

**The Effect of Locus of Control and Psychological Capital on Work Commitment among  
Sales Employees**

Dissertation submitted in partial fulfilment of the requirements for the award of

Bachelors of Science in Psychology

By

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## **Declaration**

I, Ayesha Sameer, do hereby declare that the work represented in the dissertation embodies the results of the original research work done by me in St. Teresa's College, Ernakulam under the supervision and guidance of Ms. Anjitha Venugopal, Assistant Professor, Department of Psychology, St. Teresa's College, Ernakulam, it has not been submitted by me to any other university or institution for the award of any degree, diploma, fellowship, title or recognition before.

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## **Abstract**

The current study investigated the effect of Locus of Control and Psychological Capital on Work Commitment among Sales Employees. The sample consisted of 150 sales employees, 75 women and 75 men, from the textile industry. The data was collected using Work Locus of Control Questionnaire, Psychological Capital Questionnaire and Work Commitment Questionnaire. Psychological capital refers to the positive psychological resources individuals possess, including hope, optimism, resilience, and self-efficacy, which enable them to effectively cope with challenges and achieve success in various domains of life. The operational definition of locus of control refers to the degree to which individuals believe they have control over events in their lives. The operational definition of work commitment typically involves the degree of dedication, loyalty, and engagement an individual demonstrates towards their work or organization. Pearson's Correlation was used for data analysis. The results revealed that there was a negative relationship between Locus of Control and Work Commitment a weak positive relationship between the Psychological Capital and Work Commitment.

**Keywords:** Locus of control, psychological capital, Work Commitment, Sales workers

In the dynamic and fiercely competitive realm of sales, it is imperative to understand the intricate interplay between individual characteristics and work-related outcomes. The effect of locus of control, a cornerstone of psychological theory, on the twin pillars of psychological capital and work commitment within the unique context of sales professionals cannot be overlooked. The study weaves together the threads of how an individual's locus of control shapes the delicate difficulties of psychological capital - the reservoir of self-efficacy, hope, optimism, and resilience. Sales professionals must understand how their perceived locus of control influences these psychological resources as they navigate the complexities of their roles. This investigation is not a mere intellectual practice, it's an incident into the emotional complications that underpin the commitment of sales workers to their roles.

This study, therefore, aims to unravel not just the remote impact of locus of control but the play of psychological capital and work commitment in the broader work of a sales professional's journey. By delving into this detailed connection, we aspire to contribute not only to theoretical frameworks but to the practical understanding of how organizations can nurture the psychological resilience and commitment of their sales force, ultimately enhancing overall performance in the dynamic and demanding landscape of sales.

### **Locus of control**

Understanding one's Locus of Control can be a valuable tool for personal growth and development. This concept refers to how individuals perceive the primary causes of events in their lives (Rotter 1950). Locus of control (Rotter 1966) refers to an individual's beliefs about the extent of control that they have over things that happen to them. By exploring and analysing our Locus of Control, we can gain insights into our thought patterns and behaviour, ultimately empowering us to make positive changes and take control of our lives.



### ***Factors Affecting Locus of Control***

Several factors can influence an individual's locus of control, including:

**Upbringing and Parenting.** How parents bring up their kids has a significant impact on their sense of control. Providing a supportive and encouraging environment is crucial in fostering an internal locus of control

**Life experiences.** One's beliefs about control can be significantly influenced by positive or negative life events. These events can either contribute to the formation of an internal or external locus of control, depending on the nature of the successes or failures experienced

**Cultural and Societal Influences.** It is a fact that cultural values and societal norms significantly affect individuals' behaviour. It is well-known that different cultures emphasize different things, with some prioritizing personal responsibility and others highlighting external influences

**Education.** It is a well-established fact that educational experiences play a crucial role in shaping an individual's perception of control. Therefore, it is imperative to create a positive learning environment that fosters an internal locus of control

**Personality traits.** It has been observed that certain personality attributes, including self-esteem and self-efficacy, are correlated with an individual's locus of control. Individuals with high self-esteem are more likely to possess an internal locus of control

**Economic factors.** It is widely acknowledged that individuals with varying levels of socioeconomic status and access to resources may perceive control differently. In some cases, those who have greater access to resources may feel more empowered and in control of their lives.

**Social Support.** A robust support system can significantly impact an individual's sense of control over events in their life.

Locus of control is a crucial concept that determines an individual's sense of control over their life. Those with an internal locus of control firmly believe that their actions, skills, and decisions highly influence the outcomes in their lives. Conversely, individuals with an external locus of control tend to attribute the events in their lives to external factors such as fate, luck, or the actions of others. (Bryant & Harrison, 2015)

Locus of control is a psychological construct that falls on a spectrum. It is influenced by both genetic factors and early childhood experiences, especially the behaviours and attitudes modelled by caregivers. Researchers have identified that one's sense of control can have a significant impact on education, health, and civic engagement outcomes. Studies have shown that individuals with a more internal locus of control tend to have greater success, better health, and higher levels of happiness than those with a more external locus. (National Library of medicine, 2022)

In sales management, understanding the locus of control of team members is a crucial factor that influences the behaviour and performance of sales professionals. Managers need to tailor their leadership approaches based on the team members' locus of control. By providing more autonomy to those with an internal locus, managers can foster a sense of control, while offering additional guidance and structure to those with an external locus can enhance their performance. Effectively aligning management strategies with individuals' locus of control can contribute significantly to a more effective and motivated sales team. (Cherry, 2022),

### **Psychological Capital**

“An individual's positive psychological state of development.” (Luthans, 2006).

Psychological capital is a powerful collection of four robust psychological states that

significantly enhance both well-being and performance, namely hope, efficacy, resilience, and optimism. When combined, these four states create a synergistic effect that drives individuals towards achieving their goals and aspirations. Positive psychological capital emphasizes constructive approaches, meaningful interpretations, and fruitful outcomes, and is widely recognized as a crucial underlying capacity that shapes human motivation, and cognitive processing, strives for excellence, and ultimately drives performance in the workplace. (APA, 2023).

### ***Hope***

Hope is an incredibly powerful tool that empowers individuals to visualize a brighter future and determine the necessary steps towards achieving it. It is characterized by a deep sense of purpose and an unwavering determination to overcome obstacles and accomplish goals, no matter how daunting they may seem. The road to success may be arduous and challenging, but hope provides the necessary motivation and resilience to persist and surmount any hurdles along the way. This is achieved by generating fresh and creative ideas, or "way power," that enable individuals to adapt to changing circumstances and stay on the path towards their desired outcome. Ultimately, hope is a crucial ingredient for personal growth and success, enabling individuals to unlock their full potential and achieve their aspirations.

### ***Efficacy***

Self-efficacy is a crucial concept in the field of psychological science that defines an individual's unwavering belief in their capabilities to accomplish specific goals or tasks. This confidence is a direct result of the individual's perception of their abilities, and the level of dedication they are willing to put in to achieve their objectives. To put it simply, self-efficacy

is a rock-solid measure of a person's determination and self-assurance in their ability to triumph in any given endeavour.

### ***Resilience***

Psychological resilience refers to an individual's ability to bounce back and return to their normal state after experiencing emotionally challenging situations, such as stressful work scenarios. It's an ongoing process that necessitates flexibility in one's cognitive, emotional, and behavioural reactions, allowing one to withstand and triumph over hardship. In essence, psychological resilience empowers individuals to deal with tough circumstances with ease and fosters personal growth and development.

### ***Optimism:***

Having an optimistic outlook on life means attributing positive events to your skills and abilities while recognizing that negative events are often temporary and external. It also involves expecting good things to happen in the future, while being aware that challenges are a part of life. However, it is important to note that optimism is not the same as having unrealistic expectations that everything will always go smoothly. Instead, it is a realistic expectation that the future will be generally positive while acknowledging that there will be obstacles along the way.

### ***Factors Affecting Psychological Capital***

**Communication skills.** Enhancing communication can significantly improve mutual comprehension and teamwork, thus positively impacting psychological capital.

**Sense of Belonging.** Being a part of a community or a team has a significant positive impact on an individual's psychological capital.

**Recognition of Efforts.** Boosting psychological capital within a workplace can be achieved by acknowledging and recognizing individual efforts.

**Health and Well-being Initiatives.** To enhance psychological capital, organizations must prioritize employee well-being through wellness programs.

## **Work Commitment**

“Obligation or devotion to a person, relationship, task, cause, or other entity or action”. (APA, 2018). Work commitment is a vital aspect of productive and successful organizations, and it is defined by the behaviours and attitudes exhibited by employees towards their assigned tasks. The level of enthusiasm and dedication an employee possesses towards achieving the organization's goals and objectives is what sets them apart (Smith, 2023). It is a crucial element that ensures the smooth functioning of any workplace, and every employee must take responsibility for their contribution towards the organization's mission and vision.

Organizations that prioritize employee satisfaction witness a significant increase in work commitment and engagement levels. This, in turn, leads to superior business performance, resulting in boosted profitability, productivity, and employee retention rates. Therefore, it is imperative to focus on improving employee satisfaction for an overall positive work atmosphere and experience. (Cavet, 2021)

## ***Factors Affecting Commitment***

**Job satisfaction.** Feeling satisfied and fulfilled with one's work is crucial in cultivating a strong sense of dedication and loyalty to the company. This sense of

contentment can positively affect an individual's overall job performance and increase their motivation to contribute to the organization's success.

**Communication.** When individuals communicate with honesty and clarity, it creates a sense of reliability and reinforces dedication. This open exchange of information and ideas builds a foundation of trust, which ultimately leads to stronger connections and deeper commitment.

**Social Connections at Work.** When individuals feel valued, supported and included in a group, they are more likely to show dedication towards its goals. Positive relationships and a sense of belonging are key factors that can foster a strong commitment among individuals towards a shared cause or community.

**Organizational support.** In difficult circumstances, the sense of being backed up by the company plays a significant role in shaping one's dedication towards it. It is a supportive environment that encourages and motivates employees to remain committed to their jobs and the organization.

**Job characteristics.** Having job roles that are engaging and meaningful can significantly increase an individual's level of commitment towards their work. Such roles provide employees with a sense of purpose, fulfilment, and motivation to perform their duties to the best of their abilities. When individuals feel that their work is meaningful and contributes to a larger purpose, it can enhance their job satisfaction and willingness to remain committed to their organization.

## **Rationale Of the Study**

Sales-oriented roles are distinct in terms of their high-pressure work environment, performance-driven culture, and dynamic client interactions. The study acknowledges the need to analyse how these specific job characteristics interact with individual factors to

impact commitment levels. The primary objective of the research is to examine the complex interplay between various factors that influence the level of commitment among individuals working in sales-oriented professions. The study aims to provide an in-depth understanding of the intricate dynamics involved in this field by identifying the multifaceted elements that shape commitment levels in the sales domain. Additionally, this study also aims to investigate the complex interplay between personal beliefs, mental health, and dedication, with a specific focus on sales-oriented careers. The research aims to shed light on how these factors interact and influence one another to help sales professionals maintain their productivity and well-being in high-pressure environments.

By examining these dynamics, the study aspires to contribute to academic research by advancing theoretical frameworks that elucidate the nuanced connections between individual beliefs, psychological well-being, and commitment. In addition to its academic contributions, this research aims to provide practical insights for sales management. Understanding how individual beliefs impact psychological well-being and commitment is crucial for designing targeted interventions and support mechanisms within sales organizations. The findings may inform the development of tailored training programs, mentorship initiatives, and organizational policies that enhance the well-being and commitment of sales professionals.

### **Statement Of the Problem**

The research aims to explore the impact of locus of control on psychological capital, subsequently examining its effect on the commitment levels of sales workers, thereby addressing a gap in understanding these dynamics within the sales industry.

The review of literature is a crucial aspect of research, providing a comprehensive understanding of existing scholarly works relevant to the topic. By examining previous studies, the literature review guides methodological decisions, supports data interpretation, and enhances the credibility and validity of the research

In the study, "The Relationship Between Work Locus of Control and Psychological Capital Among Middle Managers in the South African Recruitment Industry," (Zurayda Shaik and Johanna H. Buitendach, 2015) researchers investigated 425 employees, including 190 in supervisory middle management roles and 235 in specialist middle management roles. They aimed to understand how locus of control relates to psychological capital. Using Pearson correlation and multiple regression analysis, they found that psychological capital significantly influences both internal and external locus of control. Specifically, middle managers who feel they control their work tend to have higher psychological capital, while those who perceive their work as beyond their control tend to have lower psychological capital levels.

In their study titled "The Impact of Work Locus of Control and Organizational Commitment on Employee Performance: A Study of the Service Sector in Pakistan" (Amir Ali Khushk, 2018), researchers investigated the correlation between locus of control, organizational commitment, and employee performance in Pakistan's service sector. With a sample of 40 employees, they analysed how locus of control and commitment influence performance using Pearson correlation analysis. The findings provide insights into these factors' influence on employee performance, revealing that those with an internal locus of control prioritize organizational commitment for optimal performance, while those with an external locus of control place less importance on it.



The research conducted by Hamwi, Rutherford, Boles, and Madupalli (2014), “Understanding effects of salesperson Locus of Control”, aimed to explore how an individual's external locus of control influences their job characteristics. Utilizing data from 200 employees, with 140 responses deemed usable, the researchers employed LISREL for data analysis. Their findings revealed that sales employees who lean towards an external locus of control exhibit lower levels of job satisfaction. Additionally, these individuals tend to encounter higher levels of job ambiguity and role conflict within their work environment.

The study conducted by Ha Minh and Trung Thanh (2020), titled "Psychological Capital, Organizational Commitment, and Job Performance: A Case Study in Vietnam," aimed to investigate the interrelation between employees' psychological capital, organizational commitment, and job performance in the Vietnamese context. With an official sample size of 848 participants, comprising 421 males and 427 females, the researchers employed exploratory factor analysis, confirmatory factor analysis, and structural equation modelling analysis. The research revealed a positive correlation between psychological capital, organizational commitment, and job performance among employees. Specifically, it was found that psychological capital positively influences both organizational commitment and job performance, with organizational commitment also demonstrating a positive impact on job performance.

The study by Cem Şen, İbrahim Sani Mert, and Oğuz Aydın (2017) aimed to investigate the impact of organizational psychological capital on organizational commitment, job satisfaction, and stress coping ability. Conducted among 298 employees of a governmental organization and its affiliated institution in Turkey, the research employed survey methodology using questionnaires incorporating scales for organizational psychological capital, job satisfaction, organizational commitment, and stress. The findings revealed a negative association between stress levels and psychological capital, while

organizational commitment displayed a positive correlation with psychological capital. Moreover, the study confirmed a positive relationship between job satisfaction and psychological capital.

The study on "Promoting Innovative Behaviour in Employees: The Mechanism of Leader Psychological Capital" (Wang, Chen and Zhu, 2021), investigated how leader psychological capital influences employee innovative behaviour, taking into account psychological safety and growth need strength. It involved 96 supervisors and 418 of their direct subordinates. Through the use of questionnaires measuring psychological capital, psychological safety, and growth need strength, as well as assessments of subordinates' innovative behaviour, the research revealed a noteworthy and favourable impact of leader psychological capital on employee innovative behaviour.

The research conducted by Zaid Abdul Rashid, Murali Sambasivan, and Juliana Johari (2003), titled, "The Influence of Corporate Culture and Organisational Commitment on Performance", sought to examine the influence of corporate culture and organizational commitment on the financial performance of Malaysian companies. Through surveys administered to 202 managers within public listed companies and utilising questionnaires to measure corporate culture and organizational commitment, the study discerned a noteworthy correlation between corporate culture and organizational commitment. Additionally, it underscored the significant impact that both the type of corporate culture and the level of organizational commitment have on the financial performance of these ent

**Aim:**

The study seeks to examine how Locus of Control and Psychological Capital impact the Work Commitment of sales workers.

**Objectives:**

- To explore the relationship between Locus of control and psychological capital, and their impact on the commitment levels of sales employees.
- To explore the gender differences in the level of commitment among sales employees

**Hypothesis:**

H1 – There is a significant relationship between Locus of control on commitment

H2 – There is a significant relationship between Psychological Capital on commitment

H3 – There is a significant gender difference in the level of commitment among sales workers

**Research design**

A cross-sectional investigation was carried out to enlighten the association between locus of control and psychological capital in relation to commitment. Parametric analyses, including Pearson's correlation test and independent T-test, were employed for data analysis.

**Sample and sample design**

This study seeks to explore how locus of control, psychological capital, and commitment interrelate among sales employees. The sample consists of 150 individuals, including both males and females, selected from Kochi. By focusing on sales workers, the research aims to uncover the impact of locus of control and psychological capital on

commitment. Convenient sampling is employed for its practicality in accessing data from sales workers.

### **Inclusion criteria**

1. Sales workers from the textile industry were only chosen for the survey.
2. Individuals who are willing to participate voluntarily.
3. Proficiency in the language of the questionnaire.

### **Exclusion criteria**

1. Exclude individuals who do not work in sales-related roles.
2. Exclude studies published in languages other than English.
3. Exclude people who do not consent to participate in the survey.

### **Tools:**

1. **Work Locus of Control (WLOC):** The Work Locus of Control Scale, devised by Spector, P. E. in 1988, assesses an individual's perception of control over their work-related outcomes. It aids psychologists and researchers in discerning whether individuals attribute their work achievements or setbacks to factors within themselves (internal locus of control) or external influences (external locus of control).
2. **Psychological Capital Questionnaire (PsyCap):** The Psychological Capital Questionnaire (PCQ), created by Fred Luthans et al. in 2007, is designed to evaluate an individual's psychological capital, encompassing resilience, optimism, hope, and self-efficacy. This questionnaire aids researchers and psychologists in gauging an individual's psychological assets, offering valuable insights into their capacity to handle difficulties, pursue objectives, and sustain overall wellness.
3. **Work Commitment Scale:** The Work Commitment Scale, developed by Mowday et al. in 1979, functions as a psychological tool for assessing an individual's dedication

to their workplace or organization. Its application aids researchers and organizations in comprehending the factors impacting employee retention, engagement, and job satisfaction.

## **Procedure**

The study's aim is to investigate how Locus of Control and Psychological Capital affect work commitment among sales workers in the textile industry. A group of 150 sales workers from organizations in the textile sector were selected for participation, having been briefed about the study beforehand. Only those who provided voluntary consent proceeded to complete the Locus of Control Questionnaire (WLOC), Psychological Capital Questionnaire (PsyCap), and Work Commitment Questionnaire (WCQ). Both questionnaires were chosen due to their established reliability and validity. Data from the questionnaires were analysed using SPSS software, employing Pearson's correlation to explore the relationship between work locus of control, psychological capital, and work commitment. Furthermore, a T-test was used to compare commitment levels between male and female sales workers, considering the variables' parametric nature. The results were interpreted in the context of existing literature.

## **Ethical considerations**

1. Research participants was not subjected to harm in any ways whatsoever.
2. Respect for the dignity of research participants was prioritised.
3. Full consent was obtained from the participants prior to the study.
4. The protection of the privacy of research participants was ensured.
5. Adequate level of confidentiality of the research data was ensured.
6. Anonymity of individuals and organisations participating in the research was ensured.

7. Any deception or exaggeration about the aims and objectives of the research was avoided.
8. Any type of communication in relation to the research was done with honesty and transparency.
9. Any type of misleading information, as well as representation of primary data findings in a biased way were avoided

### **Operational definition of the variables**

Psychological Capital is defined as “an individual's positive psychological state of development” (Fred Luthans, et al., 2007) which is characterized by having high levels of HERO. The four elements of Hope, (Self-)Efficacy, Resilience, and Optimism.

Work commitment is defined as “a psychological state that characterizes the employee’s relationship with the organization, and has implications for the decision to continue or discontinue membership in the organization” (Meyer & Allen, 1991).

Understanding one's Locus of Control can be a valuable tool for personal growth and development. This concept refers to how individuals perceive the primary causes of events in their lives (Rotter 1950)

### **Statistical analysis**

For data analysis in the research, Statistical Package for the Social Sciences (version 29), commonly known as SPSS, was utilized. Parametric tests were conducted as the normality test indicated normal distribution ( $>0.05$ ). Pearson’s correlation test was used to evaluate the relationship between subtests of each variable, namely locus of control and psychological capital, with commitment. Furthermore, an Independent T-test was employed to explore potential gender disparities in commitment among sales employees.

## Normality testing

**Table 1**

*Summary of Kolmogorov-Smirnov Test of Normality of Locus of Control, Psychological Capital and Work Commitment*

	<b>Sig.</b>
LOCMean	0.018
WCmean	0.016
PCmean	0.005

The Kolmogorov-Smirnov Test of Normality of Locus of Control, Psychological Capital and Work Commitment shows that variables are normally distributed in the sample ( $p>.05$ ).

The chief objective of the present study was to find out where there exists a significant relationship between locus of control and psychological capital on work commitment and find gender differences, if any, in the commitment of the sales employees. Pearson's correlation was used to find the relationship between the two variables on commitment and an independent T-test was used to find out the gender differences.

### **Descriptive Statistics**

**Table 2**

*Indicates the descriptive statistics of the dimensions of Locus of Control, Psychological Capital and Work Commitment among 150 individuals (75 Males and 75 females).*

	N	Mean	Std.Deviation
LOCMean	150	4.06	0.619
WCmean	150	4.1684	0.64348
PCmean	150	4.2556	0.96319

The mean and standard deviation of the locus of control are 4.06 and 0.619 respectively, while the mean and standard deviation of the psychological capital are 4.2556 and 0.96319 respectively. Additionally, the mean and standard deviation of work commitment are 4.1684 and 0.64348 respectively.

### **Correlation analysis**

H1 – There is a significant relationship between Locus of control and Work Commitment



**Table 3**

*Indicates the relationship between Internal and external Locus of Control and Work Commitment*

	<b>Work Commitment</b>
Internal LOC	-0.083
External LOC	-0.065

The first correlation was done between the internal locus of control with work commitment. The internal locus of control is one of the subtests under the locus of control questionnaire. The above table (Table 3) shows a correlation of -0.083 between the internal locus of control and work commitment, which means that there is a negative correlation between both variables. Above all, the correlation has been done on the external locus of control with work commitment. The above table, (table 4), shows a correlation value of -0.065 which means that there is a negative correlation between both variables.

Since the relation between Locus of Control and Work Commitment exhibits negative correlation, we reject the H1 hypothesis. This is because there was no significance value between both the variables.

There could be several factors contributing to the lack of significance. These might be similar sample characteristics, numerous factors beyond job satisfaction, organisational culture and personal values or upbringing or past experiences.

H2 – There is a significant relationship between Psychological Capital and Work Commitment

**Table 4**

*Indicates the relationship between the different subtest of Psychological Capital and Work Commitment*

WCmean	Work Commitment
HopePC	.173*
SelfefficacyPC	.198*
ResiliencePC	0.112
OptimismPC	0.148

Here, the correlation has been done on different subscales of Psychological Capital, including Hope, Self-Efficacy, Resilience and Optimism. In the above table, (table 5), the correlation value of Hope with Work Commitment is 0.173 which means that there is a positive correlation between both variables, although weak. Additionally, the correlation done on the variable, self-efficacy, with work commitment shows a correlation value of 0.198 which means that there is a weak positive correlation between both variables.

Moreover, the correlation done on the variable, resilience, with work commitment produces a correlation value of 0.112 which means that there is a weak positive correlation between both variables. While, the correlation conducted on the variable, optimism, with work commitment produces a correlation value of 0.148 which also means that there is a weak positive correlation between both variables.

Since the relation between Psychological Capital and Work Commitment displays weak positive correlation, we accept the H2 hypothesis. We come to this conclusion because of the showcase of significance level in both variable.

**Table 6**

*Shows the result of T-test on Work Commitment*

Parameter	Male (75)		Female (75)		t	p
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
<i>WCmean</i>	4.1302	0.66842	4.2172	0.61183	-0.821	0.488

An independent T-test was used to find the gender differences between male and female sales workers on the level of commitment. The above table shows the T-test values, indicating that there are no significant differences between the 2 groups of employees.

Moreover, we also reject H3, since the values of T-test shows that there are no significant gender differences in the level of commitment among sales employees.

There could be several factors contributing to the lack of significant differences between males and females in work commitment test results. These might include cultural and societal shift, equal opportunities, gender neutral work policies, work=life balance, personality trait and so.

## **Conclusion**

In conclusion, the study delves into the complex interplay among locus of control, psychological capital, and organizational commitment among sales workers. A total of 150 sales employees from the textile industry were chosen as the participants. Standardized scales including Work Locus of Control Questionnaire, Psychological Capital Questionnaire and Organisational Commitment Questionnaire was chosen to conduct the study. Furthermore, Pearson's correlation and T-test was used to find the relationship between locus of control and psychological capital with work commitment and to find the possible gender difference in commitment among sales workers, respectively. Upon thorough investigation, it was found that while a modest, positive correlation exists between psychological capital and commitment, there is a negative correlation between locus of control and commitment among sales workers. Additionally, the study also revealed no significant gender disparities in commitment levels, underscoring its universal nature.

## **Findings**

- A weak positive correlation was identified between psychological capital and commitment among sales workers
- There were no significant gender differences in the level of commitment among the employees
- There was a negative correlation between locus of control and organisational commitment

## **Limitations**

- Limiting the study to sales workers solely from the textile industry in Kochi may narrow the applicability of findings to other sectors or regions. This limitation could

introduce bias, especially if sales workers in the textile industry differ significantly from those in other fields.

- Depending exclusively on self-reported information collected through Likert scale questionnaires carries the risk of response bias. This occurs when participants tend to provide responses that they perceive as socially desirable or when their perceptions of locus of control, psychological capital, and commitment are inaccurately reported.
- The study's emphasis on sales workers in the textile industry in Kochi may limit the generalizability of findings to sales workers in diverse industries, regions, or cultural contexts. This restricted focus may constrain the ability to extend the results to broader settings.
- Impatience of participants lead to incomplete or inaccurate data collection if participants rush through tasks or fail to fully engage with the study's requirements. This can affect the reliability and validity of the findings.

## **Implications**

- Gaining insight into how locus of control and psychological capital impact commitment among sales workers can guide organizational strategies aimed at improving employee engagement and retention. For instance, companies could develop training programs tailored to enhancing psychological capital within sales teams, thereby fostering heightened levels of commitment and performance.
- Cultivating psychological capital and fostering an internal locus of control among sales workers can contribute to their overall well-being and job satisfaction. Organizations that prioritize employee well-being are likely to experience reduced turnover rates and increased productivity among their sales teams.
- The study findings can contribute to shaping the organizational culture within sales teams. By emphasizing the importance of internal locus of control and psychological

capital, organizations can foster a culture of empowerment, resilience, and commitment among sales workers, leading to a more cohesive and motivated workforce.

- Employee commitment can have a direct impact on customer relationships and satisfaction. Sales workers who are highly committed are more likely to build strong rapport with customers, understand their needs, and provide exceptional service. Thus, enhancing commitment through locus of control and psychological capital interventions can indirectly benefit customer loyalty and sales perform

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## Appendix A

### *Informed Consent*

Your participation in this survey is completely voluntary and there are no foreseeable risks associated with this project. Kindly be rest assured that all information collected would be used for academic purposes only and will remain strictly confidential. Please feel free to answer questions honestly and openly as your responses will be kept anonymous.

Thank you for your participation!

Signature

## Appendix B

### *Socio-demographic Details*

Name (Initials):

Age:

Gender:

Education Qualification:

Occupation:

Relationship Status:

No. Of years working in the field:

## Appendix C

<b>Work Locus of Control Scale</b> Copyright Paul E. Spector, All rights reserved, 1988 The following questions concern your beliefs about jobs in general. They do not refer only to your present job.							
		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1. A job is what you make of it.	1	2	3	4	5	6	
2. On most jobs, people can pretty much accomplish whatever they set out to accomplish	1	2	3	4	5	6	
3. If you know what you want out of a job, you can find a job that gives it to you	1	2	3	4	5	6	
4. If employees are unhappy with a decision made by their boss, they should do something about it	1	2	3	4	5	6	
5. Getting the job you want is mostly a matter of luck	1	2	3	4	5	6	
6. Making money is primarily a matter of good fortune	1	2	3	4	5	6	
7. Most people are capable of doing their jobs well if they make the effort	1	2	3	4	5	6	
8. In order to get a really good job, you need to have family members or friends in high places	1	2	3	4	5	6	
9. Promotions are usually a matter of good fortune	1	2	3	4	5	6	
10. When it comes to landing a really good job, who you know is more important than what you know	1	2	3	4	5	6	
11. Promotions are given to employees who perform well on the job	1	2	3	4	5	6	
12. To make a lot of money you have to know the right people	1	2	3	4	5	6	
13. It takes a lot of luck to be an outstanding employee on most jobs	1	2	3	4	5	6	
14. People who perform their jobs well generally get rewarded	1	2	3	4	5	6	
15. Most employees have more influence on their supervisors than they think they do	1	2	3	4	5	6	
16. The main difference between people who make a lot of money and people who make a little money is luck	1	2	3	4	5	6	

## Appendix D

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working (company name) please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives below each statement.”

Responses to each item are measured on a 7-point scale with scale point anchors labeled: (1) strongly disagree: (2) moderately disagree; (3) slightly disagree: (4) neither disagree nor agree: (5) slightly agree: (6) moderately agree: (7) strongly agree. An “R” denotes a negatively phrased and reverse scored item.

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
2. I talk up this organization to my friends as a great organization to work for.
3. I feel very little loyalty to this organization. (R)
4. I would accept almost any type of job assignment in order to keep working for this organization.
5. I find that my values and the organization's values are very similar.
6. I am proud to tell others that I am part of this organization.
7. I could just as well be working for a different organization as long as the type of work was similar. (R)
8. This organization really inspires the very best in me in the way of job performance.
9. It would take very little change in my present circumstances to cause me to leave this organization. (R)
10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
11. There's not too much to be gained by sticking with this organization indefinitely. (R)
12. I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)
13. I really care about the fate of this organization.
14. For me this is the best of all possible organizations for which to work.
15. Deciding to work for this organization was a definite mistake on my part. (R)

## Appendix E

The following questionnaire contains 10 items to measure the work and family conflict experienced by a person. Read each statement carefully and record your response by ticking the boxes indicating the degree of 7 alternatives as “very strongly disagree, strongly disagree, disagree, neither agree nor disagree, agree, strongly agree, very strongly agree”. Choose the option that matches best for you. As the responses represents the persons opinions and expressions and there is no right or wrong responses, be honest in making your preferences.

Item Label	Statements	1- Disagree very strongly	2 - disagree strongly	3 - disagree	4 - agree	5 -agree strongly	6 -agree very strongly
Hope 1	If I should find myself in a jam, I could think of many ways to get out of it						
Hope2	Right now, I see myself as						

	being pretty successful						
Hope3	I can think of many ways to reach my current goals.						
Self – efficacy 1	I am confident that I could deal efficiently with unexpected events						
Self – efficacy 2	I can solve most problems if I invest the necessary effort						
Self – efficacy 3	I can remain calm when						

	facing difficulties because I can rely on my coping abilities						
Resilienc e 1	I consider myself to be able to stand a lot, I am not easily discourage d by failure.						
Resilienc e 2	After serious life difficulties, I tend to quickly bounce back						
Resilienc e 3	I believe that coping with stress						

	can strengthen me						
Optimism 1	I am looking forward to the life ahead of me.						
Optimism 2	The future holds a lot of good in store for me						
Optimism 3	Overall, I expect more good things to happen to me than bad						