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Locus of Control and the Role of Leadership on Employee Personality in Pharmaceutical Industry in Kenya

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Personal traits have a significant effect on contemporary workplace dynamics and employee performance. This study focused on two areas of Kenya's pharmaceutical industry: the relationship between locus of control and employee personality, and how leadership styles affect this relationship. The study used a descriptive research design and comprised 8671 employees from 107 pharmaceutical enterprises in Nairobi County. Fisher's formula yielded a sample size of 384 respondents chosen by stratified random sampling. Structured questionnaires were used to collect primary data, and SPSS version 28 was used for analysis, which included descriptive (means, frequencies, standard deviations) and inferential statistics (correlation, regression). The key findings demonstrated substantial relationships between internal locus of control and specific personality factors. There was a substantial positive association discovered between internal locus of control, agreeableness ($r=0.58$, $p=0.01$), and conscientiousness ($r=0.61$, $p=0.000$). However, the internal locus of control and extraversion showed no significant correlation ($r=-0.28$, $p=0.22$). In contrast, the external locus of control had a mild positive association with agreeableness ($r=0.16$, $p=0.001$) and a moderately positive and substantial link with extraversion ($r=0.34$, $p=0.001$). A considerable inverse association was found between external locus of control and conscientiousness ($r=-0.63$, $p=0.000$). These findings highlight the complicated interaction between locus of control orientations and personality factors among personnel in Kenya's pharmaceutical industry. Further, transformational and democratic leadership styles were found to modulate the link between internal locus of control and agreeableness/conscientiousness. Laissez-faire and transactional leadership styles had no significant effect on the connection between internal locus of control and personality attributes. However, transformational, transactional, and democratic leadership styles had a significant impact on the link between external locus of control and personality qualities such as agreeableness, extraversion, and conscientiousness, whereas laissez-faire leadership style did not. The study revealed that employees' locus of control is important in influencing their personality traits at pharmaceutical companies in Kenya. Both internal and external locus of control are important considerations, with transformational and democratic leadership styles amplifying their positive effects on employee personality. Based on these findings, it was suggested that

leaders foster a leadership culture based on transformative and democratic values. Additionally, customised techniques should be devised to reduce the detrimental effect of external locus of control beliefs on employee conscientiousness. Mentorship programmes and organised goal-setting frameworks were recommended as possible techniques for improving employee accountability and organisational abilities.

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INTRODUCTION

In today's workplace, personality traits play a significant role in defining both organisational dynamics and individual employee performance. As Diener and Lucas (2019) suggest, personality traits are enduring patterns that distinguish individuals through their thoughts, feelings, and behaviours. These traits dictate how employees perceive and interact with their environment, moulding their reactions to diverse situations and guiding their overall conduct. Drawing from the Five-Factor Model, Extraversion stands out as a pivotal personality trait, encapsulating tendencies toward social engagement, assertiveness, and positive emotions (Widiger & Crego, 2019). High scorers on extraversion thrive in social settings, actively seek out group interactions, and often assume leadership roles due to their sociability and enthusiasm. Another critical trait, Agreeableness, underscores qualities such as warmth, empathy, and cooperation. Employees high in agreeableness exhibit compassion, prioritize harmony in relationships, and are considerate of others' feelings, nurturing a collaborative and supportive work environment. Conscientiousness, yet another essential dimension, reflects employees' inclination toward

organization, self-discipline, and goal-oriented behaviour (Barańczuk, 2019). Those high in conscientiousness demonstrate reliability, attention to detail, and a strong work ethic, consistently striving for excellence and demonstrating a proactive approach to their tasks.

In general, by matching duties and responsibilities with employees' innate preferences and abilities, employers can substantially profit from an awareness and utilisation of these personality traits, which will in turn create a more engaged, productive, and harmonious work environment. The psychological concept known as locus of control delves at how workers believe they can affect life circumstances. This idea was first introduced by Julian B. Rotter in 1966, and it has since grown to become a fundamental component of personality theory, offering insights into how people perceive and respond to their environment. At its core, locus of control indicates whether people assign results to external or internal sources (Xu et al., 2020). People who have an internal locus of control think they are in charge of their own fate. They attribute their own abilities, efforts, and decisions to their achievements or failures. This internal viewpoint

encourages people to actively seek opportunities and accept leadership roles in a variety of life domains by fostering a sense of empowerment and accountability (Kusumawijaya, 2019).

Employees who have an external locus of control, on the other hand, believe that outside factors like fate, luck, or influential people decide the course of events. People who believe their activities have little influence over the events they experience may feel helpless or resigned as a result of this perception (Tekeli & Özkoç, 2022). Employees may feel helpless to make changes in their lives as a result of this external orientation, which can erode motivation and impede personal growth (Gao et al., 2021). According to Kusumawijaya (2019), locus of control affects a broad spectrum of attitudes and behaviours in both the personal and professional spheres. Employees that possess an internal locus of control are more likely to actively seek out solutions to issues, set objectives, and persevere in the face of difficulties in their personal lives. According to Kerr et al. (2019), they typically display higher levels of resilience and adaptation, seeing setbacks as chances for personal development rather than insurmountable challenges. The locus of control of employees influences their leadership, teamwork, and work style in the workplace. People that have an internal locus of control typically show initiative, accept responsibility for their work, and look for ways to grow. They feel most comfortable in positions that allow them autonomy and decision-making power because they know they can have an impact on results (Robert & Vandenberghe, 2020).

On the other hand, employees with an external locus of control may be less likely to take ownership of their tasks, adopting a more passive approach and relying on external circumstances or others to drive their work. This can lead to a lack of initiative and a reduced sense of responsibility for job performance (Farnie et al., 2021). Leadership styles also interact with employees' locus of control to shape organizational dynamics and employee behaviour. Transformational leadership, characterized by inspirational motivation and empowerment, can enhance

autonomy and self-efficacy among employees with an internal locus of control (Gao et al., 2021). Transactional leadership, which emphasizes rewards and punishments, may reinforce an external locus of control by focusing on external motivators. Laissez-faire leadership may lead to ambiguity and disengagement, particularly among employees who prefer structure and guidance. In contrast, servant leadership, with its focus on collaboration and shared purpose, can foster intrinsic motivation and a sense of responsibility among employees (Kerr et al., 2019).

Škudienė (2018) suggests that a leader's approach and behaviours can significantly impact an employee's locus of control orientation. For individuals with an internal locus of control, a participative and empowering leadership style can further enhance their sense of control and self-efficacy. This leadership approach encourages autonomy, decision-making authority, and opportunities for personal growth and development, fostering a positive and proactive work environment (Afsar et al., 2020). Under such leadership, employees feel empowered to take ownership of their tasks, demonstrate initiative, and contribute their ideas, leading to increased engagement and productivity. Conversely, employees with an external locus of control may benefit from leaders who provide clear guidance, support, and structure. A directive leadership style can help mitigate their tendency to rely on external factors and build their confidence in taking on responsibilities (Widiger et al., 2019). By offering a structured framework and supportive guidance, leaders can assist these employees in developing a greater sense of self-reliance and accountability within the workplace. No previous studies have provided insightful correlations between locus of control (in terms of attitude, abilities, and adaptability), leadership styles (transformational, laissez-faire, autocratic, and democratic), and employee personality traits (agreeableness, extraversion, and conscientiousness) in the pharmaceutical industry. As a result, a considerable gap exists because no study has sufficiently investigated the direct relationship between locus of control,

leadership roles, and employee personalities in this industry.

Pharmaceutical Industry in Kenya

Statistics show that Kenya devotes more than 8% of its GDP to health. Approximately USD 15 is spent on health care each person. Roughly half of this total is derived from personal spending, with the remaining 50% coming from budgeted allocations. General taxes, private prepaid health plans, social health insurance, and expenses from nonprofit organisations are the sources of funding for government contributions (Shree Bhagwati Labelling Technologies, 2017). Building a progressive and long-lasting healthcare system that can handle both normal requirements and emergencies requires growing the pharmaceutical manufacturing industry (IFC, 2020). Kenya's pharmaceutical sector deals with a variety of HR issues among them skill shortages that call for proactive and strategic management. Companies may create a resilient workforce capable of advancing the industry by concentrating on talent acquisition and retention, regulatory compliance, training and development, employee engagement, work-life balance, and technology adaptability. Strengthening the pharmaceutical sector will improve public health as well as the nation's economy by boosting exports, replacing imports, creating jobs in the broader economy, and eventually raising government revenue (UNIDO, 2012).

Relationship between Locus of Control, Leadership, Employee Personality and Organizational Performance

There are many different and interrelated relationships between organisational performance, leadership, employee personality, and locus of control in various industries and sectors globally. Employees who have an internal locus of control are more proactive, accountable, and driven because they feel they have influence over the results of their work, which boosts job satisfaction and performance (Magai and Marandu, 2020; Abdel-Khalek (2017). Effective human resource management requires an understanding of the interactions between

employee personality, underperformance, and skills shortages. Organisations can solve skill gaps, promote varied personality types, and improve overall performance by implementing policies that take into account the interactions between these aspects. A staff that is more skilled, engaged, and does excellent work might result from an all-encompassing strategy (Kusumawijaya, 2019).

On the other hand, persons who have an external locus of control feel that other people or other forces have an influence on their results. This can have a negative effect on performance as a whole and frequently reduce motivation and job satisfaction. A key factor in this dynamic is the leadership style. Through promoting personal development and self-efficacy, transformational leadership enhances the impacts of an internal locus of control and inspires and motivates workers, creating a positive work environment. Democratic leadership may empower individuals with an internal locus of control and enhance their job happiness and performance by involving them in decision-making processes. On the other side, employees under laissez-faire leadership, which is defined by a detached style of management, might not receive the essential assistance or direction, which could lead to a decline in productivity, particularly for those who have an external centre of control. In organised contexts, transactional leadership can be effective, but it might not have a big influence on employees' personality attributes or locus of control. Increased employee engagement, creativity, and accountability are common outcomes of having an internal locus of control in an organization (Tekeli, & Özkoç, 2022; Khalek, 2017). By promoting a healthy work environment, boosting employee happiness and retention, and coordinating employee goals with organisational objectives, effective leadership philosophies like transformational and democratic leadership can have a favourable influence on organisational and employee productivity (Mwale & Banda, 2019). Consciousness and agreeableness are two positive personality traits that directly improve organisational performance by fostering a

collaborative and productive work environment. High levels of neuroticism and other negative qualities might impede performance by causing more stress and conflict. organisational performance/ success in the pharmaceutical sector is greatly impacted by the interaction of employee personality, leadership philosophies, and locus of control. By coordinating employee goals with organisational objectives, creating a healthy work environment, and raising employee satisfaction and retention, effective leadership philosophies like transformational and democratic leadership can have a favourable impact on organisational success. A collaborative and productive work atmosphere is fostered by positive personality traits like conscientiousness and agreeableness, which directly improve organisational performance. Performance can be hampered by negative qualities like high neuroticism since they lead to more conflict and stress (Adenuga and Oguntade, 2018; Purwati, Sitompul, Sandria, & Sari, & Hamzah, 2023).

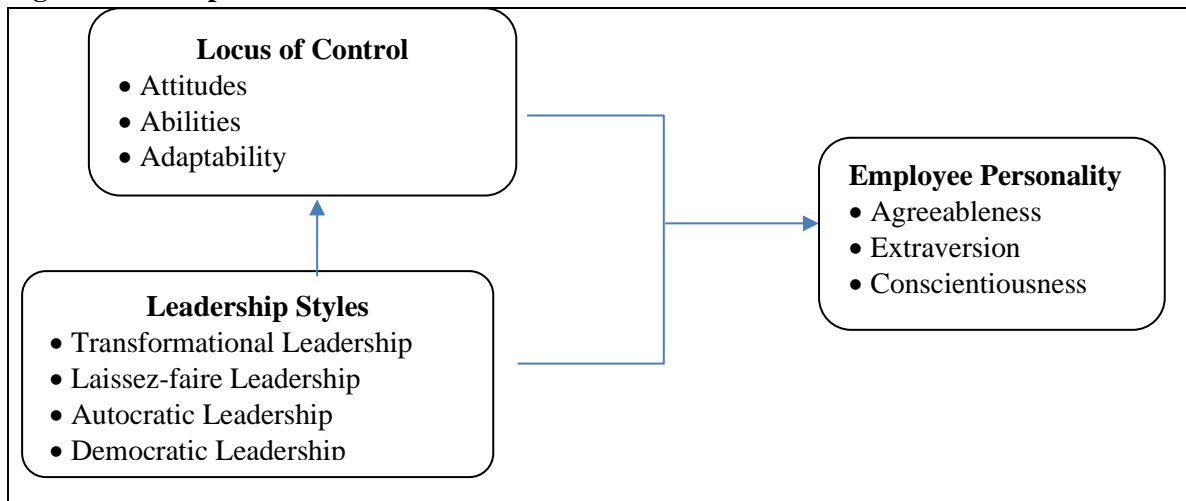
Organisational performance is also highly influenced by employee personality. Cooperative

and harmonious working relationships , dependability, organisation, and diligence are all connected with positive traits like agreeableness and conscientiousness, and these attributes improve team performance and organisational culture. Extraversion may not matter as much when working alone, but it can be helpful in jobs that need collaboration and social connection. Generally associated with emotional instability, neuroticism can have a detrimental effect on relationships at work and job performance. Being receptive to new experiences fosters creativity and innovation, which are essential for addressing issues and adjusting to shifts in the pharmaceutical industry.

Objectives

- To find out the relationship between locus of control and employee personality in the pharmaceutical industry in Kenya
- To establish the moderating role of leadership style on the relationship between locus of control and employee personality in the pharmaceutical industry in Kenya.

Figure 1: Conceptual Framework



LITERATURE REVIEW

Social Cognitive Theory

Developed at the interpersonal level, Albert Bandura's Social Cognitive Theory (SCT) highlights the dynamic interplay between employees (personal factors), their behaviour, and

their settings. Albert Bandura's Social Learning Theory (SLT) was the precursor to Social Cognitive Theory (SCT) in the 1960s. It avers that learning takes place in a social setting with a dynamic and reciprocal interplay of the employee, environment, and behaviour, and it evolved into the SCT in 1986. The focus on social influence

and both internal and external social reinforcement is what makes SCT special. SCT takes into account the various ways that people learn and retain behaviour in addition to the social context in which that behaviour is displayed (Manjarres-Posada, Onofre-Rodríguez, & Benavides-Torres, 2020).

A key idea in SCT is observational learning, sometimes referred to as modelling or vicarious learning. It entails picking up new skills or habits by seeing and copying the actions of others. Humans pick up knowledge from both direct experience and observation of others. Real or symbolic, models shape behaviour by setting an example and illustrating the results. Secondly, the dynamic interaction between an employee's biological, emotional, and cognitive traits as well as their behaviours and surroundings is known as reciprocal determinism. There is a reciprocal interaction between these components. In contrast to determinism, SCT stresses that people actively shape their surroundings and behaviours, and vice versa. Thirdly, Self-efficacy is the conviction that one can successfully carry out a particular action or task. It is essential to motivating and altering behaviour. Increased effort, perseverance, and tenacity in the face of difficulties are linked to high self-efficacy. People with low self-efficacy could shy away from challenging activities or circumstances. Fourthly, the way in which workers pick up behaviour from a model is greatly influenced by their cognitive processes, particularly attention to detail. For employees to learn effectively, they need to pay attention to the behaviour that is being modelled (Stajkovic & Sergent, 2019).

Some factors that influence attention are the model's qualities, the task's difficulty, and the observer's cognitive ability. The ability of an employee to replicate observed behaviour in the future is contingent upon the behaviour being retained in their memory. Reproduction which is the ability to replicate the observed behaviour is a necessity in the entire process calls for the use of motor skills and the capacity to turn ideas into actions and lastly, motivation which describes the perceived benefits or drawbacks of a behaviour

affects a person's decision to mimic it. Fifthly, is the theory of Triadic Reciprocal Causation, as proposed by SCT, suggests that employee characteristics, actions, and surroundings function as mutually influencing systems. The intricacy and interdependence of human behaviour are highlighted by this triadic reciprocal causal relationship and sixthly is modelling in various situations among them live modelling which involves watching an actual person carry out an action, symbolic modelling that sees how people behave via books, movies, or other symbolic representations and verbal instruction which is using written or spoken words to convey information or directions regarding a behaviour (Caroline et al., 2019).

The Social Cognitive Theory, which emphasises the significance of cognitive processes, observational learning, and the dynamic interplay between people and their environments in forming behaviour, has had a significant influence on a number of fields. It is still a powerful and much-used paradigm for comprehending behaviour in people and promoting constructive change. SCT finds application in various domains, including education for the examination of classroom conduct, academic success, and learning methodologies. In the realm of health promotion, it explains health-related behaviours, preventive actions, and adherence to medical guidance. Additionally, SCT aids in understanding organizational change, employee incentives, and leadership within the organizational behaviour context (Beauchamp et al., 2019).

The strengths of Social Cognitive Theory lie in its comprehensive framework for understanding human behaviour, its emphasis on the role of observational learning and social influences, and its practical applications in various contexts, including organizational settings. Specifically, the theory informs the study by highlighting the reciprocal relationship between employees' perceptions of control and their environment, the role of observational learning in shaping employee attitudes and behaviours, and the importance of self-efficacy in driving employee motivation and performance. This theoretical

framework serves as a basis for examining the ways in which leadership styles influence the locus of control and personality traits of employees. The findings can be used to guide leadership development programmes and organisational interventions that are intended to improve the well-being and performance of employees.

Empirical Review

Adenuga and Oguntade (2018) examined the influence of locus of control on employee personality traits in selected commercial banks in Nigeria. The study utilized a cross-sectional research design. The study showed that the internal locus of control demonstrated a significant positive influence on personality traits such as agreeableness ($\beta = 0.63$, $p < 0.001$), extraversion ($\beta = 0.58$, $p < 0.001$), and conscientiousness ($\beta = 0.65$, $p < 0.001$). Employees with a stronger belief in internal control exhibited higher levels of agreeableness, extraversion, and conscientiousness, contributing to positive work attitudes and job performance. The influence of internal locus of control on personality traits remained robust even after controlling for demographic variables and job-related variables. Ogbeibu and Nwagbara (2019) explored the relationship between transformational leadership and employee personality in selected banking institutions in Nigeria. This study utilized a qualitative approach, employing semi-structured interviews with 89 employees from various banking institutions in Nigeria. The study showed that inspirational motivation and individualized consideration were positively associated with employees' openness to experience and conscientiousness. Additionally, employees perceived transformational leaders as more supportive and encouraging, which correlated with higher levels of agreeableness and extraversion among employees. The study revealed that transformational leadership had a limited impact on employees' neuroticism.

Abdel-Khalek (2017) explored the relationship between locus of control and employee personality among healthcare professionals in

Egypt. This study adopted a descriptive research design. The population is comprised of healthcare professionals working in referral hospitals in Egypt. A convenience sampling method was used to recruit participants who had worked for over 15 years. Data were collected through structured interviews. Statistical analysis included ANOVA to compare mean scores of locus of control and personality traits. The results showed that the healthcare professionals with an internal locus of control exhibited higher levels of conscientiousness and agreeableness compared to those with an external locus of control ($F(1, 200) = 12.63$, $p < 0.001$). There was a significant difference in extraversion scores between employees with an internal and external locus of control, with the internal locus of control group scoring higher ($F(1, 200) = 7.84$, $p < 0.01$). In addition, no significant difference was found in agreeableness scores between internal and external locus of control groups ($F(1, 200) = 1.32$, $p > 0.05$).

Magai and Marandu (2020) studied the influence of external locus of control on employee personality and job performance in Tanzania's telecommunication industry. The study used correlational research, and 327 participants were selected using stratified random sampling. The findings showed that the employees with a strong external locus of control tended to exhibit passive coping mechanisms when faced with workplace challenges, such as blaming external factors for their failures. External locus of control was associated with lower levels of self-efficacy and initiative among employees. Moreover, employees with a predominant external locus of control expressed higher levels of job dissatisfaction and lower levels of organizational commitment. Ahmadzai and Khan (2020) researched the influence of locus of control on principals' leadership behaviour in public secondary schools in Hera City Afghanistan. The study employed a qualitative research design, utilizing semi-structured interviews with 15 principals selected purposively from 15 selected secondary schools across Afghanistan. The findings showed that the principals with an

internal locus of control demonstrated a greater tendency towards participative and democratic leadership styles. On the other hand, external locus of control was associated with a more autocratic and directive leadership approach among principals. Principals' locus of control influenced their decision-making processes and approach to problem-solving within the school context.

Kumar et al., (2018) examined the relationship between top management leadership styles and locus of control among middle-level employees in pharmaceutical multinational companies in India. Utilizing a quantitative research design, the study population consisted of middle-level employees, with a sample size of 257 employees selected using stratified random sampling. Data were collected through structured questionnaires measuring leadership styles and locus of control and analysed using correlation and multiple regression analysis. Findings showed that transformational leadership was positively correlated with internal locus of control ($r = 0.50$, $p < 0.01$), indicating that employees under transformational leaders tended to have a stronger belief in their ability to control events. Autocratic leadership showed a negative correlation with internal locus of control ($r = -0.35$, $p < 0.05$), suggesting that employees under autocratic leaders were more likely to perceive control as being external. Laissez-faire leadership demonstrated no significant correlation with locus of control ($r = 0.10$, $p > 0.05$), indicating that this leadership style may not strongly influence employees' beliefs about control. Democratic leadership exhibited a positive correlation with internal locus of control ($r = 0.42$, $p < 0.05$), implying that employees under democratic leaders were more likely to have an internal locus of control.

Like many other industries, the pharmaceutical business in Kenya has numerous human resource-related impediments/ problems that limit its growth, expansion and effectiveness (IFC, 2020). In order to overcome these obstacles, a deeper comprehension of psychological concepts like successful leadership styles and locus of control—

both of which have received little attention in the literature is necessary. By incorporating these ideas, organisations can gain fresh perspectives on how to enhance employee satisfaction and productivity. The intersection of employee personality, leadership styles, and locus of control in the context of Kenya's pharmaceutical business is where there is a literature deficit.

METHODOLOGY

The study employed a descriptive research design, targeting all employees within the pharmaceutical industry in Kenya. The sampling frame was derived from the 107 pharmaceutical firms located in Nairobi County with a total workforce of 8671 employees. Using Fisher's formula, a sample size of 384 respondents was determined. Stratified random sampling was then applied to select these 384 employees for participation in the study. Primary data collection was conducted using structured questionnaires, and subsequent data analysis was performed using SPSS version 28. The analysis encompassed both descriptive and inferential statistics. Descriptive statistics such as means, frequencies, and standard deviations were calculated to summarize the data, providing insights into central tendencies and variability. Inferential statistics, including correlation and regression analysis, were employed to examine relationships and potential predictors among variables of interest, offering deeper insights into the research questions and hypotheses.

FINDINGS

Response Rate

A total of 384 questionnaires were distributed to the respondents, out of which 276 were properly filled and returned. This represents a response rate of 72%, which is considered satisfactory and sufficient for a viable study according to Bailey (2019). Bailey suggests that a response rate of 50% is acceptable, 60% is satisfactory, and 70% and above is considered good. Therefore, the achieved return rate of 71.8% falls within the "good" category, indicating a strong level of engagement from the participants. *Table 1* shows the response rate results.

Table 1: Response rate

Response	Frequency	Percent
Returned	276	71.8%
Unreturned	108	28.2%
Total	384	100%

Locus of Control

The sampled respondents were asked to indicate their response on various statements provided regarding locus of control. This was done on a 5-

point Likert scale where: 1=strongly disagree, 2=disagree, 3= Not sure, 4=agree and 5= strongly agree. The results were analysed using means and standard deviations. Results are shown in *Table 2*.

Table 2: Descriptive results for locus of control

Statement	Mean	SD
My level of job satisfaction depends largely on my own attitude and actions.	3.77	1.05
Whether I receive recognition for my work depends on how much effort I put into my tasks.	3.02	1.59
My job performance is largely influenced by my own skills and abilities.	4.09	0.91
Opportunities for growth and development at work are within my control.	3.15	1.22
When facing challenges at work, I have the ability to overcome them through my own efforts.	3.89	1.08
My level of job security is determined by my own performance and dedication.	3.67	1.12
I have the power to influence decisions that affect my work environment.	3.02	1.87
Whether or not I achieve my goals at work depends largely on my own determination and perseverance.	3.98	1.05
I believe that my level of job stress is influenced by how I choose to handle difficult situations	4.02	0.18
My fulfilment and job satisfaction are largely determined by my own outlook and approach	2.89	1.69
Adapting to changes in my work environment is my responsibility	4.00	0.84
I know how to achieve what I want in life.	3.96	0.96

From the findings, the majority of respondents concurred that their level of job satisfaction heavily relies on their personal attitude and actions, evidenced by a mean of 3.77 with a standard deviation of 1.05. Similarly, there was a prevalent belief in the influence of personal skills and abilities on job performance, indicated by a high mean of 4.09 with a low standard deviation of 0.91. Additionally, most of the employees expressed confidence in their ability to overcome work challenges through personal efforts, with a mean of 3.89 and a standard deviation of 1.08. Conversely, there were varied opinions regarding the influence of effort on receiving recognition for work, as demonstrated by a low mean of 3.02 and a high standard deviation of 1.59. Similarly, there was uncertainty regarding the control over opportunities for growth and development at work, reflected in a mean of 3.15 with a standard

deviation of 1.22. While some respondents strongly agreed that their job stress is influenced by personal handling of difficult situations, as shown by a high mean of 4.02 and a very low standard deviation of 0.18, others disagreed on the impact of personal outlook on fulfilment and job satisfaction, resulting in a mean of 2.89 and a high standard deviation of 1.69. Despite these variations, there was consensus among the majority of the employees that adapting to changes in the work environment is an employee responsibility, illustrated by a mean of 4.00 with a standard deviation of 0.84. Moreover, employees generally agreed that achieving their goals at work depends on their own determination and perseverance, as shown by a mean of 3.98 and a standard deviation of 1.05. Similarly, there was confidence in their ability to influence decisions affecting their work environment, with a mean of

3.02 and a standard deviation of 1.87. Furthermore, most respondents indicated a belief in their capability to achieve what they want in life, as evidenced by a mean of 3.96 with a standard deviation of 0.96.

The responses were scored to derive the two aspects of locus of control among the employees. The highest possible score from the Likert scale

questions was 60 while the lowest possible score was 12. The respondents who scored between 12 and 35 were considered to possess an external locus of control while those who scored between 36 and 50 were considered to have an external locus of control. Findings in 3 show that 67.4% of the respondents had an internal locus of control while 32.6% had an external locus of control.

Table 3: Locus of control

Locus of control	Frequency	Percentage
Internal	186	67.39%
External	90	32.61%
Total	276	100%

Leadership Styles

The respondents were asked to indicate their response to various statements provided regarding leadership in their organizations. This was done

on a 5-point Likert scale where: 1=strongly disagree, 2=disagree, 3= Not sure, 4=agree and 5= strongly agree. The results were analysed using means and standard deviations. Results are shown in *Table 4*.

Table 4: Leadership Styles

Statement	Mean	Std Dev
The management in my organization:		
Transformational leadership		
1. Inspires me to achieve our organization's goals by setting a compelling vision for the future	3.88	1.11
2. Encourages creativity and innovation among team members to solve challenges and improve processes	3.9	1.03
3. Provides individualized support and guidance to help employees reach their full potential.	3.67	1.15
Laissez-Faire Leadership		
4. Trusts employees to manage their work independently and make decisions without constant oversight.	3.97	1.06
5. Provides freedom and flexibility in how tasks are accomplished, allowing employees to explore their own methods.	3.59	1.1
6. Empower employees to take ownership of their projects and encourage self-direction.	3.64	1.18
Autocratic Leadership		
7. Makes all the decisions and provides direction on what needs to be done	3.44	1.03
8. Ensures that tasks are completed according to established guidelines and procedures	3.67	1.07
9. Maintains a hierarchical structure where authority is centralized and directives are strictly enforced without question	3.23	1.13
Democratic leadership		
10. Involves employees in decision-making processes and values their input and suggestions.	3.56	1.12
11. Encourages open communication and creates opportunities for employees to express their ideas and concerns	3.94	1.07
12. Collaborates with team members to develop strategies and plans that reflect a collective vision.	4.02	0.06

The results showed that transformational leadership appears to resonate positively with employees, as indicated by high mean scores for statements such as inspiring a compelling vision for the future (mean: 3.88, std dev: 1.11) and encouraging creativity and innovation (mean: 3.9, std dev: 1.03). Similarly, laissez-faire leadership is viewed favourably, with employees appreciating the trust placed in them to manage tasks independently (mean: 3.97, std dev: 1.06). However, there is some variability in responses regarding the degree of individualized support provided by transformational leaders (mean: 3.67, std dev: 1.15) and the level of freedom granted by laissez-faire leaders in task execution (mean: 3.59, std dev: 1.1). Autocratic leadership, characterized by centralized decision-making and strict enforcement of directives, receives mixed feedback, with moderate agreement on tasks completion according to guidelines (mean: 3.67, std dev: 1.07) but lower agreement on maintaining a hierarchical structure (mean: 3.23, std dev:

1.13). Conversely, democratic leadership, involving employees in decision-making and enhancing open communication, is generally well-received, with high mean scores for involving employees in decision-making (mean: 3.56, std dev: 1.12) and encouraging open communication (mean: 3.94, std dev: 1.07). Additionally, collaborative efforts with team members receive high praise, with a mean score of 4.02 and an exceptionally low standard deviation of 0.06.

Personality Traits

The research participants were further asked to indicate their responses to various statements provided regarding their personalities. This was done on a 5-point Likert scale where: 1=strongly disagree, 2=disagree, 3= Not sure, 4=agree and 5= strongly agree. The results were analysed using means and standard deviations. Results are shown in *Table 5*.

Table 5: Personality traits

	Statement	Mean	Sd Dev.
Agreeableness	I tend to be considerate and cooperative in my interactions with others	3.92	1.10
	I enjoy helping my colleagues and am willing to go out of my way to assist them.	3.81	1.09
	I value harmony in the workplace and strive to maintain positive relationships with my coworkers.	3.78	1.05
	I am empathetic towards the feelings and perspectives of my team members	3.34	1.12
Extraversion	I am outgoing and enjoy socializing with colleagues during work-related events.	3.90	1.06
	I feel energized by group discussions and collaborative projects.	3.98	1.09
	I am comfortable speaking up in meetings and expressing my ideas and opinions.	3.97	1.09
	I thrive in environments with high levels of social interaction and engagement.	3.89	1.14
Conscientiousness	I am organized and detail-oriented in my work, striving for accuracy and precision.	4.05	0.35
	I set high standards for myself and am committed to achieving my goals.	4.01	0.8
	I am reliable and punctual, consistently meeting deadlines and fulfilling my responsibilities.	4.00	0.7
	I pay careful attention to planning and prioritizing tasks to ensure efficiency and effectiveness.	3.97	1.08

The results from the table provide insights into the personalities of the research participants, measured across dimensions of agreeableness, extraversion, and conscientiousness. In terms of

agreeableness, the majority of participants demonstrated a tendency towards considerate and cooperative behaviour in their interactions with others, with a mean score of 3.92 and a standard

deviation of 1.10. Similarly, participants expressed a willingness to assist colleagues and value harmony in the workplace, as evidenced by mean scores of 3.81 and 3.78, respectively, albeit with slightly varied levels of agreement indicated by standard deviations of 1.09 and 1.05. However, there was a lower mean score of 3.34 for empathy towards team members, suggesting some variability in participants' levels of empathy. Regarding extraversion, participants generally displayed outgoing tendencies and enjoyment in socializing during work-related events, with mean scores ranging from 3.89 to 3.98 and standard deviations indicating moderate variability. Furthermore, participants expressed comfort in speaking up in meetings and engaging in group

discussions, with mean scores around 3.97 for both statements and standard deviations indicating some variability in responses. In terms of conscientiousness, participants exhibited traits such as organization, commitment to achieving goals, reliability, and attention to detail, with mean scores ranging from 3.97 to 4.05 and relatively low standard deviations indicating consistency in responses.

Correlation Analysis

Pearson's correlation analysis was conducted to establish the direction and strength of the relationship between locus of control and employee personality in pharmaceutical firms in Kenya. *Table 6* shows the results.

Table 6: Correlation analysis

Locus of control	Personality					
	agreeableness		Extraversion		Conscientiousness	
	R	Sig.	R	Sig.	R	Sig.
Internal locus of control	0.58,	0.001	-0.28	0.222	0.61	0.000
External locus of control	0.16	0.001	0.34	0.000	-0.63	0.000

** Correlation is significant at the 0.01 level (2-tailed).

This result suggests a positive correlation between internal locus of control and agreeableness ($r=0.58$, $p=0.01$) among the employees in pharmaceutical firms in Kenya. It indicates that employees with a stronger belief in internal control tend to exhibit slightly higher levels of agreeableness, reflecting traits such as cooperation and empathy. In addition, Internal locus of Control and Extraversion were insignificantly correlated ($r=-.28$, $p=0.22$). According to Tsuda et al. (2020), an internal locus of control is associated with a sense of autonomy and independence, and employees with this belief prefer to work alone or engage in activities where they have control over the outcome, rather than participating in social situations where they may need to rely on others.

Moreover, the results showed a positive and significant correlation between internal locus of control and conscientiousness among employees ($r=0.61$, $p=0.000$). This agrees with Abdel-Khalek (2017) whose study showed that healthcare professionals with an internal locus of control

exhibited higher levels of conscientiousness and agreeableness compared to those with an external locus of control. The results showed a weak positive relationship between external locus of control and agreeableness ($r=0.16$, $p=0.001$). This suggests that employees who perceive their outcomes as being controlled by external forces tend to exhibit lower levels of agreeableness. The results also showed that the external locus of control and extraversion personality had a moderately positive and significant relationship ($r=0.34$, $p=0.001$). The study also found a strong inverse relationship between external locus of control and conscientiousness ($r=-0.63$, $p=0.000$). This resonates with findings by Magai and Marandu (2020) who showed that employees with a strong external locus of control tended to exhibit passive coping mechanisms when faced with workplace challenges, such as blaming external factors for their failures and were associated with lower levels of self-efficacy and initiative among employees.

Regression Analysis Between Internal Locus of Control and Personality Traits

This section shows the direct effect of internal locus of control on personality traits (agreeableness, extraversion and conscientiousness).

The findings showed that internal locus of control has a significant influence on agreeableness personality. This is supported by the R square of 0.336 which implies that 33.6 of the agreeableness personality trait is influenced by internal locus of control. The ANOVA results (F=98.42, p=0.001) imply that the model is statistically significant. The results of regression coefficients that the internal locus of control has a positive and significant effect on the agreeableness personality trait of the employees in pharmaceutical firms in Kenya ($\beta=0.349$, p=0.02). This implies that a unit improvement in internal locus of control would lead to an improvement in agreeableness by 0.349 units. Internal locus of control also had a significant influence on Conscientiousness

personality ($R^2 =0.372$, $\beta=0.445$, p=0.000). This agrees with the findings of Adenuga and Oguntade (2018) who found that employees with a stronger belief in internal control exhibited higher levels of agreeableness and conscientiousness, contributing to positive work attitudes and job performance in selected commercial banks in Nigeria. The findings however showed that internal locus of control has an insignificant influence on extraversion personality among employees in pharmaceutical firms in Kenya ($R^2 =0.078$, $\beta=-0.12$, p=0.678). This indicates that extroversion personality was not in any way affected by locus of control among the employees. The study concurs with Tsuda et al. (2020) that internal locus of control is associated with a sense of autonomy and independence, and employees with this belief prefer to work alone or engage in activities where they have control over the outcome, rather than participating in social situations where they may need to rely on others.

Table 7: Regression Analysis between Internal Locus of Control and Personality traits

Model: Internal locus of control		Agreeableness	Extraversion	Conscientiousness
Model summary	R	0.58	-0.28	0.61
	R square	0.336	0.078	0.372
	Adjusted R square	0.329	0.0056	0.359
ANOVA	F statistic	98.42	34.987	101.78
	Prob > F (p-value)	0.001	0.198	0.000
Coefficients	t -stat	3.988	0.845	4.856
	β	0.349	-0.12	0.445
	P value	0.02	0.678	0.000

Regression Analysis Between External Locus of Control and Personality Traits

This section shows the direct effect of external locus of control on personality traits (agreeableness, extraversion and conscientiousness).

Results in *Table 8* showed that the external locus of control has a positive and significant relationship and significant effect on agreeableness personality ($R^2 =0.026$, $\beta=0.284$, p=0.000). However, the internal locus of control had a greater effect on the agreeableness personality compared to the external locus of control. This concurs with results by Abdel-

Khalek (2017) which depicted that healthcare professionals with an internal locus of control exhibited higher levels of agreeableness compared to those with an external locus of control. The findings also showed that external locus of control has a positive and significant effect on extraversion personality ($R^2 =0.116$, $\beta=0.299$, p=0.02). This suggests that employees who perceive their outcomes as being controlled by external factors tend to exhibit higher levels of extraversion personality traits. Zhan et al. (2023) argues that employees with an external locus of control rely on external sources for validation, social feedback, and stimulation. They actively

seek out social interactions and engage assertively with others, driven by a desire to gain external approval or to find opportunities for positive outcomes

Additionally, it was found that external locus of control has a negative and significant effect on conscientiousness personality ($R^2 = 0.397$, $\beta = -0.336$, $p = 0.000$). The findings indicate that employees attributing their outcomes to external factors tend to display lower levels of

conscientiousness personality traits. This resonates with Diener et al. (2019) that, employees with an external locus of control often believe that external forces primarily determine the outcomes and events in their lives. This perception then leads to a sense of reduced personal agency and control over their actions and responsibilities. Consequently, they may feel less motivated to be diligent, responsible, and organized, which are key aspects of conscientiousness.

Table 8: Regression Analysis between External Locus of Control and Personality traits

Model: External locus of control		agreeableness	Extraversion	Conscientiousness
Model summary	R	0.16	0.34	-0.63
	R square	0.026	0.116	0.397
	Adjusted R square	0.018	0.101	0.284
ANOVA	F statistic	78.984	67.786	94.716
	Prob > F (p-value)	0.03	0.01	0.000
Coefficients	t -stat	2.856	2.56	4.309
	β	0.284	0.299	-0.336
	P value	0.001	0.02	0.000

Moderating Role of Leadership Styles

Relationship between Internal Locus of Control and Employee Personality Traits

This section provides the results for the effect of transformational, Laissez-Faire, transactional and democratic leadership styles on the relationship between internal locus of control and employee personality traits.

The findings depicted that transformational leadership moderates the relationship between internal locus of control and agreeableness personality ($R^2 = 0.355$, $\beta = 0.354$, $p = 0.01$). This is because with the introduction of transformational leadership in the model, the R squared increases from 0.336 (before moderation) to 0.355. The beta coefficient also improved from 0.349 to 0.354. This suggests that transformational leadership enhances agreeable behaviours among employees with a strong internal sense of control in pharmaceutical firms in Kenya. This aligns with a study by Ogbeibu and Nwagbara (2019) who revealed that transformational leaders, by inspiring and empowering employees, enhance the positive impact of internal locus of control on agreeableness, nurturing a cooperative and

empathetic work environment. Shrestha et al., (2018) also found that transformational leadership was positively correlated with agreeableness among Nepalese hospitality industry employees.

It was also found that transformational leadership moderates the relationship between internal locus of control and conscientiousness personality ($R^2 = 0.381$, $\beta = 0.465$, $p = 0.02$). This means that under transformational leadership, employees with a strong internal locus of control tend to exhibit higher levels of conscientiousness personality traits, potentially due to the motivational influence and empowerment provided by transformational leaders. This agrees with Kumar et al., (2018) who found that the presence of transformational leadership enhances the alignment between internal locus of control beliefs and conscientious behaviours, contributing to a more proactive and responsible work attitude among employees. However, transformational leadership did not moderate the relationship between internal locus of control and extraversion personality ($R^2 = 0.014$, $\beta = -0.03$, $p = 0.126$). It implies that, regardless of whether employees perceive themselves as having internal control over outcomes, transformational leadership may

not necessarily influence their level of extraversion, which is characterized by sociability and assertiveness. These findings indicate that other factors or leadership styles may play a more prominent role in shaping the relationship between internal locus of control and extraversion personality traits. This disagrees with the results by Shrestha et al., (2018) who showed that transformational leadership was positively correlated with extraversion among hospitality industry employees in Nepal. Similarly, democratic leadership was found to significantly moderate the relationship between internal locus

of control and agreeableness personality ($R^2 = 0.341, \beta = 0.352, p = 0.029$). This leadership style also moderated the relationship between internal locus of control and conscientiousness personality ($R^2 = 0.385, \beta = 0.455, p = 0.001$). The results agree with Kumar et al., (2018) that the collaborative and inclusive nature of democratic leadership encourages an environment where employees with an internal locus of control feel empowered to engage in agreeable interactions, contributing to a harmonious work culture and favourable interpersonal relationships.

Table 9: The moderating role of Leadership styles on the relationship between internal locus of control and employee personality traits

		agreeableness	Extraversion	Conscientiousness
Model: internal locus of control*transformational leadership				
Model Summary	R square	0.355	0.014	0.381
	Adjusted R square	0.342	0.009	0.376
ANOVA	F statistic	99.988	13.987	106.409
	Prob > F (p-value)	0.000	0.563	0.001
Coefficients	β	0.354	-0.03	0.464
	P value	0.01	0.126	0.002
Model: internal locus of control* Laissez-Faire Leadership				
Model Summary	R square	0.214	0.048	0.312
	Adjusted R square	0.202	0.015	0.301
ANOVA	F statistic	56.340	18.653	46.091
	Prob > F (p-value)	0.745	0.459	0.389
Coefficients	β	-0.227	-0.118	0.239
	P value	0.564	0.395	0.083
Model: internal locus of control* transactional Leadership				
Model Summary	R square	0.212	0.032	0.265
	Adjusted R square	0.204	0.011	0.241
ANOVA	F statistic	56.433	62.562	42.098
	Prob > F (p-value)	0.081	0.071	0.271
Coefficients	β	0.013	-0.036	0.108
	P value	0.295	0.094	0.560
Model: internal locus of control* democratic Leadership				
Model Summary	R square	0.341	0.071	0.385
	Adjusted R square	0.339	0.003	0.379
ANOVA	F statistic	117.879	38.949	95.485
	Prob > F (p-value)	0.000	0.823	0.023
Coefficients	β	0.352	-0.053	0.455
	P value	0.029	0.675	0.001

Findings in *Table 9* also showed that Laissez-Faire and transactional leadership did not moderate the relationship between internal locus of control and personality traits (agreeableness, Extraversion and Conscientiousness) among employees in pharmaceutical firms in Kenya. This

implies that neither laissez-faire nor transactional leadership styles significantly influence the relationship between internal locus of control and personality traits such as agreeableness, extraversion, and conscientiousness. While employees may have a high degree of autonomy

under laissez-faire leadership, this freedom may not always have a direct effect on their personality attribute (Kumar & Singh, 2018).

Relationship between External Locus of Control and Employee Personality Traits

This section provides the results for the effect of transformational, Laissez-Faire, transactional and democratic leadership styles on the relationship between external locus of control and employee personality traits.

The findings indicated that transformational leadership positively and significantly moderates

the relationship between external locus of control and agreeableness personality ($R^2 = 0.031$, $\beta = 0.291$, $p = 0.000$). This suggests under transformational leadership, employees who perceive their outcomes as being controlled by external factors are more likely to exhibit higher levels of agreeableness. This aligns with a study by Ogbeibu, & Nwagbara (2019) which unearthed that transformational leaders have the ability to empower employees to overcome external constraints and encourage positive interpersonal behaviours, ultimately contributing to a supportive work environment and conducive organizational culture.

Table 10: The moderating role of Leadership styles on the relationship between external locus of control and employee personality traits

		Agreeableness	Extraversion	Conscientiousness
Model: external locus of control*transformational leadership				
Model Summary	R square	0.031	0.128	0.402
	Adjusted R square	0.027	0.125	0.398
ANOVA	F statistic	79.564	69.748	96.637
	Prob > F (p-value)	0.000	0.001	0.000
Coefficients	β	0.291	0.308	0.342
	P value	0.000	0.005	0.003
Model: external locus of control* Laissez-Faire Leadership				
Model Summary	R square	0.015	0.108	0.239
	Adjusted R square	0.002	0.101	0.233
ANOVA	F statistic	43.916	67.654	34.858
	Prob > F (p-value)	0.456	0.083	0.097
Coefficients	β	0.008	-0.056	-0.239
	P value	0.454	0.675	0.349
Model: external locus of control* transactional Leadership				
Model Summary	R square	0.028	0.121	0.398
	Adjusted R square	0.027	0.119	0.376
ANOVA	F statistic	80.016	76.766	109.890
	Prob > F (p-value)	0.043	0.004	0.005
Coefficients	β	0.287	0.302	-0.338
	P value	0.006	0.007	0.001
Model: external locus of control* democratic Leadership				
Model Summary	R square	0.034	0.131	0.423
	Adjusted R square	0.031	0.128	0.401
ANOVA	F statistic	79.943	89.954	104.539
	Prob > F (p value)	0.005	0.004	0.000
Coefficients	β	0.292	0.312	0.339
	P value	0.000	0.008	0.001

In addition, transformational leadership positively and significantly moderated the relationship between external locus of control and extraversion personality ($R^2 = 0.128$, $\beta = 0.308$, $p = 0.005$). This

suggests that under transformational leadership, employees who attribute their outcomes to external forces may still exhibit higher levels of extraversion possibly due to the motivational

influence of transformational leaders who inspire confidence and encourage proactive social engagement among their followers. Transformational leadership also positively and significantly moderated the relationship between external locus of control and conscientiousness personality ($R^2 = 0.402$, $\beta = 0.342$, $p = 0.003$). This suggests that transformational leaders may inspire and empower employees with an external locus of control to overcome perceived limitations and adopt conscientious work habits, ultimately contributing to positive organizational outcomes. This agrees with Ahmadzai and Khan (2020) who found that when subjected to transformational leadership, employees with an external locus of control are more inclined to exhibit behaviours marked by organization, responsibility, and self-discipline.

Similarly, democratic leadership was found to moderate the relationship positively and significantly between external locus of control and agreeableness personality ($R^2 = 0.034$, $\beta = 0.292$, $p = 0.000$). It also moderated the relationship between external locus of control and extraversion personality ($R^2 = 0.131$, $\beta = 0.312$, $p = 0.008$). This leadership style also moderated the relationship between internal locus of control and conscientiousness personality ($R^2 = 0.423$, $\beta = 0.339$, $p = 0.01$). The results agree with Ahmadzai and Khan (2020) who suggest that democratic leadership plays a crucial role in encouraging positive personality traits, particularly in employees who believe their circumstances are controlled by external factors.

Transactional leadership style was found to improve the relationship between external locus of control and employee agreeableness ($R^2 = 0.028$, $\beta = 0.287$, $p = 0.006$), extraversion ($R^2 = 0.121$, $\beta = 0.302$, $p = 0.007$) and conscientiousness ($R^2 = 0.398$, $\beta = 0.338$, $p = 0.01$). This aligns with Arkorful and Hilton (2022) that transactional leaders create a sense of predictability and structure in the work environment, which is particularly beneficial for employees with external locus of control tendencies. Employees may feel more motivated to engage in cooperative interactions (agreeableness), seek out social

interactions (extraversion), and demonstrate organizational skills and responsibility (conscientiousness) when they perceive a direct link between their actions and tangible rewards or recognition. The laissez-faire leadership style did not moderate the relationship between external locus of control and personality traits among employees in pharmaceutical firms in Kenya. This implies that Laissez-Faire leadership impairs the negative association between external locus of control and personality traits. Magai, & Marandu (2020) found that when employees perceive their outcomes as being controlled by external factors and are under Laissez-Faire leadership, their personality traits are further impacted in a detrimental manner. The lack of guidance and involvement from leaders in decision-making processes amplifies the adverse effects of external locus of control on employee behaviours and dispositions.

CONCLUSION

From the study findings, it was concluded that employees' locus of control plays an essential role in shaping their personality traits in pharmaceutical firms in Kenya. Specifically, employees with an internal locus of control were found to exhibit significantly higher levels of agreeableness and conscientiousness. This suggests that employees who believe in their ability to influence events and outcomes tend to display more cooperative and responsible behaviours in their professional interactions and duties. However, the study also revealed that the correlation between internal locus of control and extraversion was not statistically significant, indicating that while internal control beliefs may affect certain aspects of personality, they may not necessarily influence sociability and assertiveness in the same manner.

Besides the study unveiled the longwinded relationship between external locus of control and employee personality traits. While a weak positive relationship was observed between external locus of control and agreeableness, indicating that employees who attribute outcomes to external factors may still exhibit some degree

of cooperative behaviour, a moderately positive correlation was found with extraversion. This implies that employees with external control beliefs may tend to be more outgoing and sociable in their professional interactions. However, the most striking finding was the strong inverse relationship between external locus of control and conscientiousness, suggesting that those who perceive little control over their outcomes may demonstrate lower levels of organization and responsibility in their work tasks.

In addition, it was found that both democratic and transformational leadership were important in boosting the benefits of internal locus of control on employee personality. It was discovered that these leadership philosophies foster an atmosphere in which staff members feel encouraged to take the initiative and positively impact company objectives. Conversely, there was no discernible impact of transactional and laissez-faire leadership styles on the association between personality traits and internal locus of control. Additionally, it was revealed that, in contrast to laissez-faire leadership, transformational, transactional, and democratic leadership styles significantly influenced the relationship between the external locus of control and personality factors.

Recommendations

The study's result suggested that organisational leaders provide special attention to helping staff members develop an internal locus of control mindset by implementing focused interventions that boost proactive problem-solving abilities and self-efficacy/self-effectiveness. This can be accomplished through holding workshops and training sessions that encourage staff members to accept responsibility for their decisions and results. In order to inspire teams and include people in decision-making processes, leaders should also promote a leadership culture based on transformational and democratic ideas. This will help to instill commitment towards organisational goals.

In order to respond the detrimental/injurious effects of external locus of control beliefs on

employee conscientiousness, customised approaches can be created. For example, goal-setting frameworks and mentoring programmes can improve organisational skills and accountability. Establishing a cooperative and welcoming workplace where different viewpoints are respected promotes a sense of responsibility and active involvement in problem-solving. Leadership strategies that are constantly assessed and improved are more flexible in response to the intricate interactions between personality attributes and locus of control. Putting money into leadership development programmes gives managers the tools they need to take advantage of workers' sense of control and foster an environment that values accountability and ongoing development.

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