasonable suggestion and recommendation towards the company to improve their internal locus of control of employees which will be helpful for the better performance of the organization.

KEYWORDS

Locus of Control, General Locus of Control, Work Locus of Control, Communication Locus of Control and Job Satisfaction.

INTRODUCTION

There are specific personality attributes that have been found to be powerful predictors of behavior in organizations namely, Locus of control, Machiavellianism, Self-esteem, self- monitoring, Propensity for risk taking and Type A personality. Behavior of employees in an organization plays a vital role in their job performance. Here is detailed study on locus of control which is related to where one perceives the locus of control in one's life. "Locus of control is the degree to which people believe they are the masters of their own fate". Some people believe that they are masters of their own fate. Other people see themselves as pawns of fate, believing that what happens to them on their lives is due to luck or they control their destinies and what happens them, have been labeled internals, whereas the latter, who see their lives and believe that what happens to them is being controlled by outside forces such as luck or chance have been called externals. A person's perception of the source of his or her fate is termed locus of control. A large amount of research comprising internals with externals has consistently shown that individuals who rate high in externality are less satisfied with their jobs, have higher absenteeism rates, are more alienated from the work setting, and less involved on their jobs than are individuals. If we are to look for the question why are externals more dissatisfied? The answer is probably because they perceive themselves as having little control over those organizational outcomes that are important to them. Internals, facing the same situation, attribute organizational out to their own actions. If the situation is unattractive, they believe that they have no one else to blame but themselves. Also the dissatisfied internal is more likely to quit a dissatisfying job. The impact of locus of control on absence is an interesting one. Internal believe that health is substantially under their own control through proper habits, so they take more responsibility for their health and have better health habits, consequently, their incidences of sickness and, hence, of absenteeism, are lower. We should not expect any clear relationship between locus of control and turnover, because there are opposing forces at work. "On the one hand, internals tend to take action and thus might be expected to quit jobs more readily. On the other hand they tend to be more successful on the job and more satisfied, factors associated with less individual turnover". The overall evidence indicates that internals generally perform better on their jobs, but that conclusion should be moderated to reflect differences in jobs. Internals search more actively for information before making a decision, are more motivated to achieve, and make a greater attempt to control their environment. Therefore, internals do well in sophisticated tasks-which include most managerial and professional jobs-that require complex information processing and independence of action. In contrast, externals should do well on jobs that are well structured and routine and in which success depends heavily on complying with the direction of others. A large amount of research has consistently shown the following characteristics of internals and externals.

INTERNAL LOCUS CONTROL

- A person with a strong internal locus of control has more control over his own behavior. He believes that he controls events concerning his own life and his internal traits determine what happen on a given situation. He believes that he is the master of his own destiny.
- These people are more active in seeking more information to make decisions. They are better at retaining the information and are less satisfied with the amount of information they possess.
- Internals are more active socially.
- Internals prefer skill achievement outcomes.

- Internals are more likely to use personally persuasive rewards and power bases and less likely to use coercion.
- These people are more independent and less susceptible to influence of others.
- The internals prefer participative management.
- Research has shown that internally oriented people hold jobs of higher status, advance more rapidly in their careers.
- Internals take more responsibility for their health and have better health habits; as a result their incidents of sickness and of absenteeism are lower.

EXTERNAL LOCUS OF CONTROL

- People who rate high in externality are less satisfied with their jobs, higher absenteeism rates, are more alienated from the work setting and are less involved on jobs than are internals. They generally prefer directive management.
- Unlike the internals, these people prefer chance oriented awards.
- A person with a strong 'external locus of control feels that outside forces are affecting the events in his life and he is at the mercy of destiny, chance or other people. He believes that everything will happen by the will of God and nothing or nobody can stop it.
- Unlike the internals the externals are more interested in job security and not in advancement of careers.
- Whereas the internals prefer intrinsic rewards e.g. feeling of achievement, externals are more interested in extrinsic awards.

From the above mentioned traits of internals and externals it can be concluded that internals would be better on sophisticated tasks, which include most managerial and professional jobs or any other jobs which require complex information processing and learning. In addition, they are suited to jobs requiring initiative and independence of action. As against this, externals would do well on jobs that are well structured and routine and in which success depends heavily on coupling with the direction given by others. How is the concept of locus of control related to jobs satisfaction? People with internal locus of control see more challenge in their job, making it more satisfying to them. Individuals with internal locus of control also tend to obtain more complex and challenging jobs. If you think about it, this makes sense. If I think I am no good and incapable of performing, why would I take a complicated job? I would be sure to fail. Internals also perceive themselves as having control over their jobs, and they also tend to attribute positive outcomes to their own actions.

NEED FOR THE STUDY

When the researcher visited the textile companies he felt the need for the study on Locus of Control of Employees in Textile Companies at Salem District, Tamil Nadu. It is only attitude or way of approach of employees towards a job which determines the job satisfaction and improves the job performance. Keeping in view the employees perception of locus of control in their life and work this study has been undertaken.

OBJECTIVES OF THE STUDY

- To measure the level of locus of control (internal and external) of employees working in textile companies at Salem District, Tamil Nadu.
- To study how far locus of control (internal and external) has influence over job satisfaction, Job performance, attachment to the work setting, involvement in work, absenteeism and the like.
- To suggest the possible ways and means to improve the internal locus of control for better performance of the organization.
- To analyze whether the locus of control has more influence than their personality attributes.
- To measure the locus of control of employees in general as well as in work setting.
- To analyze whether the locus of control in general is correlated with work locus of control.
- To find out whether there is chance to change or increase the perception of locus of control of in one's life.

SCOPE OF THE STUDY

This study is useful to understand the level of control of employees' internal and external locus of control in an organization. So the management can take effective action to improve the performance of employees in an organization.

LIMITATIONS OF THE STUDY

- Considering the time factor the size of sample is limited to 250 and the type of sample selected is simple random sampling which is a probability sampling.
- Some employees were not enough to answer to the questionnaire and some gave biased responses.
- Findings cannot be applied to other kind of organizations and persons.

REVIEW OF LITERATURE

Locus of control is a term in psychology which refers to a person's belief about what causes the good or bad results in his other life, either in general or in a specific area such as health or academics. Understanding of the concept was developed by Julian B. Rotter in 1954, and has since become an important aspect of personality studies. Locus of control refers to the extent to which individuals believe that they can control events that affect them. Individuals with a high internal locus of control believe that events result primarily from their own behavior and actions. Those with a high external locus of control believe that powerful others, fate, or change primarily determine events. Those with a high internal locus of control have better control of their behavior and tend to exhibit more political behaviors than externals and are more likely to attempt to influence other people; they are more likely to assume that their efforts will be successful. They are more active in seeking information and knowledge concerning their situation than do externals. The propensity to engage in political behavior is stronger for individuals who have a high internal locus of control than for those who have a high external locus of control. One's "locus" (Latin for "place" or "location") can either be internal (meaning the person believes that they control their life) or external (meaning they believe that their environment, some higher power, or other people control their decisions and their life).

EXTERNAL LOCUS OF CONTROL	INTERNAL LOCUS OF CONTROL
Individual believes that his/her behavior is guided by fate, luck, or other external circumstances.	Individual believes that his / her behavior is guided by his / her personal decisions and efforts.

IS AN INTERNAL LOCUS OF CONTROL DESIRABLE?

In general, it seems to be psychologically healthy to perceive that one has control over those things which one is capable of influencing. In simplistic terms, a more internal locus of control is generally seen as desirable. Having an internal locus of control can also be referred as 'self-agency', "personal control", "self-determination", etc. research has found the following trends.

- Males tend to be more internal than females
- As people get older they tend to become more internal
- People higher up in organizational structures tend to be more internal (Mamlin, Harris & Case, 2001)

However, it's important to warn people against lapsing in the overly simplistic view notion that internal is good and external are bad (two legs well, four legs bad?). There are important subtleties and complexities to be considered. For example:

- Internals can be psychologically unhealthy and unstable. An internal orientation usually needs to be matched by competence, self-efficacy and opportunity so that the person is able to successfully experience the sense of personal control and responsibility. Overly internal people who lack competence, efficacy and opportunity can become neurotic, anxious and depressed. In other words, internals need to have a realistic sense of their circle of influence in order to experience 'successes'.
- Externals can lead easy-going, relaxed, happy lives.

Despite these cautions, psychological research has found that people with a more internal locus of control seem to be better, e.g., they tend to be more achievement oriented and to get better paid jobs. However, thought regarding causality is needed here too. Do environmental circumstances (such as privilege and disadvantage) cause LOC beliefs or to the beliefs cause the situation?

LOCUS OF CONTROL PERSONALITY ORIENTATIONS

Rotter (1975) cautioned that internality and externality represent two ends of a continuum, not an either/or typology. Internals tend to attribute outcomes of events to their own control. Externals attribute outcomes of events to external circumstances. For example, college students with a strong internal locus of control may believe that their grades were achieved through their own abilities and efforts, whereas those with a strong external locus of control may believe that their grades are the results of good or bad luck, or to a professor who designs bad tests or grads capriciously; hence, they are less likely to expect that their own efforts will result in success and are therefore less likely to work hard for high grades. (It should not be thought however, that internality is linked exclusively with attribution to effort and externality with attribution to luck, as Weiner's work (see below) makes clear). This has obvious implications for differences between internals and externals in terms of their achievement motivation. Suggesting that internal locus is linked with higher levels of N-ach. Due to their locating control outside themselves, externals tend to feel they have less control over their fate. People with an external locus of control tend to be more stressed and prone to clinical depression (Benassi, Sweeney & Dufour, 1988; cited in Maltby, Day & Macaskill, 2007). Internals were believed by Rotter (1966) to exhibit two essential characteristics-high achievement motivation and low outer-directedness. This was the basis of the locus of control scale proposed by Rotter in 1966, although this was actually based on Rotter's assumption of unidimensionality has been challenged, with Levenson, for example, arguing that different dimensions of locus of control, such as belief that events in one's life are self-determined, are organized by powerful others and are due chance-based, must be separated. Weiner's early work in the 1970s, suggested that, more-or-less orthogonal to the internality-externality dimension, we should also consider differences between those who attribute to stable causes, and those who attribute to unstable causes. This meant that attributions could be to ability (an internal stable cause) effort (an internal, unstable cause), task difficulty (an external stable cause or luck (an external, unstable cause). Such at least were how the early Weiner saw these four causes, although he has been challenged as to whether people do see luck, for example, as an external cause, whether ability is always perceived as stable and whether effort is always seen as changing. Indeed, in more recent publications (e.g. Weiner, 1980) Weiner uses different terms for these four cause-such as "objective task characteristics" in place of task difficulty and "chance" in place of luck. It has also been notable how psychologists since Weiner have distinguished between stable effort and unstable effort – knowing that, in some circumstances, effort could be seen as a stable cause, especially given the presence of certain words such as "industrious" in the English language.

SCALES TO MEASURE LOCUS OF CONTROL

The most famous questionnaire to measure locus of control is the 13-item forced choice scale of Rotter (1966), but this is not the only questionnaire- indeed, predating Rotter's work by five years is Bialer's (1961) 23-item scale for children. Also of relevance to locus of control scale are the Crandall Intellectual ascription of Responsibility scale (Crandall, 1965), and the Nowicki-Strickland scale. One of the earliest psychometric scales to assess locus of control, using a Likert-type scale in contrast to the forced-choice alternative measure which can be found in Rotter's scale, was that devised by W.H. James, for his unpublished doctoral dissertation, supervised by Rotter at Ohio state University, although this remained an unpublished scale. Many measures of locus of control have appeared since Rotter's scale, both those, such as the Duttweiler control Index (Duttweiler, 1984), which uses a five-point scale, and those which are related to specific areas, such as Health. These scales are reviewed by Furnham and Steele (1993), and include those related to health psychology, industrial and organizational psychology and those specifically for children, such as the Stanford preschool internal-external control index, which is used for three to six year olds. Furnham and Steele (1993) cite data which suggest that the most reliable and valid of the questionnaires for adults is the Duttweiler scale. For a review of the health questionnaires cited by these authors, see below under "applications".

RESEARCH METHODOLOGY

Research Methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done systematically.

Research Design: The study conducted is a descriptive one that is descriptive research. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or of a group.

Sampling Size: The population includes the employees working in the textile companies at Salem District. At present, there are 250 employees has been selected for this research study and it becomes the sample size. The researcher has used Probability sampling method where simple random sampling technique has been used for choosing the samples.

Probability Sampling: It is also known as 'random sampling'. Here every item of the universe has an equal chance of inclusion in the sample.

Simple Random Sampling: It is from a finite population where each element has an equal chance being included in the sample without replacement.

Sources of Data: Much of the information is collected in the form of primary data. The rest is collected from journals and books as secondary data.

• **Primary data:** Data which are collected directly from respondents.

• **Secondary data:** Data which are collected already by someone for their work.

Data Collection Method: The researcher has used survey method for collecting the primary data. Questionnaire was used to interview the respondents. The researcher has used Structured and Non-disguised questionnaire. While questionnaire, was taken to ensure that, as far as possible, it was clear and unambiguous and that was no room for misinterpretation. The impacts, effects, and attitudes of the respondents were collected. A copy of the questionnaire used to collect information is given in the appendix.

Analytical Tools Used:

- Percentage Analysis
- Chi Square Analysis
- Weighted Average Method Analysis

Percentage Analysis: It refers to a special kind of relation making comparison between two (or) more data and to describe relationship.

$$\% \text{ of respondent} = \frac{\text{No of respondent} \times 100}{\text{Total respondent}}$$

Chi Square Analysis: Chi square is a non parametric test of statistical significations for bi-variant tabular analysis. A non parametric test like chi square is a rough estimate of confidence.

$$\text{Chi square test } (\chi^2) = \frac{\sum (O-E)^2}{E}$$

O = Observed Frequency

E = Expected Frequency

Weighted Average Method Analysis: The popular and widely used measure for representing the entire data by one value G what others call an average and what statisticians call is Arithmetic Mean.

DATA ANALYSIS AND INTERPRETATION

TABLE NO.1: RESPONSES OF THE RESPONDENTS FOR THE LOCUS OF CONTROL SCALE

Q. No.	Aspects / Questions	No. of Respondents	Total
1	A Making a lot of money is largely a matter of getting the right breaks.	85	250
	B Promotions are earned through hard work and persistence.	165	
2	A I have noticed that there is a direct connection between how hard I study and the grades I get.	175	250
	B Many times, the reactions of teachers seem haphazard to me.	75	
3	A The number of divorces indicates that more people are not trying to make their marriages work	120	250
	B Marriage is largely a gamble.	130	
4	A It is silly to think one can really change another person's basic attitudes.	120	250
	B When I am right I can convince others.	130	
5	A Getting promoted is really, matter of being a little luckier than the next person.	125	250
	B In our society, a future earning power is dependent upon his or her ability.	125	
6	A If one knows how to deal with people, they are really quite easily led.	135	250
	B I have little influence over the way other people behave.	115	
7	A The grades I make are the result of my own efforts; luck has little or nothing to do with it.	140	250
	B Sometimes I feel that I have little to do with the grades I get	110	
8	A People like me can change the course of world affairs if we make ourselves heard.	170	250
	B It is only wishful thinking to believe that one can really influence what happens in our society.	80	
9	A A great deal that happens to me is probably a matter of chance.	100	250
	B I am the master of my fate.	150	
10	A Getting along with people is a skill that must be practiced.	160	250
	B It is almost impossible to figure out how to please some people	90	

Source: Primary Data

Above are the responses received from the respondents, it has been scored and interpreted as follows:

Scoring Key: Give 1 point for each of the following sections to each individual response of employees.

1b, 2a, 3a, 4b, 5b, 6a, 7a, 8a, 9b, and 10a.

Interpretation of the scores:

8 – 10: High Internal locus of control

6 – 7 : Moderate Internal locus of control

5 : Mixed

3 – 4 : Moderate external locus of control

1 – 2 : High external locus of control

From the above mentioned scoring key it is very clear that those who get scores ranging 8 – 10 are highly Internals and those who secure scores 6 – 7 are moderate Internals. While respondents who get scores 3 – 4 are labeled as moderate Externals, those who secure scores 1 – 2 are called highly external people and respondents who get 5 scores are mixed (both internal and external)

TABLE NO.2: THE COLLECTIVE RESPONSES OF THE RESPONDENTS FOR WORK LOCUS OF CONTROL

Statements	1	2	3	4	5	6	Total
A job is what you make of it	20	20	10	15	70	115	250
On most job, people can pretty much accomplish whatever they set out to accomplish	20	15	5	25	45	140	250
If you know what you want out of a job, you can find a job that gives it to you.	15	25	15	10	65	125	250
If employees are unhappy with a decision made by their boss, they should do something about it.	20	30	0	10	65	125	250
Getting the job you want is mostly a matter of luck.	150	40	5	5	40	10	250
Making money is primarily a matter of good fortune.	150	35	10	10	20	25	250
Making people are capable of doing their jobs well if they make the effort.	15	0	0	25	45	165	250
In order to get a really good job, you need to have family members or friends in high places.	155	20	10	25	20	20	250
Promotions are usually a matter of good fortune	155	30	5	10	35	15	250
When it comes to landing a really good job, who you know is more important than what you know.	140	40	15	5	25	25	250
Promotions are given to employees who perform well on the job	20	20	15	30	35	130	250
To make a lot of money you have to know the right people	140	50	15	15	30	-	250
It takes a lot of luck to be an outstanding employee on most jobs	115	80	10	-	35	10	250
People who perform their jobs well generally get rewarded	10	10	5	-	60	165	250
Most employees have more influence on their supervisors than they think they do.	150	70	5	-	10	15	250
The main difference between people who make a lot of money and people who make a little money is luck.	160	55	10	5	-	20	250

Source: Primary Data

1=Disagree very much 2=Disagree moderately 3=Disagree slightly 4=Agree slightly 5= Agree moderately 6= Agree very much

As responses shown in the table 27 for the III – part questionnaire have been scored and interpreted as follows.

Scoring key: Give 1 point for each of the following sections to each individual response of the employees.

16, 26, 36, 46, 61, 76, 81, 91, 101, 116, 121, 131, 146, 151, 161, Employees who give their opinions of these sections have internal work locus of control;

INTERPRETATION OF THE SCORES

13 – 16 : High internal work locus of control

9 – 12 : Moderate Internal Work locus of control

8 : Mixed

4 – 7 : Moderately external work locus of control

0 – 3 : High external work locus of control

TABLE NO. 3: INTERNAL AND EXTERNAL WORK LOCUS OF CONTROL LEVEL OF THE RESPONDENTS

Internal / External Level of Locus of Control	No. of respondents	Percentage
High internal locus of control	50	20%
Moderate internal locus of control	95	38%
Mixed	45	18%
Moderate External locus of control	40	16%
High External locus of control	20	8%
Total	250	100%

Source: Primary Data

As the table infers, 28% of the respondents are with high internal work locus of control and 30% of them are with moderate work locus of control. While 18% of the sample employees have moderate external work locus control, 16% they have high external work locus control. 8% of the respondents are with mixed (both internal and external) work locus of control. Internals, unlike the externals, prefer participative management and are more active socially.

TABLE NO.4: RESPONSES OF THE RESPONDENTS TO THE WORK LOCUS OF CONTROL SCALE UNDER WEIGHTED AVERAGE METHOD

Statements	1	2	3	4	5	6	Total	Weighted Average	Rank
A job is what you make of it	20	40	30	60	350	690	1190	198.33	6
On most job, people can pretty much accomplish whatever they set out to accomplish	20	30	15	100	225	840	1230	205	3
If you know what you want out of a job, you can find a job that gives it to you.	15	50	45	40	325	720	1195	199.17	4.5
If employees are unhappy with a decision made by their boss, they should do something about it.	20	60	--	40	325	750	1195	199.17	4.5
Getting the job you want is mostly a matter of luck	150	80	15	20	200	60	525	87.5	12
Making money is primarily a matter of good fortune.	150	70	30	40	100	750	1140	190	8
Making people are capable of doing their jobs well if they make the effort.	15	--	--	100	225	990	1330	221.67	2
In order to get a really good job, you need to have family members or friends in high places.	155	40	30	100	100	120	545	90.83	9.5
Promotions are usually a matter of good fortune	155	60	15	40	175	90	545	90.83	9.5
When it comes to landing a really good job, who you know is more important than what you know.	140	80	45	20	125	125	535	89.17	13
Promotions are given to employees who perform well on the job	20	40	45	120	175	780	1180	196.67	7
To make a lot of money you have to know the right people	140	100	45	60	150	--	495	82.5	14
It takes a lot of luck to be an outstanding employee on most jobs	115	160	30	--	175	60	540	90	11
People who perform their jobs well generally get rewarded	10	20	15	--	300	990	1335	222.5	1
Most employees have more influence on their supervisors than they think they do.	150	140	15	--	50	90	445	74.17	15
The main difference between people who make a lot of money and people who make a little money is luck.	160	110	30	20	--	120	440	73.33	16

Source: Primary Data

1=Disagree very much 2=Disagree moderately 3=Disagree slightly 4=Agree slightly 5= Agree moderately 6= Agree very much

From the above table, drawn by the use of weighted average method, it is obvious that most of the sample respondents have the same view on the statement, people who perform their jobs well generally get rewarded. It is absolutely true that if employees are rewarded irrespective of their performance it would not certainly increase better performance.

TABLE NO.5: EMPLOYEE EXPERIENCE AND THEIR OPINION FOR FORTUNE UNDER CHI-SQUARE TEST

Work Experience	Opinion of Good Fortune		
	Agree	Disagree	Total
1-2 years	25	73	98
3-4 years	15	60	75
5-7 years	10	37	47
8 Years & above	5	25	30
Total	55	195	250

Source: Primary Data

The opinion about making money is major factor for a good fortune may vary according to their experience. There may be relationship between employee experience and their opinion about good fortune. In order to test this relationship the following analysis were made.

Null Hypothesis Ho

No significant relationship between the employees experience and their opinion about money making is a major factor for a good fortune.

The following table shows the observed frequencies of experience and their opinion for fortune.

Level of significance = 5%

Degrees of freedom = (4-1) (2-1) = 3

Calculated value $\chi^2 = 1.43$

Table value = 7.815

The null hypothesis Ho is accepted since table value is greater than the calculated value. Hence there is no significant relationship between the employees experience and their opinion about money making is a major factor for a good fortune.

FINDINGS**I. PERSONAL INFORMATION**

- Many of the sample respondents (40%) hold the educational qualification of just SSLC and HSC and next high portion of the sample employees have not even completed their SSLC. The nature of their work does not require more educational qualification.
- High levels of sample respondents (80%) are just ordinary works kit holding high positions in their organization.
- Many numbers of respondents (74%) are working in the production department followed by marketing department (10% of the respondents are working) as the core functions of the organization are manufacturing and supplying.
- Higher percentage of the respondents (40%) belongs to the group of 25 – 34 years subsequently 30% of the sample employees are below 25 years. So the great number of employees belongs to the age group which is healthier to the organization.
- 62%, which is quite higher, of the sample respondents are working either on temporary or contract bases that do not have permanency in their job as well.
- 16% of respondents, out of 50 sample respondents have work experience of above 8 years and 14% of them working for 5 – 7 years who might be having thorough understanding with the work and the organization as well. Half portions in the total number of respondents, 1 – 2 years.
- When asked for job satisfaction level of the respondents, 24% of them stated that they have high level of satisfaction for working in this particular organization while 42% of them are just satisfied. Being neutral in their opinion 24% of the sample respondents stated that they are neither satisfied nor dissatisfied for working in the organization.

II. LOCUS OF CONTROL

- 20% of the sample respondents have high level of internal locus of control and 38% of them possess moderate level of internal locus of control. As a matter of fact these people have control over what happens to them and their destinies. They are also more active in seeking more information to make decisions and prefer skill achievement outcomes.
- 16% of the sample respondents are with moderate external locus of control while 8% of them have high external locus of control. Generally externals will be more dissatisfied because they perceive themselves as having little control over those organizational outcomes that do well on jobs that are well-structured and routine.
- 18% of the respondents are with mixed (internal & external) locus of control. It is very difficult to come to conclusion as to what extent these people will have control over their destinies or behavior. They may act either as internals or in some circumstances as externals.

III. WORK LOCUS OF CONTROL

When a scale is used to measure the locus of control closely connected to the work as to how they approach their work or job the researcher came to know the following findings.

- 28% of the sample respondents are work high internal work locus of control and 30% of them have moderate internal work locus of control. Individuals with internal locus of control tend to obtain more complex and challenging jobs and they also have positive approach toward their job and generally perform better.
- 18% of the respondents have moderate external work locus of control while 16% of them are with high external work locus of control. The people who rate high in externality are less satisfied with their jobs and are more alienated from the work setting and are less involved on jobs than are internals. They have to check themselves.

SUGGESTIONS

- As the educational qualification plays a vital role in one's own career development, the company may concentrate on recruiting more educationally qualified or skilled people who naturally will have strong internal locus of control and have control over their performance and destinies.
- As cited in the beginning, unlike very young people aged people will have internal locus of control. As 30% of the respondents are below 25 years, they naturally to some extent will have external locus of control. The company may arrange for some motivational guidance programme to induce their mental perception.
- It is very common that permanent employees will be very much experienced and work independently having satisfied in their job. The company may provide some employees with permanency in their job which may certainly induce externals to have positive approach in their work.
- If we do something repeatedly we become experts in that. In contrary to this, some people become boredom when their job is in repeated nature. Therefore the company may assign them with creative and innovative work which will enable them to work better with internal locus of control.
- Some employees strongly have blind faith in luck and other outside forces to influence their behavior and themselves. The organization may act in such a way that these people gradually realize that hard work, persistence, etc alone determine many outcomes in their life and career. These people will realize only when they are made to have internal locus of control.
- The company has to continue to recognize the good work of the employees and reward them when they perform well on their job.
- Promotion policy of the company has to arouse the interests in employees to perform better and get promoted in their work position.

CONCLUSION

When the researcher visited the number of textile companies he felt the need for the study on Locus of control in Textile Companies at Salem District which is related to where an employee perceives the locus of control in their own life and work. For this purpose a well – structured questionnaire was prepared for the collection of primary data from the employees. Further researcher also underwent literature survey on the topic. Data collection was successfully carried out among the employees. Though some employees contributed little, many employees contributed very much to the success of data collection. The company management gave its full cooperation as well. After collecting the primary data the researcher made analysis on them with some statistical tools and they were also interpreted well. Besides primary data, the researcher also made use of some secondary data like, internet, books, magazines, etc. After a thorough analysis the researcher also suggested some measures to improve the internal locus of control of employees which will be helpful for the better performance of the organization. In the course of research study the researcher gained very good knowledge about the topic and studied the level of locus of control of employees working in the textile companies at Salem District. The researcher also had the joy of doing some intellectual work and acquired some knowledge of doing research work.

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