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LOCUS OF CONTROL AND WORKERS' EFFICIENCY: A STUDY OF TUYIL PHARMACEUTICALS

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Abstract

In the corporate world, workers are charged with the duty of achieving stated goals. This is a measure of their contribution. It is a measure of efficiency. Inefficient workers incur unnecessary costs on the employers, producing substandard goods and rendering poor services. It is in line with this that the study examined the relationship between locus of control and workers efficiency in Tuyil Pharmaceuticals. The social learning theory was used to further understand locus of control and workers' efficiency. The population of study consisted of employees of Tuyil Pharmaceuticals in Ilorin. A two-stage sampling technique was utilized to select 140 respondents. The obtained data were analyzed with the use of spearman rank correlation. The results indicated that personal skill strongly correlates with task workers' efficiency, $r(134) = .838, p < 0.05$. The results further showed that workplace environment strongly correlates with contextual workers' efficiency, $r(134) = .640, p < 0.05$. The study therefore concluded that locus of control is significantly related to workers' efficiency. Based on this, the study recommended that training programs be organized for employees by related authorities to improve their personal skills. The study also recommended that work environment be made conducive by concerned authorities as it affects efficiency levels of workers.

Keywords: Control, Efficiency, Locus, Tuyil Pharmaceuticals, Workers.

Introduction

In the globalizing and evolving world, organizations need to adjust to new ecological conditions. To be effective in these new conditions, there is need to create an incentive for clients. In the quickly changing business conditions which are set with serious challenge, organizations are finding that the best way to endure is to make systems which will give them an edge over rivals. There is an expanding acknowledgment that while better machines, innovative marketing strategies and manufacturing procedure can be repeated, organizations with an increasingly productive, efficient and faithful

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workforce will be the victor. Organizations profit from workers who are proficient, consequently diminishing the cost of production. Since lessening cost of production is vital to each organization, factors that expand the efficiency of workers are important to organizational intellectuals who look to apply theory to work settings to improve production. In perspective of the above mentioned, there is rising proof that parts of reasoning style are identified with work mentalities, for example, work efficiency (Luthans, Baack & Taylor, 1987).

Workplace efficiency is not just an issue of accomplishing more work in less time. It is likewise an issue of focus, so employees produce quality work with less exertion. In a nation where the labour force is efficient, output is high and as the employees produce more, they get high wages. Thus, expenses of production fall and benefits increase. As such efficient labour becomes a national treasure for it will increase the generation of unrivaled products at lower costs. This expands work output inside the nation and abroad. This prompts increment in all out yield, work and pay and economic advancement. As per Ogbeidi (2012), organisations are irreplaceable to the financial advancement of a nation. Nonetheless, efficient production is accomplished in these organisations just when there is a sensible dimension of desire among the employees (Wang, 2005). Within the perspective of human resource management, it has been estimated that workers' information, capacities and aptitudes will empower them to be great assets when they are contracted. The world is encompassed by a situation in which each organization including the public offices look to accomplish an effective, efficient, great, and prosperous future which is subject to its gifted, proficient, and well organized workforce and for such organizations to succeed, it needs to concentrate on the effectiveness, efficiency, quality, capability, training and responsibility of its most important resources; their workers. Employees' lives in contemporary society can be described to a great extent as one of organizational enrollments, where employees submit the greater part of their working hours to take an interest in something in the organization. Their goals are fixed inseparably to the organizations of which they are a piece of. It is imperative for the organizations to value their workers to have a preferred position over rivalries. Now, organizational learning considerably affects the expanding victory of the organizations.

Locus of control (LOC) as an idea comes from social learning theory. Rotter (1966) characterized locus of control as the level of control that people trust they have over the result of specific circumstances. At the point when reinforcement is seen by the worker as a thing that follows some activity, it is

typically seen as the aftereffect of karma, fate, chance, as under the control of potent others, or on account of the extraordinary, multifaceted nature of the skills encompassing the individual. In this manner, the individual with authority over some events of personal life is internally controlled. The individual who feels constrained by karma, chance, and destiny or influential others is externally controlled.

While the workers who have less resilience oppose the change, the ones with high resistance can adjust to the change all the more effectively and efficiently. On the off chance that an individual has poise and the conviction to be predominant over actions, positive responses can be given to change (Kutani, 2010). Workers are ordered in two gatherings as indicated by LOC. The principal of the bunch is internal, and the other is external. People with internal LOC have the conviction that they can screen the circumstances of their very own destiny and have a solid faith in themselves and their capacities throughout everyday life, trusting that the responses that they take from conditions are the reasons for their mentalities. Then again, the people with external LOC relate the occasions, achievements as well as disappointments to the variables not identified with them. For instance, they credit accomplishment to support and base disappointment upon ecological components (Sargut, 2001). Finding a linkage between LOC and workers' efficiency implies that the type of LOC exhibited by a worker has bearing on organizational output. Hence, the need arises to determine the type of control that is most beneficial for the achievement of organisational goals.

Objectives

The general objective of this study lies in revealing the nature of relationship between LOC and workers' efficiency. To achieve this, the study has the following specific objectives:

- i. A determination of the strength of relations between internal LOC and workers' efficiency.
- ii. A resolve of the relationship between external LOC and workers' efficiency.

Literature Review

Locus of Control

Locus of control is identified with what a worker thinks in regards to their present or future encounters. It additionally manages reactions in connection to their own conviction of control. LOC is an identity construct that mirrors one's discernment about who controls life and the environment (Lefcourt, 1976). The conviction can exist in fluctuating dimensions, mirroring how much one sees individual control throughout everyday life and over the earth (Connolly, 1980). LOC has been depicted as a measurement with two restricting separates (Lee-Kelley, 2006). The measurements mirror the degree to which workers trust that the end result is their control, or past it. This introduces a continuum of an internal-external framework (Littunen & Storhammar, 2000).

Internal LOC is the point at which workers trust that they control encounters arising. A precedent would be a child who loses a toy and feels he lost it in view of his lack of regard (Carlson, Watts & Maniaci, 2006). External LOC is the point at which an individual trusts that they are not responsible for their own encounters thereby ascribing events to favorable luck, destiny, or an outside factor. A model would be a child who loses a toy and feels he lost it since others did something incorrectly (Carlson, Watts, & Maniaci, 2006). Rotter (1966) characterized internal LOC as an individual's recognition that an event is dependent upon his or her conduct or perpetual attributes. Individuals with an internal LOC trust that the results of their activities are their very own individual endeavors (Andrisani & Nestel, 1976; Paino, Ismail & Smith, 2014), capacities (Carrim, Basson, & Coetzee, 2006), or lasting attributes (Littunen & Storhammar, 2000). They trust that diligent work and individual capacities invariably lead to positive results (Carrim et al., 2006).

Accordingly, these people translate fortifications they get from their surroundings as dependent upon their very own activities (Lee-Kelley, 2006). For internals, key connections exist among conduct and results, and among result and individual exertion (Connolly, 1980). This conviction encompasses that they are bosses of their destinies (Boone, Van Olffen & Van Witteloostuijn, 2005). Rotter (1966) in McLeod, Carter, Nowicki, Tottenham, Wainwright & Dana (2015). additionally characterized external LOC as an individual's observation that a result is not dependent upon action rather the aftereffect of karma, destiny, or the activities and impacts of others. Individuals with an external LOC trust that their own behavior are reliant on

components outside their own control (Landy & Conte, 2004; Martin, Thomas, Charles, Epitropaki & McNamara, 2005). The results of conduct are arbitrarily regulated, and are believed to be constrained by outside powers (Connolly, 1980). Lefcourt (1976) sees people as performers who decide their own destinies and states that it is absolutely this view of the capacity 'to accomplish something' that offers ascension to the idea of observed control. To Leone and Burns (2000), locus of control is a concept that estimates how much people trust they are in charge of the outcomes of their conduct. From the above definitions it is clear that LOC demonstrates how much people trust that they are on-screen characters and can decide their own destinies inside breaking points (Lefcourt, 1976). It is viewed as a general desire concerning conduct, whereby conduct is connected to support and alludes to the controllability of occasions throughout everyday life.

The bearing of control supports the construct and was satisfactorily outlined by Spector (1988) as a summed up anticipation that prizes, fortifications or results in life are constrained by one's own behavior (internality) or by different powers (externality). While internals attribute the control of occasions to themselves, externals trust that their lives are constrained by outer powers and consequently have a LOC outside themselves.

Workers' Efficiency

Workers' efficiency is a multi-dimensional idea. On the most essential dimension, Borman and Motowidlo (1993) in Conte and Landy (2018) recognized task and contextual workers' efficiency. Task efficiency alludes to a person's capability with which the individual in question performs exercises that add to the organizations core success. This commitment can be both direct (e.g., production workers), or indirect (e.g., on account of managers or staff personnel). Contextual workers' efficiency alludes to exercises which do not add to the core goals but which support the organizational, social, and mental condition in which hierarchical objectives are sought after. Contextual workers efficiency incorporates not just practices, for example, helping associates or being a dependable individual in the organization, yet additionally making recommendations about how to improve work systems. Task workers efficiency in itself is multi-dimensional. For instance, among the eight employees' efficiency components proposed by Campbell (1990), there are five variables which allude to task workers efficiency. These are job-explicit task proficiency, non-job explicit task proficiency, written and oral capability, administrative position and management (Motowidlo & Schmit, 1999). Every one of these components contains various sub-factors which

may change between various employments. For instance, the management factor contains sub measurements, for example, planning, inspiring subordinates, training subordinates, communicating adequately and keeping others educated (Borman & Motowildo, 1993 in Conte & Landy, 2018).

As of late, researchers focused on explicit parts of task workers efficiency. For instance, development and client-arranged conduct become progressively imperative as organizations put more prominent accentuation on client service (Anderson, Potočnik, & Zhou, 2014). Researchers have built up various contextual workers efficiency concepts. On an exceptionally broad dimension, one can separate between two sorts of contextual workers' efficiency:

- i. Workers' efficiency as dynamic idea practices which point essentially at the smooth working of the organizations for what it is worth at the present minute, and proactive practices which go for changing and improving work strategies and organizational procedures.
- ii. The 'balancing out' contextual workers efficiency practices incorporate organizational citizenship conduct with its five segments: benevolence, scruples, civic virtue, graciousness, and sportsmanship (Organ, 1988), a few parts of hierarchical immediacy (e.g., helping colleagues, securing the organization (George & Brief, 1992) and of pro-active hierarchical conduct (Brief & Motowidlo, 1986). The more pro-active practices incorporate connecting with individual activities (Frese, Fay, Hilburger, Leng, & Tag, 1997 in Bledow & Frese, 2009), voice (Van Dyne & LePine, 1998), and assuming responsibility (Morrison & Phelp, 1999).

In this manner, contextual workers' efficiency is certainly not a solitary arrangement of uniform practice, but is in itself a multidimensional idea (Van Dyne & LePine, 1998). Thomas, Kelly, and Lilian (2006) clarified work LOC as the degree to which laborers trust they have authority over their very own predetermination in the work environment. A meta-investigation on work LOC has discovered that there are critical relationships between perceived control and employment stressors, for example, job struggle and job equivocalness (Thomas, Sorensen & Lillian, 2006). Besides it has been discovered that there is a solid connection between perceived work control and certain activity related factors, for example, work fulfillment and emotional distress (Spector & O'Connell, 1994). From a theoretical point of view, people with an internal LOC are commonly happier with their occupations than people with an external work LOC.

A research carried out by Bosman, Buitendach, and Rothaman (2005), explored the connection between employment distress, work LOC and dispositional positive thinking of workers. The investigation found that there was a huge connection between employment distress and work LOC. The discoveries recommend that external work LOC is identified with expanded dimensions of employment distress, while internal work LOC is identified with diminished dimensions of employment distress. Employment distress is a factor that can impact laborers' effectiveness.

Various studies have discovered huge relationships between LOC and laborers' commitment. The laborers' responsibility levels can impact effectiveness levels at work. Among them are Luthans, Baack, and Taylor (1987), who gave three potential clarifications to the connection between LOC and affective commitment:

- i. First, laborers with an internal locus are probably going to report more elevated amounts of commitment since they see that they have authority over their workplace. So as to keep up intellectual consistency, internals are probably going to be committed to organizations that enable them to control that setting.
- ii. Since internals are probably going to see a greater number of options than those with an external locus, and on the grounds that decision is identified with commitment, internals will feel progressively dedicated to the organization they choose to join.
- iii. Since internals are bound to make a move when disappointed with a circumstance, just dedicated internals are relied upon to stay with an organization.

Social Learning Theory

The idea of LOC developed from Rotter's (1954) social learning theories. Rotter expressed that in social learning theory, an action of reinforcement sets in to fortify an anticipation that a specific conduct or occasion will be trailed by that reinforcement later on. Like most other social learning scholars, Rotter laid incredible accentuation on the job of reinforcement. Rotter previously connected this rule to clinical psychology which thus prompted the advancement of his concept "generalized expectancies of reinforcement".

Expectancy alludes to the people's perception about the likelihood of events of different classes taking place, however the best known are behavior-

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reinforcement expectancies. This alludes to the individual's conviction that a given conduct will bring satisfaction. Rotter (1954) contended that an individual learns and is molded based on his history of positive or negative reinforcement. Subsequently, the individual builds up a feeling of inner or outer LOC over the occasions throughout his life. LOC is how much individuals trust they are by and by in charge of events in their lives.

Rotter (1966) expressed that people may trust that reinforcement are either constrained by their very own conduct or by outer influences, for example, other individuals, society, karma, etc. The worker who trusts that he controls his very own fate is said to have an internal LOC, and the worker who trusts that his predetermination is constrained by others is accepted to have an external LOC. Workers with external LOC for the most part credit occasions to other individuals or circumstances, and those with internal LOC consider themselves to be the reason for events in their work lives. Employees with internal LOC are probably going to self – start changes, whereas those who are externally controlled are bound to be impacted by others or hang tight for chance events.

Methodology

The research is carried out in Tuyil Pharmaceuticals Industries, Ilorin, Kwara state, Nigeria. It is a pharmaceutical company that specializes in manufacturing, sales, importation, marketing and distribution of healthcare and pharmaceutical products in Nigeria. A sample of 140 respondents was drawn using a two-stage sampling procedure. This commenced with the use of stratified sampling technique. This entailed dividing respondents in to strata by gender; males (70) and females (70). Following this, purposive sampling was utilized in selecting respondents to be approached, based on time off work. This was to ensure that research did not interfere with the organization's productivity. Following the distribution of 140 copies of questionnaire and collection from the field, 134 copies were discovered to be valid. The analysis was consequently based on this.

Results of the Study

Hypothesis One

H_0 = Workers' personal skill does not strongly correlate to task workers efficiency

Table 1: Correlation Table of Workers' personal skill against Task Work Efficiency

			Workers' personal skill	Task Work ers Efficiency
Spearman's rho	Workers' personal skill	Correlation Coefficient	1.000	.838**
		Sig. (2-tailed)	.	.000
		N	134	134
	Task Work ers Efficiency	Correlation Coefficient	.838**	1.000
		Sig. (2-tailed)	.000	.
		N	134	134

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Researchers' Fieldwork (2019)

A Spearman's correlation was run to assess the relationship between workers' personal skill and task workers efficiency, with the analysis based on 134 respondents. There is a strong positive correlation between workers' personal skill and task work efficiency, which was statistically significant, $r(134) = .838, p < 0.05$

Hypothesis Two

H_0 = Workplace environment does not strongly correlate to contextual work efficiency

Table 2: Correlation Table of Workplace Environment against Contextual Workers' Efficiency

			Workplace Environment	CWE
Spearman's rho	Workplace Environment	Correlation Coefficient	1.000	.640**
		Sig. (2-tailed)	.	.000
		N	134	134
	CWE	Correlation Coefficient	.640**	1.000
		Sig. (2-tailed)	.000	.
		N	134	134

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Researchers' Fieldwork (2019)

Discussion of Findings

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graph TD; LOC[LOCUS OF CONTROL] --> P[PERSONAL SKILL (INTERNAL LOCUS)]; LOC --> W[WORKPLACE ENVIRONMENT (EXTERNAL LOCUS)]; W --> T[TASK WORKERS EFFICIENCY]; W --> C[CONTEXTUAL WORKERS EFFICIENCY]; P --> T; T --> C; W --> E[WORKERS' EFFICIENCY]; C --> E;
```

The flowchart illustrates the relationship between Locus of Control, Workers' Efficiency, Personal Skill (Internal Locus), Task Workers Efficiency, Workplace Environment (External Locus), and Contextual Workers Efficiency. The diagram shows that Locus of Control influences both Personal Skill (Internal Locus) and Workplace Environment (External Locus). Workplace Environment (External Locus) influences both Task Workers Efficiency and Contextual Workers Efficiency. Personal Skill (Internal Locus) influences Task Workers Efficiency. Task Workers Efficiency influences Contextual Workers Efficiency. Finally, both Contextual Workers Efficiency and Task Workers Efficiency influence Workers' Efficiency.

Hypothesis one indicated that workers' personal skill strongly correlates to task work efficiency in Tuyil Pharmaceuticals. This is in line with the findings of Thomas et al. (2006), making it known that there are significant correlations between perceived control employment stressors, for example, job strife and role ambiguity. Employment stressors and ambiguity influence workers' effectiveness. The lesser the job ambiguity and job stressors, the more productive workers can be in Tuyil Pharmaceuticals. Moreover it has been discovered that there is a solid connection between seen work control and certain activity related factors, for example, job satisfaction and emotional distress (O'Connell & Spector, 1994). From a theoretical point of

view, people with an internal LOC are primarily happier with their occupations than people with an external LOC. A high level of job satisfaction is indicative of work efficiency. A satisfied worker is able to work more efficiently than an unsatisfied one.

Findings from hypothesis two indicated that workplace environment strongly correlates to contextual work efficiency in Tuyil Pharmaceuticals. A study conducted by Bosman, Buitendach, and Rothaman (2005) investigated the relationship between employment distress, work LOC and dispositional optimism of workers. The study found that there was a significant relationship between employment distress and work LOC. The findings suggest that external work LOC is related to increased levels of employment distress, while internal work LOC is related to decreased levels of employment distress. This serves to negate findings from this study as a high level of employment distress serves in decreasing contextual workers efficiency. Findings from this study prescribe that external locus control (workplace environment) strongly correlates to workers' efficiency.

Conclusion

The study concluded that workers' personal skill strongly correlates to task work efficiency in Tuyil Pharmaceuticals. Task work efficiency indicates the worker's direct contribution to productive activities. In the case of Tuyil Pharmaceuticals, it pertains the sales of drugs by the attendant, the balancing of books by the accountant, etc. A skilled worker has special talents, training or knowledge acquired from attending a university/college. Skilled workers bring a great degree of finesse to the job. Such workers are therefore central to the smooth running of the company. As the market shifts and the world becomes more global in nature, efficiency on part of the workers become more of a necessity rather than extravagance. A skilled workforce is productive and reliable. The study also concluded that workplace environment strongly correlates to contextual work efficiency in Tuyil Pharmaceuticals. Contextual work efficiency alludes to the camaraderie that exists among the workers.

Recommendations

In line conclusion of the study, the following recommendations are made:

- i. Workers should be encouraged to develop and improve their personal skills. Training programmes can be arranged for workers by

- the relevant authorities to ensure that workers learn more skills (internal locus). Training should be held in high regard in all organizations. Though, it might hurt financially to enact the programmes, the long-term gain is bound to be rewarding. The quality of training programmes should not be fiddled with. Efficient ways should be sought in order to properly deliver the programmes.
- ii. The workers should be sufficiently consulted in the organization of training programmes so they feel a sense of belonging. When workers feel part of the company, solidarity increases.
 - iii. Conducive work environments should be provided, as it affects workers' efficiency. A conducive work environment (external locus control) will serve in driving efficiency levels of workers up. A conducive work environment should be neat and visually attractive. A work environment should have sufficient lighting, which ensures that workers can see properly while carrying out tasks. It should however be noted that a conducive work environment goes beyond the organization's physical setting. It also encompasses a show of positive reinforcement, gratitude, positive thinking, etc. Workers should feel like themselves while at work instead of a lingering sense of alienation.

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