

# **The Effect Of Individual Behavior On Organization Of Case Study On Locus Of Control**

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**Abstract:** *Locus of Control or locus of control as individual control over work and trust in self-efficacy. The control focus is divided into the first two locus internal controls that characterize a person's beliefs, beliefs, and responsibilities for the work behavior of the organization. who believe they are in control of anything that happens to themselves. The two locus of external control that characterize that individuals trust, work behavior and success because of outside factors of self-organization of companies, individuals who believe that whatever happens to them is always controlled and influenced by outside forces.*

**Keywords:** *Individual Behavior, Organization, Locus of Control*

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## **I. INTRODUCTION**

The concept of Locus of control was first proposed by Rotter (1966), a social learning theorist. Locus of control is one of the personality variables, defined as the individual's belief in the ability to control his own destiny. According to Robbins and Judge (2007) defines Locus of control as the degree to which individuals believe that they are their own destiny determinants. Internals are individuals who believe they are in control of whatever happens to them, while the external is the individual who believes that whatever happens to them is controlled by outside forces such as luck and opportunity.

Individual who has a belief that the fate of a person in his life is under his control, because the individual has an internal locus of control. While individuals who have the belief that the environment that has control over his fate, because that happens in life then the individual has an external locus of control.

According to Kreitner & Kinichi (2005) said that the results achieved locus of internal control is considered derived from his activities. Whereas in the individual locus of control external consider that the success achieved is controlled from the surrounding circumstances.

A person who has an internal locus of control will see the world as predictable, and individual behavior plays a role in it. Whereas in individuals who have external locus of control will view an organization as something that can not be foreseen, so also in achieving goals so that individual behavior will not have an important role in the organization.

According to Rotter (1975) That internal and external represent two ends of the continuum, not separately. Internals tend to argue that an event is in their own control, while the external is more likely to blame outside factors that affect an event that affects an organization.

Example: In a Corporate Organization that an employee in his career in a company, if he has an internal locus of control, he will declare his failure to achieve a position more because of himself, while employees who have an external locus of control will blame the state of the organization environment such as less fortunate, unfair leaders, unwise superiors and so on.

## **II. PROBLEM FORMULATION**

1. What are Individual Challenges to the Organization?
2. What are the characteristics of Locus of control?
3. Why do the Internal and External Differences to the Organization occur?

## **III. PURPOSE AND OBJECTIVES**

1. The purpose of Locus of Control is how to interpret the causality of an event. with Internal Locus of Control are those responsible for certain incidents. That produces a direct impact of his actions. Whereas with External Locus of Control, who often blame or accept for luck, disaster, and reality on the state of himself, or other forces outside his power.

2. The objective is to assess the strength of forces that lead to successful success and failure with different attitudes. Applicants take the test work and follow the next test repeatedly do not pass the test. Then it could be blaming him for his shortcomings or maybe thinking of blaming others on my poor scholars, or his answers are

always not accepted in these circumstances. His failure comes from within him on the Internal Factor. At the time of success will assess that his success is not due to Internal Facts, because of his intelligence, his ability to speak, etc. But because of the lucky factors that way of thinking, If so will respond in the failure and success in different ways. can accept its failure because of Internal Factors, but its success because of External Factors, then so people will have different Locos of Control, both in success and in failure.

#### **IV. DISCUSSION**

**1.** Understanding Locus of Control The behavior of workers in the organization can be explained by the locus of control, which states that the results obtained by a person controlled by the self is called the internal locus of control while the success obtained by external factors is called an external locus of control. In accordance with expert opinion. "Locus of control is the extent to which one believes that what happens is within one's control" (Shermerhorn, 2008: 377).

According to Daft & Marcic argues that the locus of control is a tendency to place the ultimate responsibility for one's success or failure, be in itself (internal) or on external factors. "The tendency to place the primary responsibility for one's success or failure within oneself (internally) or on outside forces (externally)" (Daft & Marcic, 2007: 419).

**2.** It can be clearly stated that some people believe that their actions can affect what happens to them. They feel that their fate is in their own control. These individuals have a high internal locus of control. Some others believe that the emergence of events in their lives is due to the opportunity, the luck of the person and the events beyond the individual. They feel more like pawns (puppets) controlled by others, These individuals have a high external locus of control.

**3.** In accordance with the above opinion, Kreitner & Kinicki also described, that they themselves control the events and consequences that affect their lives, namely the so-called Internal locus of control. "Attributing outcomes to one's own actions". (Kreitner & Kinicki, 2007: 154), they tend to acknowledge their personal mistakes over negative events, such as test failures, probably due to lack of learning.

**4.** The level of trust, owned by individuals with internal locus of control or owned by those classified as externalists, will contribute to determining the level of job satisfaction and job performance in which they are engaged in an organization.

#### **Framework**

Locus of Control (Chi Hinskuang 2010)

1. Internal Locus of Control
2. External Locus of Control

#### **Personality (Costa and Mc Crae in feist 2010)**

- a. Neuroticism
- b. Extraversion
- c. Openness
- d. Agreeableness
- e. Conscientiousness

#### **Performance (Mathis 2002)**

- a. Work quality
- b. Quantity of Work
- c. Time Utilization
- d. Cooperation

Internalist Difference with Externalist

- a. According to Kreitner & Kinicki, there are 6 (six) differences between individuals who are internalists with externalist individuals. The differences are as follows:
- b. a. Work motivation with internal locus of control, tend to be larger when compared with those who have external locus of control.
- c. The internalists have stronger expectations, so as to perform better performance.
- d. Internalists show better performance on tasks that require learning or tasks to solve problems, where performance will gain valuable rewards.
- e. There is a stronger relationship between job satisfaction and the performance of individuals who have internal internal locus of control, when compared to individuals with external locus of control.
- f. Individuals who have an internal locus of control, earn a higher salary and a higher salary increase when compared to individuals with external locus of control.
- g. Externalists tend to be more anxious than internalists.

### **Individual Challenges to the Organization to come**

1. Improving productivity and performance, as challenges ahead how to create competitive advantage, improvement efforts and behavior change.
2. Increased expertise in the individual, namely conceptual skills, and technical expertise.
3. Increase individual loyalty to the organization.
4. Response to the dynamics of organizational culture to external factors
5. Accepting Cultural Diversity in Organizations.
6. Obedient at the turn, rotation of positions because of a healthy and growing productive competition.
7. Improving the quality of service, to improve the quality of the organization
8. Ethical demands within the organization.

### **Characteristics of Locus of Control**

According to Crider (1983: 222). Differences in the locus of control aspect have specific characteristics. Characteristic differences between internal locus control and external locus of control. Is a. Internal Locus Of Control has features such as:

1. Likes to work hard.
2. Have a high initiative.
3. Always try to find problem solving.
4. Always try to think as effectively as possible.
5. Always have the perception that effort must be done if it is to succeed

External Locus Of Control has features such as:

- 1) lack of initiative.
- 2) Having expectations that there is little correlation between effort and success.
- 3) Lack of trying, because they believe that outside factors are in control.
- 4) Less search for information to solve the problem.

Both Behavior of each individual is equally affecting the Organization in determining the policy, although its impact is greater Positively the Internal Locus Of Control than the External Locus Of Control because more creative and responsible, so much to provide input and ideas for the advancement of the organization itself, is a discipline that studies individual and group-level behavior in a group of enterprise organizations and other organizations, as well as their impact on performance, whether individual performance, or group performance.

Individuals who have internal locus of control, ability factor, expertise and activities of the eldahanya look very dominant. Therefore, if individuals with internal locus of control experience failure, then they will blame themselves for not being maximal in the business it does. Likewise with success, they will feel proud of the results of his efforts. This will have an impact on future actions in the future, ie they are sure to achieve success in their organization, if they strive with all the capabilities it has.

In Individuals who have external locus of control see the success and failure of difficulty factor and fate due to the condition of organization fari company. Therefore, if they fail, they tend to blame the organizational environment that causes the failure, will be very mepengaryhi on the action in the future both in individuals and the organization. They feel inadequate and less than the maximum effort, so they have no hope in fixing the next failure.

1. Parameters in Locus of Control Measurement Which is widely used as an instrument in locus of control measurement is:

According to (Robbins & Coulter, 2007: 430), "Workers whose numbers are high in high externalities, are less satisfied with their work, more alienated from their working environment, and less engaged in their work than workers of high internal value".

According to Jiajin Tong and Lei Wang has conducted research on validation of the scale of locus of control in Chinese organizations. The results of his research are published by journal entitled "Validation of locus of control of scale in Chinese organizations", the invention is a reliable locus of control scale, good validity standard, and empirically tested. His findings also suggest that Chinese workers also favor the internal locus of control.

In general, externalists tend to be more extroverted in interpersonal relationships and more oriented towards their outer environment. Internists tend to be more introverted and more oriented towards their own feelings and ideas.

According to F. Asiedu-Appiah & H. Addai in his study concluded that workers with high Locus of Control tend to have high contextual performance compared to workers with low locus of control.

## 2. Theoretical factors of reinforcement

According to B. F. Skinner (1904-1990), On the motivation of the theory of reinforcement (reinforcement theory of motivation) put forward by and his colleagues. Their view holds that "Individual behavior is a function of its consequences (stimuli, responses, consequences)". This theory is based on a causal causal clause where behavior with positive consequences tends to be repeated, while behavior with negative consequences tends not to be repeated, so fully the focus that occurs on the individual while acting, such a theory is a powerful tool for analyze the mechanisms of controlling individual behavior, but less focus on the cause of the individual's behavior.

According to Skinner, the organization's external environment must be designed effectively and positively so it can motivate employees. Skinner's reinforcement model is the interval (fixed or variable) and ratio (fixed or variable). Continuous reinforcement, constant giving of reinforcement to action, where each time a given action is given to the subject directly and always receiving reinforcement. This method is not practical to use, and behavior is reinforced as it is prone to extinction.

Fixed / variable intervals, fixed reinforcement, reinforcement following the first response after the specified duration. Time variables that must be passed before the response result in unregulated gain, but

Fixed / variable intervals, fixed reinforcement, reinforcement following the first response after the specified duration. The time variable to be passed before the response results in unregulated gain, but varies around its mean value.

The fixed (fixed or variable) gain ratio, on a number of responses must occur before any reinforcement. Variable, the number of responses before the reinforcement delivered is different from the last, but has an average value too.

## V. CONCLUSION

1. Based on the subject of the discussion it can be concluded, that as a whole states that individuals with internal locus of control, generally have a better performance and psychological, but the leadership should also consider the differences in the work.

2. Individuals with external locus of control, more difficult to motivate themselves, because less involved in their work, more to blame the outsider, if with a low performance evaluation, but more compliant and able to adjust and more easily led.

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